euwin European Workplace Innovation Network

EUWIN
The first year

Steven Dhondt & Peter Totterdill

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Management summary: EUWIN as a driving force

Workplace Innovation: a new message from the European Commission. Workplace innovation is about non-technical change, an essential ingredient in making European companies more innovative. It is one of the main drivers for economic growth. The EU’s flagship initiative ‘Innovation Union’, part of the Europe 2020 Strategy, sees workplace innovation as complementary to technological innovation and a prerequisite for achieving smart growth. In consequence the European Commission has recently launched EUWIN, the EUropean Workplace INnovation Network, as a vehicle for sharing and distributing knowledge, experience and learning resources amongst enterprises and other stakeholders.

Impact on public policies for companies. The first year of EUWIN has brought some remarkable results. The Flemish prime minister has engaged himself to support workplace innovation even more in Flemish companies. Social partners in Denmark, Ireland, Norway and the UK are working together to find ways to stimulate people-centred change. The European trade union IndustriAll has discussed the issue during their working conference. The Lithuanian government and employers’ confederation have asked the EUWIN-team to discuss with them how to make workplace innovation happen; similar discussions are beginning in Portugal, Scotland and Wales. 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 one a year.

Impact through direct contact. DGENTR planned for three events in the first year. The enthusiasm of EUWIN’s stakeholders has since led to 24 other events in Europe. The three events aimed to reach a total of 220 representatives. It turned out that all the events combined directly reached some 1300 representatives of companies, knowledge partners, social partners and policy makers. The number of indirectly contacted persons was significantly greater.

Visibility through social media. EUWIN’s communication is guided through social media. The aim was to gather some 500 contacts during the first year. EUWIN reached 800 persons through LinkedIn and through the Registration System. Next to these ambassadors, some 600 other persons contacted EUWIN for more information: a total of 1494 different persons, with about 40% persons from companies. At least 560 companies from nearly all countries in Europe got connected to the message of DGENTR! Some 72 discussions, 190 tweets and numerous reactions were launched. All this communication 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.

And further excitement to come in 2014! Already, the three events of EUWIN are under preparation for 2014. Even more effort will be done to reach the press, greater number of companies and stakeholders, to stimulate more discussions. New videos, newsletters and instruments will be launched in the new years. A knowledge bank with presentations of workplace innovation in over 100 companies will be opened. EUWIN had the ambition to become a mass movement. Firm groundwork has been developed in 2013. