



euwin European Workplace Innovation Network

EUWIN
The second year

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2014

SHARE your experiences and LEARN from others

*Enterprise
and Industry*

Overview of the second year of EUWIN

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Management summary: EUWIN as a driving force

Workplace Innovation: supporting the Industrial Policy of the European Commission.

Workplace innovation is about non-technological change, an essential ingredient in making European companies more innovative. It is one of the main drivers for economic growth. The new European Commission is continuing its support for workplace innovation. Workplace innovation is complementary to technological innovation and a prerequisite for achieving smart growth. EUWIN, the **EU**ropean **W**orkplace **I**nnovation Network, remains an important vehicle for sharing and distributing knowledge, experience and learning resources amongst enterprises and other stakeholders.

EUWIN, launched in 2013, helps the EU and its industry to modernize the European workplaces and adapt them to the needs of the modern economy. Being a European network, it also has impact on national policies and through its events and partners has also direct contact with companies.

Impact on public policies for companies. EUWIN can show for 2014 *new* impacts on the following (regional) governments:

- › **Austria:** ministry of economic affairs commanded research in WPI for policy development. Participated in preparation of regional event in Vienna;
- › **Belgium:** the new Flemish government has re-confirmed its support for workplace innovation for the next policy term;
- › **Bulgaria:** ministry was represented at large scale event in Sofia;
- › **Germany:** new coalition put WPI on research agenda. It is now integrated into research and support program linked to Industrie 4.0;
- › **Finland:** TEKES produced a report indicating the areas Finland needs to improve workplace innovation in its organisations to become more competitive;
- › **France:** ANACT as governmental agency is working with regional agencies in promotion of WPI. Major event in Rouen shows attention to workplace innovation at regional and national levels in France. The President of the Regional Council affirmed his commitment to keep investing in workplace innovation programs;
- › **Netherlands:** ministry of economic affairs has inscribed WPI into its new 'ambitious entrepreneurship' program, but also into its Smart Industry program;
- › **Poland:** contacts with CIOP. Contact with research groups that are starting research for Polish research foundation;
- › **Portugal:** national innovation agency (COTEC) is helping with promotion of WPI. UK WON took part in a recent COTEC webinar promoting EUWIN and workplace innovation;
- › **Spain:** provincial government of Gipuzkoa (Basque region) has adopted WPI in its local policy;
- › **Sweden:** government supports action to develop WPI in its EU-research program and UK WON represented EUWIN as keynote speaker in its October Conference on workplace innovation;
- › **United Kingdom:** UK WON's involvement with the Scottish and Welsh governments has supported the development of interest in workplace innovation. The Scottish government has launched an offer for business support in 2015 (and on) for workplace innovation and a comparable initiative is expected from the Welsh government next year.

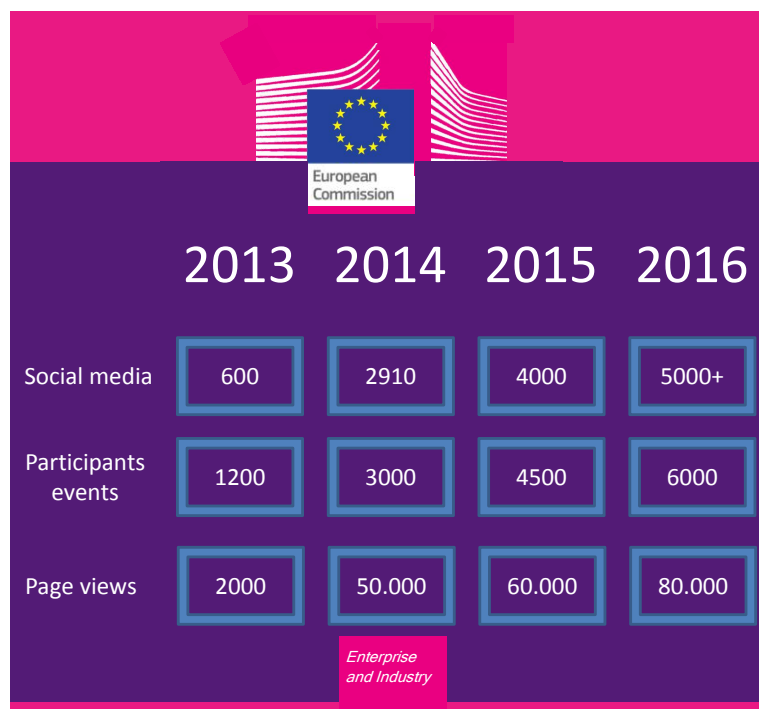
It is clear that nearly all these policy actions would not have been taken if EUWIN would not have been around.

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Impact through direct contact. We planned for three DGENTR-events in 2014. In fact, we organized one extra official event in Portugal and a workshop for trade union representatives in Copenhagen. But next to these official events, the enthusiasm of EUWIN's stakeholders has since then led to 30 other events in Europe. The three events aimed to reach a total of 220 representatives. It turned out that all the four events combined directly reached some 620 representatives of companies, knowledge partners, social partners and policy makers. Our spin-off events brought another 1410 contacts! The number of indirectly contacted persons was significantly greater. We have doubled our growth in partners from 2013.

Visibility through social media. EUWIN's communication is guided through social media. The aim was to gather a total of 1000 contacts by the end of the second year. EUWIN tripled this estimate with now **2,910** different persons on our LinkedIn, Registration System, Facebook and Twitter, with about 70% persons from companies. At least 2100 companies from nearly all countries in Europe are now directly connected to the messages of DGENTR! We are now managing some 175 discussions, 619 tweets and numerous reactions were launched. Our EUWIN Knowledge Bank has generated **54,000** page views, by some **24,000** visitors. All this communication was framed in our Fifth Element note. This note summarizes the main ideas of Workplace Innovation. A second YouTube-film has been recorded that explains this message to our audiences.

Our road towards 2016! In the following graph, we summarize our planned progress for 2015 and we hope to be able to continue to support this growth in 2016. Our main activities in 2015 will be in Eastern parts of Europe. We hope to strengthen our breakthrough that we achieved in 2014.



1 Introduction: a new message for Europe

Twenty four months of the European learning network for Workplace Innovation has brought some remarkable results. Workplace innovation has become a household name with policy makers, in Horizon2020-documents and among companies. This is a remarkable feat. We can show that the European initiative by the European Commission has made policy makers become more confident to support their companies to invest in non-technological innovation. Only by bringing the organisation and the technology together, Europe will be able to generate more innovation and create new jobs for renewed economic growth. In this second Interim Report we want to show the achievements of this learning network: the examples, the quotes, the discussions, the meetings, the enthusiasm this initiative by DG Enterprise & Industry¹ has spurred. The experience is a learning network, so the network has learnt where to improve itself to show even more results in the coming third year.

We have structured our interim report around these main ideas:

- › What kind of policy impact can we show from EUWIN?
- › How have we achieved direct engagement with our communities?
- › How many companies and persons have heard our message?

We want to show the salient examples of our impact. For the numbers, for the contacts: our annexes cover these important results. Figure 1 does show how the growth of the network has ‘exploded’ in the last year, supported by the different ‘official events’ organised by the network. This could have never been achieved without the creation of this European network on workplace innovation, able to federate and catalyse efforts made by national and regional organisations. The possibility to use the network to mobilise expertise and participate in spin-off events, to convince companies to engage in such transformation, is a concrete illustration of EUWIN added value. The EU shows it can leverage change all over Europe, even with a limited budget.

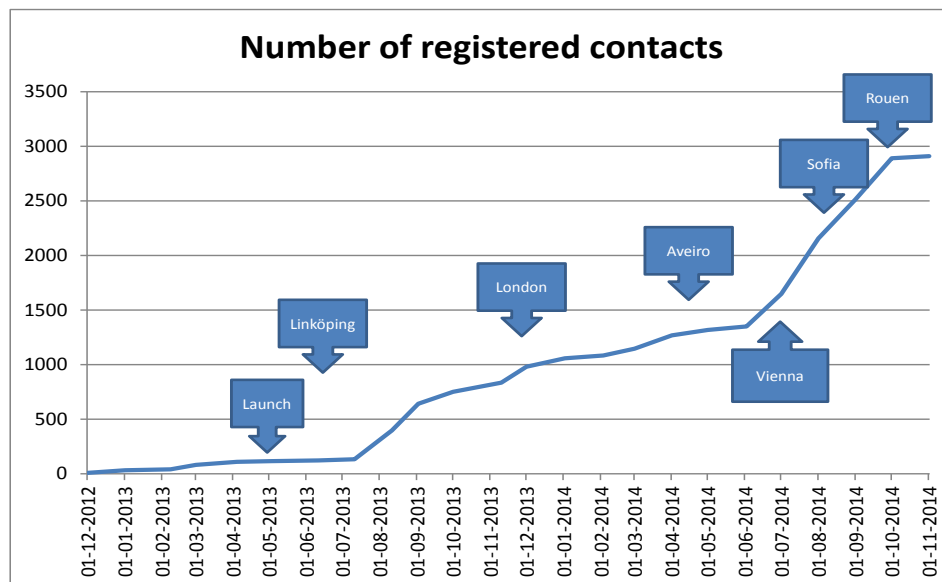


Figure 1 Growth of the EUWIN-ambassador and contacts from end of 2012 to end of 2014. Events are listed

¹ In 2015, DGENTR will change into DG GROW.

Arguments to invest in workplace innovation

- *25% of cross-country and within-country Total Factor Productivity (TFP)-gaps can be accounted for by management practices (Bloom e.a, 2014).*
- *A unit increase in the count of practices [of organisational innovation] rises the average hourly wage in the range of 1%-2%.” (Christini e.a., 2012)*
- *A Randomized Control Trial showed a rise in productivity in 25 weeks of more than 20% of TFP: “The intervention was by high-quality management consultants to improve a range of management practices (...) which appeared to dramatically improve productivity.” (Bloom e.a., 2013)*
- *“(...) productivity increased by around 44%, with about half of this due to selection effects and half from the same individuals changing behavior.” (Lazear, 2000)*
- *“Productivity rose by 21% mainly with at least half due to improved selection (managers allocated more fields to ablest workers rather than to their colleagues).” (Bandiera et al., 2007; 2009)*

2 Impact on public policies for companies

2.1 Introduction

The second year of EUWIN shows further continuing support for WPI. Our policy, company and social partners platforms have continued their actions in 2014. The European social partner networks have taken up WPI: the European trade union IndustriAll has implemented the issue in its policy agenda for the coming years. ETUI and ETUC are discussing the importance of WPI for their agendas. By putting workplace innovation on the agenda, DGENTR has brought the topic to the minds of policy makers, social partners and companies from North to South and from West to East of Europe, in just 24 months.

In this chapter, we show how the policy by DGENTR has influenced the support from governments to companies on the issue of workplace innovation.

2.2 Continued steps into a new European area of innovation

Two years ago, workplace innovation was not an issue on the European policy agenda. There was one reference by the European Economic and Social Committee (EESC). That was it! But the European Commission has embraced the idea that non-technological factors are important for future growth among companies: patent policy, human resources development, educational attainment, R&D, design and workplace innovation. The OECD (2013)² has reconfirmed the huge impact of these investments for growth: such investments already mean 50% of all investments made by companies. It is clear that DGENTR has a progressive agenda for Europe.

The following new actions and impact of EUWIN have been important:

- › **Agenda setting at DGENTR:** we have been connected to the following activities:
 - June 2014: DGENTR presents results of a study commissioned to the Zentrum für Sozialen Innovationen and MERIT (Maastricht University) on workplace innovation and 'innovation indicators' in Europe;
 - July 2014: ADMA-discussion in Brussels on ICT, ADMA³ and WPI;
 - September 2014: video-communication of Mr. Calleja, Director-General to EUWIN-meeting in Sofia⁴;

² OECD (2013), Supporting Investment in Knowledge Capital, Growth and Innovation, OECD Publishing, <http://dx.doi.org/10.1787/9789264193307-en>. (OECD = Organisation for Economic Cooperation and Development, in Paris)

³ Advanced Manufacturing for a Cleaner Production; ICT = Information and Communication Technologies.

⁴ <http://vimeo.com/108076805>

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Picture 1 – Director-General of DGENTR addresses EUWIN-audience in Sofia.

- › **Agenda setting at other DGs and on future ESF-policies:** we have invited ESF-representatives to our meetings:
 - Discussions have been made with DGEMPL;
 - EU-OSHA⁵-meeting (3/ and 11/2014): presentations by EUWIN;
- › **Impact on European agencies/on International organisations:** We can show:
 - European Parliament: Ms. Jude Kirton-Darling (former director of ETUC) has been elected to the European Parliament. We also have had a communication by the Danish EP-representative Britta Thomsen on support for WPI (May 2014). With the new European Commission, Ms. Jude Kirton-Darling has posed questions to the new Commissioners on workplace innovation⁶;
 - Eurofound: In 2014, presentations were made during a workshop on March 11th on workplace innovations and trade unions. Eurofound has been present during Aveiro and Vienna-events. Workplace innovation was also touched upon during a seminar on sustainable work on November 7th in Leuven;
 - OECD: On February 28th, contact was sought with the Innovation Policy Platform to insert workplace innovation as one of the approaches to innovation. In June, EUWIN was presented in Paris during meeting to OECD-representatives;
 - EU OSHA: has published an overview on Workplace Innovation. In 2014, a proposal has been developed for research priorities in the coming years. Our actions have helped to put workplace innovation on this agenda⁷. In November 2014, more action is done;

⁵ EU Occupational Safety and Health Agency

⁶ <https://www.youtube.com/channel/UC43fx9wJ4sEFgFnK3l5hRCQ>

⁷ <https://osha.europa.eu/en/publications/reports/priorities-for-occupational-safety-and-health-research-in-europe-2013-2020/view>

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- EESC: we are trying to influence the position of the EESC in its opinion on new industrial policy (12/11/2014) (Leila Kurki).
- › **On cooperation with European/international networks:** a great number of international networks have put workplace innovation as a central issue on their agenda. The following results may be seen:

Table 1 Impact: reach among international actors (2014)

Organisation which has agreed to be Ambassador	Result 2014
CSR Europe	Discussion with CSR to implement WPI with three local networks of CSR in Italy (2/2014)
European Association of National Productivity Centres	More promotion on website (www.eanpc.eu)
European Federation of Employee Share Ownership	Agreement to support each other's activities.
PEROSH (Partnership for European Research in Occupational Safety and Health: national OSH institutes)	Presentation of WPI during WAW-conference in Copenhagen (May 2014). WPI will be a main topic during WAW-conference in 2016.
EEN (European Enterprise Network)	We have undertaken several actions to be linked to EEN: <ul style="list-style-type: none"> • We have linked to EEN-linked, EEN-Twitterers • We have now connected to Bulgarian (ARC), German (ZENIT) and Italian (APRI) network coordinators. We now have a good entrance to EEN. EEN is restructuring for 2015. We are confident of our influence in the new set-up.
EU-OSHA (EU Occupational Safety and Health Agency, in Bilbao)	We have presented a plan for cooperation during October event in Brussels (invitation to G. Drozd). Presentation during March event, 2014. These actions have led to inclusion of workplace innovation to research agenda of EU-OSHA. More to follow in 11/2014.
Eurofound (European Foundation for the Improvement of Working and Living Conditions, in Dublin)	We have given Eurofound a platform during all our events. We are now cooperating with Eurofound on project basis to deliver 60 case studies on workplace innovation.
EODF (European Organizational Design Forum)	We have connected to the European network. They supported us in organising the Austria event in 2014. We are connected to their Amsterdam event in October 2014. EODF has engaged its members to be present during the Sofia event of EUWIN.

2.3 New national/regional direct support to companies for workplace innovation

The continuing (and astonishing!) result by the learning network is that national and regional policy makers have used the European Commission initiative to build confidence for new initiatives into workplace innovation. The countries have reacted in different ways:

- › Austria: Ministry of Economic Affairs commanded research in WPI for policy development. The Austrian Institute of Technology conducted this project. (February 2014, communication Björn Budde (AIT));
- › Bulgaria: ministry was present at large scale event in Sofia (9/2014). In Sofia, on the 21st of May, there was a workshop on "Policy Options for Public Engagement in Research and Innovation". (Project: www.engage2020.eu; Hennen Leonard & Zoya Damianova);

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Picture 2 – EUWIN Sofia: Mr Grzegorz Drozd (DGENTR); Ms Aglika Sabeva-Tzvetanova, Representation of the European Commission in Bulgaria; Mr Eli Anavi, Director SMEs and Innovations Directorate, Ministry of Economy and Energy Bulgaria; Mr Nikolay Badinski, Executive Director, ARC Fund



Picture 3 – Former Bulgarian minister Solomon Passy, prepares for his Keynote Speech at EUWIN Sofia

- › Germany: the new German coalition has put workplace innovation on her action plan for the new government (February 2014, communication Claudio Zettel; see linked in). The plan has been changed into policy.⁸ The research programme has led to 200 projects;
- › France: ANACT as governmental agency is working with regional agencies in promotion of WPI. At the regional level, the ARACTs continue to support WPI;
- › Netherlands: ministry of economic affairs has inscribed WPI into its new ‘ambitious entrepreneurship’ program, but also in the new Smart Industry program (launched in 11/2014);
- › Poland: contacts with CIOP. In November, we hope to make further contacts with policy makers during the “Social boundaries of work” conference. We are now in contact with research groups (Kozminski University) that have been commissioned research by the Polish National Center for Research and Development to investigate the issue for Poland;
- › Portugal: national innovation agency is helping with promotion of WPI. During Aveiro conference, a national coalition of ministry of social affairs, of economic affairs, employers and trade unions discussed the possibilities of WPI for Portugal. In September a second meeting of the platform took place. On 15th of November, there was a presentation to COTEC on workplace innovation;

⁸ <http://www.bmbf.de/de/24637.php>; <http://www.bildungsspiegel.de/bildungsnews/verschiedenes/2605-gute-arbeit-im-digitalen-zeitalter.html>

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Picture 4 – Mr. Gaspar represents the Portuguese Ministry of Social Affairs at EUWIN Aveiro.

- › Spain: provincial council of Gipuzkoa (Basque region) has adopted WPI in its local policy. The Provincial Council has asked Sinnergiak Social Innovation (UPV/EHU) to support them redirect their activities from Social Innovation to Workplace Innovation. We have been invited to discuss with Sinnergiak on April 10th in Bilbao this issue with the Gipuzkoa government Antonio Corral documented the activities in the program. (Antonio Corral is the Unit Director of Ikei Research and Consultancy, not part of Sinnergiak Social Innovation).
On the 23rd and 24th of October EUWIN was invited by the Innovation department of the Provincial Council (Gipuzkoa) to the conference “Joint development of participation in Gipuzkoa: People, Businesses, Territory”. Professor Peter Totterdill was keynote speaker on the EUWIN framework on participation⁹;
- › Sweden: the government supports action to develop WPI in its EU-research program;
- › UK: a presentation on EUWIN was made to the Scottish government, which is actively investigating the introduction of a workplace innovation programme. This has led to a tender (see further). A similar presentation has been undertaken with the Welsh Government. Discussions continue with the UK Department of Business, Innovation and Skills and Department of Work and Pensions;
- › For some countries, the learning network has helped to **direct investments to support** the development of workplace innovation in companies:
 - In Finland and Germany, EUWIN has helped to secure support for new programmes to support workplace innovation in companies. In Germany, Frank Pot

⁹ <http://www.gipuzkoapartaidetza.net/en/estrategia-gipuzkoa-en>

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- and Steven Dhondt have commented on the new program for the BMBF to be developed (12/3/2014), at the request of sfs Dortmund;
- In the Netherlands: the new Smart Industry programme has listed WPI as one of the 13 action programmes to be realised in the period 2015-2020;
 - In Flanders, the regional government has declared its continued support for WPI (10/2014);
 - In Sweden, an action has been approved to look how workplace innovation should be fitted into Horizon2020, from the Swedish perspective. Meetings have been arranged in March and December 2014 (<http://sustainablework2020.se/>). The advocacy platform for *Sustainable work in Horizon 2020* has been involved in various processes to promote position papers and influences on Horizon 2020 with respect to future agendas and calls on working life issues and the European workplace.
 - The Scottish government has now put out an invitation to tender to develop business services on workplace innovation in Scotland¹⁰. A similar invitation is expected from the Welsh government in 2015;
- › We are now connected to some 208 national agencies (also health care, communes/regions, and ministries) all over Europe.

¹⁰ <http://ted.europa.eu/udl?uri=TED:NOTICE:402871-2014:TEXT:EN:HTML&src=0>

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The following figure visualises this (recorded) impact.

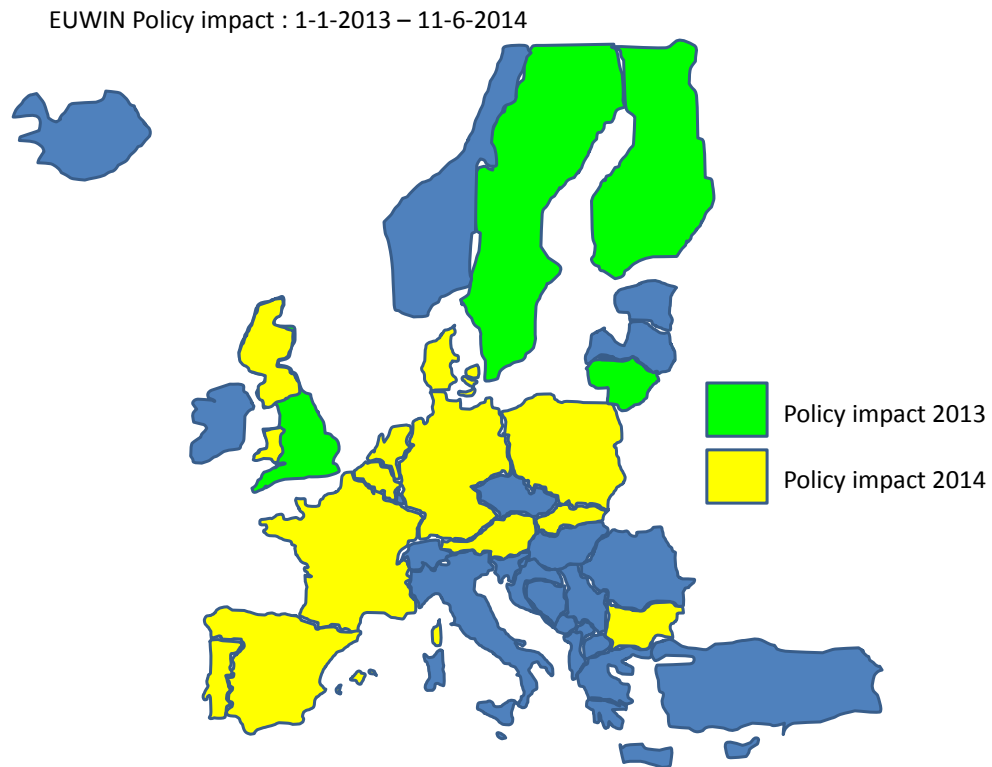


Figure 2. Policy impact of EUWIN up to 11/2014.

This does not mean that we have not undertaken actions in the other countries: the green and yellow countries show a direct action to take up workplace innovation as a new action in policies.

2.4 An agenda for the social partners to develop a European consensus

EUWIN is the direct result of cooperation between European social partners in the European Economic and Social Committee¹¹. Our network has continued to inspire the ideas of social partners and has led to first actions to come with a working programme on workplace innovation:

Table 2 Number of employers and trade unions in our contacts

Countries	Employers	Trade union	Grand Total
Austria	2	1	3
Belgium	5	8	13
Bulgaria		1	1
Denmark	1	8	9
Finland	2	3	5

¹¹ European Economic and Social Committee. (2011). Innovative workplaces as a source of productivity and quality jobs, Brussels (SC/034).

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Countries	Employers	Trade union	Grand Total
France	2	1	3
Germany	1	1	2
Ireland		2	2
Italy	1		1
Lithuania	1		1
Netherlands	9	3	12
Norway		2	2
Portugal	2		2
Spain	1		1
Sweden		1	1
Switzerland	1		1
United Kingdom	5	4	9
Grand Total	34	35	69



Picture 5 – Social partners discussing merits of workplace innovation at EUWIN Rouen.

- › A Social Partner platform has been installed. We are working to let them have more impact in the second year. SIPTU and LO (Denmark) are our leading organisations.
- › The network has doubled the contacts with business associations, trade unions in 2014: we have 34 contacts from Employer organisations/combined, 35 contacts from Trade unions.

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- › In February 2014, we have commented on a Strategic Policy Document for IndustriAll. The document has been changed to include workplace innovation.
- › We have organised our first major social partner platform for EUWIN in April in Copenhagen. 40 representatives of different unions from 9 countries have been present, and a TU WIN movement is currently being established under the EUWIN umbrella
- › In September 2014, Frank Pot had an intervention during the ETUC/ETUI conference on workplace innovation. The ETUC does not yet plan further action, but will investigate the matter. EUWIN is invited to discuss this with them.
- › Dialogue continues with the Lithuanian Business Confederation which is actively seeking opportunities to promote workplace innovation.

2.5 Direct support from DGENTR to companies

EUWIN is not only about contacts, meetings and messages. It is also direct help to companies to implement workplace innovation. The project has delivered new instruments for companies to find their way:

- › Knowledge Bank of Cases: the KB has been launched on March 1st, 2014. We have 100 cases and a whole set of articles. New cases will be added in next months. The Knowledge bank is designed around a series of practitioner-focused narratives based on specific topics which will help users navigate through the growing range of case studies and articles. The KB has been consulted more than 17000 times.
- › The videos that have been offered to companies have been viewed more than 5000 times (UK and French versions together).

The work of EUWIN is supportive of the work of national/regional agencies such as TEKES, ANACT or Flanders Synergy which are doing the concrete daily job with companies. In the end, the support by DG ENTR through these different means helps to change the priorities in 1000s of companies.

3 Impact through direct contact

3.1 Introduction

DGENTR planned for three events in each of the years. The enthusiasm of EUWIN's stakeholders has since led to 30 other events in Europe (more than a tenfold number of events per year!). The three official events aimed to reach a total of 220 representatives. It turned out that all the events combined directly reached some 609 representatives of companies, knowledge partners, social partners and policy makers in these official events, exceeding the planned number more than three times. The number of indirectly contacted persons was significantly greater. By the end of 2014, we have had a total of 2618 visitors of our main event and spin-off events. For 2014, we are showing significant rise in direct and indirect contacts.

In this chapter, we show how our network has 'spread like a little bonfire'.

3.2 The Workshops by EUWIN

We have conducted the three planned event, and added one more in Portugal (Aveiro). Our approach remains as in 2013:

- › **Companies have been in the lead of our event:**
 - Microsoft was our host during the Vienna Event;
 - Companies have shared their experience:
 - Aveiro event: Mtorres (Spain), IKEI, Jason Associates, Powerblades, Philips;
 - Vienna event: Cocoon Projects, Microsoft, CEIT-ZIMS, INET;
 - Sofia event: Resato (NL), Bristan (UK), Primaria Bacau (Romania), Trainart (Romania), Herti, Ekont Express, INCH-Frigo (Bulgaria).

In 2014, we have managed even more companies to host or present cases:



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- Number of companies and people directly engaged by events (Table 3):

Table 3 Impact: reach of direct participants + background material

Event	Background material
Aveiro	40 persons, 25% companies.
Vienna	60 persons, 50% companies. Major topic was how WPI can help to generate competitiveness
Sofia	109 persons, 40% companies.
Rouen	400 persons, 50% companies.
Total	609 persons



Figure 6 – Hundreds of visitors during EUWIN Rouen.

3.3 Spin-offs and feeder events

Our networks have engaged themselves to spread out the EUWIN-message throughout Europe.

The following spin-off events have been achieved:

Table 4 Spin-off meetings during 2014

Date	Country	No	Event	Presentations by
1/2014	UK	29	London, Speedo event, Nottingham On the 16 th of January, Speedo International hosted an event (attended by 29 company participants) on workplace innovation. UKWON has organized this event.	Peter Totterdill
1/2014	FRA	10	Qu'est-ce que EUWIN peut signifier pour les ARACTs? Lyon: presentation to ANACT/ ARACT, January 17th 2014	Steven Dhondt
2/2014	UK	30	London, EODF meeting Peter Totterdill participated in a meeting of the	Peter Totterdill

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Date	Country	No	Event	Presentations by
			European Organization Design Foundation and presented EUWIN.(30 persons; 18/2)	
2/2014	SWE	40	Lund, Platform for sustainable workplace (*) Our Swedish ambassadors Elisabeth Lagerlöf and Kenneth Abrahamsson took the responsibility to organize a Platform of Sustainable Workplace to develop ideas for HORIZON 2020. The aim is mainly the Nordic countries.	Elisabeth Lagerlöf, Frank Pot
3/2014	BEL		Brussels, Expert seminar Grzegorz Drozd and Frank Pot were present during the Expert Seminar organised by Eurofound on "The employment relationship beyond EU and across national borders - challenges and responses". Grzegorz Drozd chaired the session on Workplace innovation: the role of social dialogue	Frank Pot
4/2014	AUS	60	Regional workshop 3 – Austria, central Europe The issue of implementation of workplace innovation is a central issue for all companies. On this issue, a EUWIN-workshop was held in Vienna. Our EUWIN-partner ZSI (Alexander Kesselring) organized the event, together with the help of the European Organizational Design Forum (Paul Tolchinsky).	Alex Kesselring, Paul Tolchinsky
4/2014	SPA		Zaragoza event On 2nd of April there was a forum in Zaragoza (presence of Prince and various CEOs) where one workshop focused on showing good examples of innovation.	
4/2014	FIN		Finland presentation EUWIN (*) Our Finnish ambassador William Powell discussed with companies during the HR Conference what EUWIN could mean for Finnish companies: http://www.truhelsinki.com	William Powell
4/2014	SPA	20	Two meetings: EUWIN and the possibilities for Gipuzkoa. Special invitation by the Province of Gipuzkoa. San Sebastian: Sinnergiak Social Innovation (UPV/EHU) & Province of Gipuzkoa, April 9th, 2014. Workplace Innovation in Gipuzkoa territory. Evaluation of the change proposals by Sinnergiak's Hedabide project. Elgoibar: Sinnergiak, April, 10th 2014	Steven Dhondt
4/2014	DEN	40	Copenhagen, Social Partner Platform (*) Following the Dublin Conference and Declaration, LO in Denmark offered to host a EUWIN workshop in April in Copenhagen, and offered a small contribution to costs. Nordic countries, Ireland, NL and the UK have participated. Outcomes included a simple toolkit showing why it is important to unions and how they can be proactive in stimulating workplace innovation. (29-30 April: Trade Unions as Knowledgeable Participants in Workplace Innovation)	Pia Reksted, Peter Totterdill
4/2014	BEL	40	28 April, Conference Working Conditions, Brussels, organised by the European Commission, DG EMPL	Frank Pot
5/2014	POR	45	Portugal workshop (*) Our Portuguese member of the Advisory Board, Prof. Irina Amaral, hosted the ICIEMC 2013 conference (International Conference on Innovation and Entrepreneurship in Marketing and Consumer Behaviour). Within this event, we had a workshop of a whole day with companies, policy makers, research. Interesting cases were presented by Portuguese companies, international companies.	Irina Amaral
5/2014	DEN	200	Healthy workplaces Copenhagen (*)	Frank Pot, Steven

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Date	Country	No	Event	Presentations by
			During the wellbeing at work conference, two sessions were organized on workplace innovation. ¹²	Dhondt
6/2014	FRA	60	Presentation by Steven Dhondt to World Conference on Intellectual Capital for Communities. Paris: Université Paris-Sud. (June 5th, 2014)	Steven Dhondt
6/2014	AUS	25	Expert group on European Union Scoreboard in Vienna (ZSI/MERIT)	Alex Kesselring, Steven Dhondt, Frank Pot
6/2014	SWE		Sweden presentation EUWIN (*) Our Finnish ambassador William Powell discussed with the Swedish Maritime Administration what EUWIN can mean for Swedish companies.	William Powel
6/2014	FRA	60	Poitou-Charente: ARACT event on workplace innovation	Ségolène Journoud
6/2014	FRA	60	Montbéliard: ARACT event on workplace innovation. "Innovation sociale en entreprise, les conditions?" 19/6/2014 (100 persons)	Ségolène Journoud
6/2014	UK	20	Innocent event UKWON (Peter Totterdill) organised this event on 18 th June for circa 20 companies ¹³	Peter Totterdill
7/2014	BEL	60	Advanced Manufacturing and ICT, Brussels, organised by the European Commission, DG ENTR	Frank Pot
7/2014	NL	60	EGOS conference Rotterdam (*) During this world conference on organizational drivers for innovation, a comparison was made between the European and the US approach on workplace innovation. This workshop was organized by Profs. Steven Dhondt, Geert Van Hootegem and Jody Hoffer Gittel.	Steven Dhondt, Geert Van Hootegem
8/2014	DEN	60	ODAM Conference. Presentation in keynote speech of EUWIN by Geert Van Hootegem	Geert Van Hootegem
9/2014	USA	40	STS Roundtable on EUWIN and GLOWIN	Geert Van Hootegem
9/2014	BEL	30	Europe at the Crossroads, Brussels, organised by ETUI and ETUC	Frank Pot
9/2014	BUL	109	Large workshop1 – Sofia Our Bulgarian consortium member, ARC Fund, organized the Large workshop in Sofia. Zoya Damianova was our host.	Zoya Damianova
9/2014	BUL	100	European Enterprise network – Sofia Our Bulgarian consortium member, ARC Fund, organized the SME-event in Sofia on workplace innovation, following the EUWIN-event. Zoya Damianova was the host.	Zoya Damianova
10/2014	SLOV	100	National Productivity Forum, Zilina Slovakia, organized by SLCP	Frank Pot
10/2014	SPA	100	Joint development of participation in Gipuzkoa: people, businesses, territory	Peter Totterdill, Egoitz Pomares
10/2014	FRA	67	"l'innovation sociale et territoires" Conliège près de Lons le Saunier dans le Jura	Segolene Journoud
10/2014	FRA	75	Haute Saone Terre d'industrie (salon de l'industrie organisé par la CCI de haute Saône) Vesoul (Environ 75 exposants et 4500 visiteurs sur le salon pendant les 2 jours)	Sabrina BOUDAILLER
10/2014	FRA	500	Region Bretagne: "360possibles" (www.360possibles.fr) (organisé par Bretagne développement innovation)	Helene Plassoux
10/2014	DK	50	Danish Society of Physicians, Copenhagen. Peter Totterdill presented workplace innovation and EUWIN as keynote speaker at a conference on social capital.	Peter Totterdill
11/2014	FRA	18	Petit déjeuner "Innovation au travail: quelles conditions: quel management: (Region Bourgogne)	Sandrine Largarde (directrice Aract

¹² http://www.healthy-workplaces.eu/?utm_source=osmail&utm_medium=email&utm_campaign=osmail-139

¹³ <http://innov8te.businesscatalyst.com/BookingRetrieve.aspx?ID=59887>

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Date	Country	No	Event	Presentations by
				Bourgogne)
11/2014	POR	20	Presentation of Workplace Innovation to COTEC	Irina Amaral
11/2014	NOR	80	Presentation during the Meat and Food Conference by the NILF (Norsk Institutt for landbruksøkonomisk forskning) by Peter Totterdill on Innovation, Productivity and Competitivity	Peter Totterdill
11/2014	FRA	400	Regional workshop 4 – France and region south Our French and Belgium consortium members, ANACT (Ségolène Journoud) and Flanders Synergy (Mieke Van Gramberen), organized a workshop for the south region. The workshop was a collaboration of ANACT, ARACT HN, Directte, CARSAT, Seinari, Grandde and the Region.	Ségolène Journoud, Mieke van Gramberen
11/2014	NL	300	Day of Workplace Innovation Our ambassador MVO Netherlands (CSR) has organised with TNO, MKB Krachtcentrale (former Syntens) and with the Ministry of Economic Affairs, the day of workplace innovation. 300+ companies participated	Glenn van de Burg
11/2014	BE	50	EUWIN and workplace innovation promoted at Eurofound seminar on sustainable work, before academics and representatives from business associations and trade unions	Xavier Le Mounier
11/2014	POL	15	Wroclaw, workshop in Poland (*) Our ambassador Vassil Kirov arranged a workshop on EUWIN during International conference "Social boundaries of work. Changes in the sphere of work in the 21st century capitalism", 14-15 November 2014, Wroclaw (http://www.socialboundariesofwork.pl/)	11/2014
11/2014	DK	70	Danish Technological Institute, Copenhagen. Peter Totterdill was keynote speaker at an event for enterprises and others to mark the retirement of workplace innovation pioneer Palle Banke.	Peter Totterdill
11/2014	ROM	34	DGASPC Bacau, Romania. Peter Totterdill led three days of workshops and discussions on workplace innovation with staff and directions in the social care sector.	Peter Totterdill
12/2014	FRA	60	ARACT– France The ARACT (Jerôme Bertin) asked EUWIN to co-organize a workshop for their region.	Jerôme Bertin, Steven Dhondt

By the end of 2014, we have had more than 2,700 visitors of our main event and spin-off events. We now have 32 spin-off events performed.

Overview of the second year of EUWIN



Figure 3 Direct contacts with EUWIN during events up to 12/2014

3.4 An active Advisory Board

EUWIN is supported by an Advisory Board. The members of the AB have supported us with their influence, but also with direct action.

Table 5 Our Advisory Board members as most active ambassadors for EUWIN

Advisory board member	Major activities
Prof.dr. Frank Pot	President, present during numerous events. Frank has represented the network in numerous events and on a great number of platforms.
Mr. Herman Kok (Lindum)	Two follow-up meetings with Peter Totterdill and Rosemary Exton during 2014.
Prof.dr. Irina Amaral	Present during Launch. Irina is very active on the social media for EUWIN, also she has connected her networks to EUWIN. Irina organised Portuguese event for EUWIN in 2014.
Ms. Leila Kurki	Present during Launch and London event. Has engaged herself to support EUWIN during several other occasions. She has been helpful developing contacts in Baltics. She is also very supportive of our social media activity.
Ms Kirton Darling	Not active in events. She left the AB because of her candidacy for the European Parliament. She now supports us through the EP.

3.5 Our active regional animateurs, ambassadors

Our **Regional Animateurs** have been busy recruiting **Ambassadors** and **Contacts** in every Member State within their region. The following overview of the work of the consortium

Overview of the second year of EUWIN

members shows clear activity from nearly all partners. We have been pushing them in all these respects. We have not included the separate actions from TNO and UKWON. Nearly all of our partners have organised separate events on EUWIN!

Table 6 Activities by our regional animateurs etc.

Regional animateurs Consortium partners	Major activities (for social media, see further)
<ul style="list-style-type: none"> ZSI (AUS) - Central region 	<ul style="list-style-type: none"> Have organised the regional workshop 2014. European Organization Development Forum (EODF) has helped them. Are undertaking several actions in Austria and other countries (Poland, Slovak Republic, Czech Republic) to develop network. Have established workplace innovation in newly established international course Master of Arts in Social Innovation (modules 4.1 and 10.2) with Danube University Krems (Romania). Have conducted research on workplace innovation for European Commission (2014). And are organiser of workshop in Vienna on 25/6/2014.
<ul style="list-style-type: none"> ARC (BUL) - East region 	<ul style="list-style-type: none"> Have managed large workshop in Sofia for 2014 . Support from the Enterprise Europe Network – Bulgaria, for recruiting the participants (companies). Additional support will be provided by the Bulgarian Academy of Sciences (BASS): (prof. Vassil Kirov) in conceptualising the workshop and working out the programme. Organised workshop in Sofia on 25/5/2014 on workplace innovation.
<ul style="list-style-type: none"> KSU (LIT) - Baltic/PL 	<ul style="list-style-type: none"> Organised Lithuanian workshop in May (together with RMU). Communication on LinkedIn + large expansion of LinkedIn in Lit. Organised SME-event in November 2013. Preparing workshop in 2015.
<ul style="list-style-type: none"> DLR (GE) - DE/SW/Nordic 	<ul style="list-style-type: none"> German workshop on workplace innovation in November 2013 (see list), together with sfs-Dortmund. Communication on LinkedIn large expansion of LinkedIn in Germany Organiser of Linköping workshop in May 2013. Support from TEKES Activity to influence BMBF-research program.
<ul style="list-style-type: none"> KU Leuven (BE) 	<ul style="list-style-type: none"> Organiser of STS-workshop in Boston. Organiser of Øresund Synergy workshop in Denmark in April, together with Øresund Synergy. Co-organiser of sessions on workplace innovation in Copenhagen and Rotterdam. Benny Corvers represented KUL in regional French event on June 19th. Are preparing program for Large Scale event in 2015.
<ul style="list-style-type: none"> Flanders Synergy (BE) 	<ul style="list-style-type: none"> Organiser of Øresund synergy workshop in Denmark in April 2013. Co-organiser of Eurofound event in November 2013 in Belgium. Promoter of EUWIN on their yearly regional conference. Have managed with ANACT of French regional workshop in 2014. Visit to Lille to discuss possibilities for Region Nord-Pas de Calais.
Associate partners	(Be aware that our AP do not receive funding from the network)
<ul style="list-style-type: none"> ANACT (FR) 	<ul style="list-style-type: none"> Organiser France conference June 2013 Communication on LinkedIn + large expansion of LinkedIn in France Organiser of Linköping workshop in May. Organiser of two local events on workplace innovation in 2014 (Montbéliard, Poitou Charente). Organiser of French regional event in November 2014.
<ul style="list-style-type: none"> TEKES (FIN) 	<ul style="list-style-type: none"> Communication on LinkedIn

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Regional animateurs Consortium partners	Major activities (for social media, see further)
	<ul style="list-style-type: none"> • Organiser of Linköping workshop in May 2013 • Participant in RESCAS meeting in Helsinki in March 2014. • Deliver support for knowledge bank EUWIN. (2014) • Produced new report on workplace innovation in Finland¹⁴.
<ul style="list-style-type: none"> • Syntens (NL) 	<ul style="list-style-type: none"> • Support by Syntens has been limited. This is caused by a major reorganisation of this organisation that has reduced all help. That is why we are working with the ambassadors outside of Syntens (TSIF, INSCOPE, ...). • Syntens has stopped working on 1/1/2014. Activities are taken over by MKB Krachtcentrale. Organiser of Day of Social Innovation in November 2014.
<ul style="list-style-type: none"> • IRES-ER (Italy) 	<ul style="list-style-type: none"> • Local contacts have been supplied.
<ul style="list-style-type: none"> • BAS (Bulgaria) 	Organiser of the International Conference on Central and Eastern Europe: Work, Employment and Societies between Transition and Change (Evry, France (Université d'Evry-Val-d'Essonne): Address: UFR SSH, 2, rue du Facteur Cheval, 91 000 Évry, France ; 21-22nd November 2013)
<ul style="list-style-type: none"> • BICG, Spain 	Alejandra and Carlos have engaged in several networking activities. Also, they are quite active on the social media. They participated in French event in 2014.
<ul style="list-style-type: none"> • EFQM, Belgium 	Together with Matt Fisher, we have organised the EFQM-Prize for Workplace Innovation 2014. Ten videos have been entered. In 2014, a new competition has started and EUWIN has been invited to participate as judge.
<ul style="list-style-type: none"> • CSR, Belgium 	<p>We have participated in their April-event. We are supporting them in their Intrapreneurship event. CSR has promoted us in their activities.</p> <p>We have discussed with them in February 2014 possibilities for engaging Italian networks. No result yet, but future cooperation likely.</p>
<ul style="list-style-type: none"> • Engage for Success, UK 	EFS were partners in the organisation of the London Conference and will continue to support dissemination in the UK through online media and events, as well as establishing contact with potential Ambassador companies.

We have developed a sizeable group of contacts in all of our social media (2910 persons) of which more than half of them are already connected to our Registration system (1008) and to LinkedIn (807). The persons are distributed to the following stakeholder groups:

¹⁴ <http://www.tekes.fi/en/whats-going-on/news/liideri/innovativeness-in-finnish-workplaces/>

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Table 7 Impact: how have we grown among different stakeholder groups

Type	Percentage total contacts
Companies	72
EU-agencies	1
Knowledge partners	17
Public institutions, policy makers	7
Social partners	3
Total	100% (n=2,910)

The percentage of social partners may seem low, but this still represents more than 75 separate organisations. In section 2.4, we have listed this engagement by social partners and our activities towards them.

Our main focus is on companies. At this moment, this group has grown substantially in the Registration System and LinkedIn, more than the Knowledge partners (universities, RTOs). In the following figure, we show our number of members for each of the countries in the EU.

EUWIN Progress report: 1-1-2013 – 14-11-2014
Registration + LinkedIn + Twitter + Facebook (1/9)

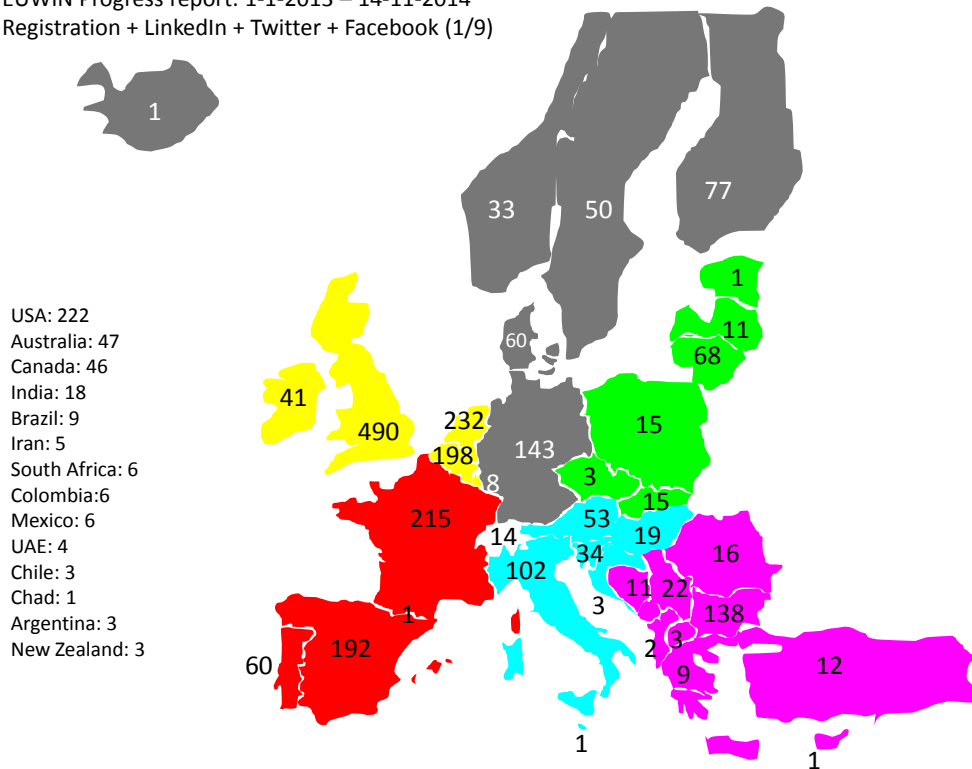


Figure 4 Number of ambassadors for EUWIN in Registration system and social media (11/2014)

3.6 Leading by example: EUWIN and workplace innovation prizes

EUWIN has been able to connect itself to Prizes that have been presented by other networks:

- › EUWIN has been evaluator and judge of EFQM-prize (15 videos evaluated). See website EFQM. This has been done a second time in 2014: 15 new videos have been evaluated.

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- › ERASMUS INNOVATION AWARD: EUWIN has provided INSCOPE conference for selecting and honouring winner of this award . The Dutch company DSM won the prize. The next award will come in November 2014.
- › EUWIN will be present during Prize Giving for Rally'Nov 2014 in Besançon.

4 Visibility through information products and social media

4.1 Introduction

EUWIN's communication is guided through social media. The aim was to gather some 1000 contacts during the first two years. EUWIN reached 1,200 persons through LinkedIn and through the Registration System in the first year. In 2014, we have connected to another 600 persons on those networks. Also, some 1550 persons are connected on Twitter and some 200 on Facebook. Next to these ambassadors, some 600 other persons contacted EUWIN for more information: a total of **2,910** different persons, with about 70% persons from companies. At least 2,105 companies from nearly all countries in Europe got connected to the message of DGENTR! The communication tools also function as information source for our communities. Some 250 discussions (LI+FB), 619 tweets, up to 6000 page views per month on the knowledge bank and numerous reactions were launched.

All this communication and information was framed in our Fifth Element note. This note summarizes the main ideas of Workplace Innovation. A YouTube-film has been recorded that explains this message to our audiences. This film has now been translated into French. In this chapter, we show how we have spread the message of workplace innovation from DGENTR. In annexes, you can find more detailed numbers on the three social media we use.

4.2 Our multimedia products

Our initial plan was to develop 12 videos during site visits. We had proposed to change this into a different approach: one video with a generic message on WPI, and then a set of videos demonstrating the content for WPI, based on The Fifth Element. All the videos prepared under the contact will also keep a good geographical balance between the European regions.

The first generic video can be seen under the following link:

<http://www.youtube.com/watch?v=f6s3UAGIAuY&feature=youtu.be>

It has been translated in French (two versions: with subtitles and French-dubbing). On the ANACT-site, this video has already been viewed more than 2700 times since April 2014. That is six times more than any other information on EUWIN on the ANACT-site.

Future EUWIN videos will concentrate on the manufacturing companies in different parts of Europe, showing the strong link between workplace innovation and the modernization of European industry.

Our partners in the different conferences have also generated videos that have been placed on the internet. See for example: <http://vimeo.com/108230288>

The following table shows our information products that have been produced in 2014.

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Table 8 Results multimedia, press/web, social media

Category	Planned activities	Results
1	Short (3 – 4 minute) videos on workplace innovation on 4 companies in NL/UK/IE ¹⁵	Innocent (UK) (food) ¹⁶
2		Devon & Cornwall Police (UK) (public sector) ¹⁷
3		The Met Office (UK) (information services) ¹⁸
4		Red Gate (UK) (software) ¹⁹
5		Becton Dickinson (IE) (health instruments) ²⁰
6a	Animated video on workplace innovation.	Film takes an overview of The Fifth Element ²¹ . The first (an animated video) was also launched at the London Conference, and a shorter version was released in January. A French version is also available. Versions: <ul style="list-style-type: none"> • Animated video with prelude. • Animated video without prelude. • Short animated video. • French version
6b		
7	Video Central Europe	Inet Logistics (software) ²²

4.3 Our communication impact

- › **Impact via the Europa-site:** the Europa-site is now built as a repository of actions on WPI. We have regular updates of the pages. Our main method is to update this with the regional events.
- › **Supporting web sites:** we have taken care to link the Europa-site and the Consortium partner-websites to the Facebook and LinkedIn. We have more than 42 webpages linking to Europa in 2013; in 2014, we have at least 28 webpages (but we excluded from the counts the Europa-pages, the updates on the TNO-webpage, the UKWON-pages).
- › **Social media sites on Facebook, Linked In and Twitter:** our aim was to develop a network of some 1000 followers on these sites. The reactions are logged on a database. We have 2910 followers!

¹⁵ http://www.youtube.com/watch?v=-hyT6_GXPRk

¹⁶ <http://vimeo.com/89409325>

¹⁷ <http://vimeo.com/89381941>

¹⁸ <http://vimeo.com/90292861>

¹⁹ <http://vimeo.com/89409327>

²⁰ <http://vimeo.com/93483185>

²¹ <http://www.youtube.com/watch?v=f6s3UAGIAuY&feature=youtu.be>

²² <http://vimeo.com/110556047>

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Table 9 Impact: reach among through communication

Social media/ Newsletter		Until 23-12-2013	Until 13-11-2014 (total)
LinkedIn	Discussions:	72	175
	Likes:	204	274
	Comments:	103	151
	Followers:	500	803
Facebook	Followers:	84	200
	Views per message	150	118
Twitter	Followers:	97	1550
	Tweets:	190	600+
Websites ²³	Nr of webpages (ex. TNO/Europa/UKWON)	23	51

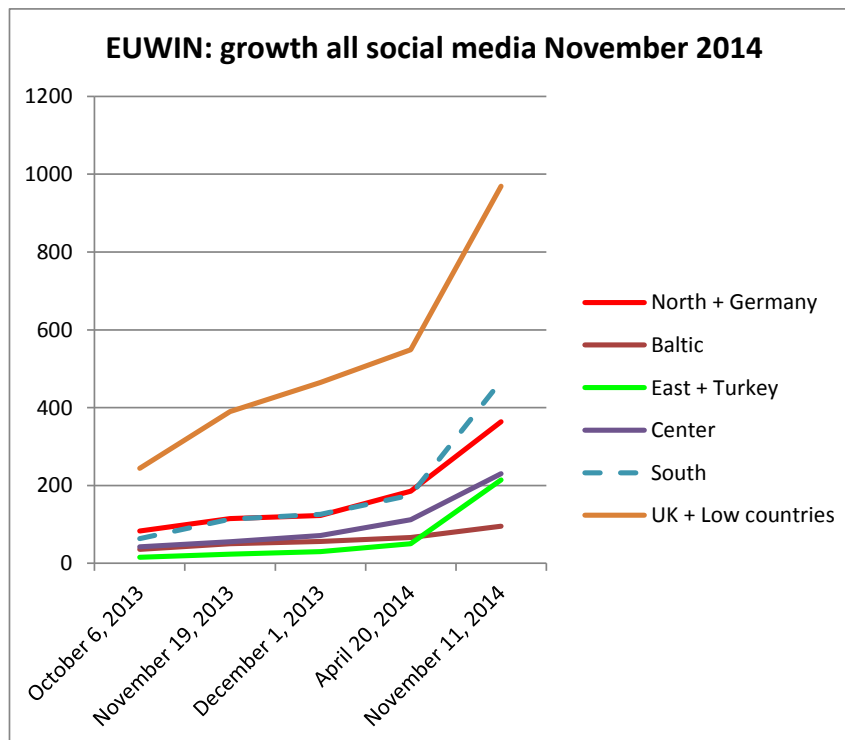


Figure 5 Growth in number of followers on social media in different parts of Europe. (10/11/2014)

²³ Excluding TNO, Europa, UKWON

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4.4 Our information products

In March of this year, we launched the Knowledge Bank for EUWIN. This database is composed of ‘hand picked’ cases from other databases such as the UK (UK WON), Finnish (TEKES) and Dutch (TNO) knowledge bank on workplace innovation. We have tried to be very selective in the information we use on the EUWIN Knowledge Bank.

Table 10 Impact: reach among through communication (first 18 months)

Newsletter	23-12-2013	13-11-2014
Newsletter	Each month, since August.	Each month.
Knowledge bank	>100 cases translated into English. (see: http://workplaceinnovation.org/)	>100 cases translated into English and on the EUWIN KB. The TNO-site contains 500+ cases translated into English.

In the following figure, we show the growth in number of users and pages views of the EUWIN web pages. The number of visits is rising gradually and the number of page views seems to be connected to the events we have organised. On a yearly basis, we already have collected more than **54,000** page views. Most popular connections are the ‘knowledge bank’ and the ‘trade unions as knowledgeable participants in the workplace’.

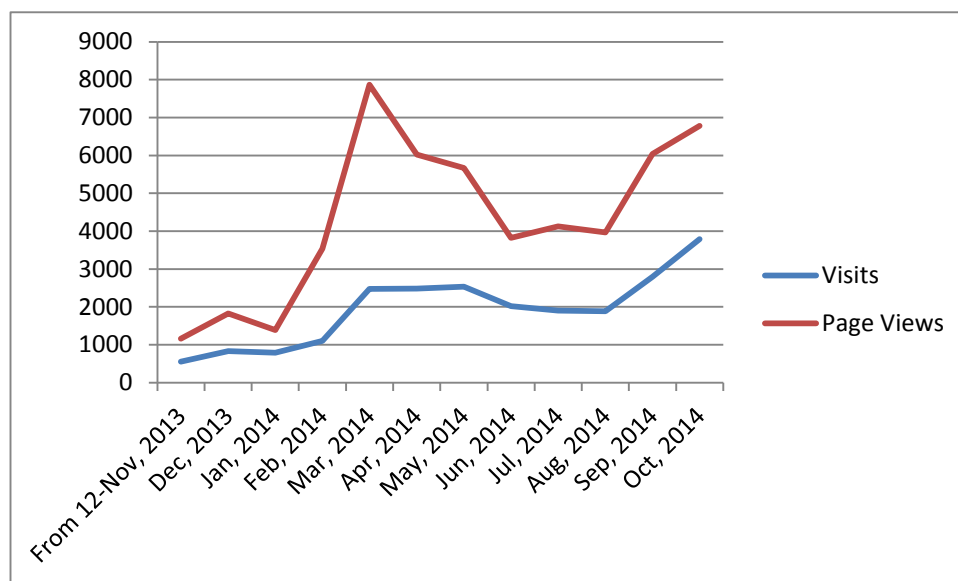


Figure 6 Number of visits and page views per date of the knowledge bank. (10/11/2014)

- **Press release, newsletter:** we had planned to use press releases in connection to events. This did not fit into the press policy of the European Commission. We now work with the newsletters. Each month, a newsletter has been published. See the registration system for an overview. More than 40 messages were edited and presented.
- **Database of good practices:**
- TNO has adapted its current TNO/Inscope/Syntens Knowledgebank (<http://workplaceinnovation.org/>) in such a way that 500+ cases translated into English are available for the whole of Europe.

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- › The EUWIN Knowledge Bank has been launched in March of 2014. At this moment, more than 100 cases are available, sorted according to the main components of the Fifth Element.
- › **For the analytical material:** we already presented the “Fifth Element” paper. We have published in 2013, in German publication (Kopp & Pot, 2013)²⁴. We published three articles for the ProDIN (Productivity and Innovation: the Slovak Journal of Productivity and Innovation) (9/2014) to help our Slovak partners develop the concept of workplace innovation. We now use **Slideshare** to communicate results from our partners. We already have more than 1000 hits on our ‘products’. UK WON has also produced a special issue of *Strategic Direction* (published by Emerald) on workplace innovation and containing several links to EUWIN material.
- › **A new European scientific journal:** our Norwegian partners have taken the initiative to create the European Journal of Workplace Innovation. The launch of the first issue is planned for 2015. Most of the knowledge partners in our network have connected to this initiative.

²⁴ Kopp, R., & Pot, F. (2013). Eine Menge Arbeit. Innovationen am Arbeitsplatz als Wettbewerbsfaktor. *Innovationsmanager*, September, 88-89.

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Thank you

<http://portal.ukwon.eu/>

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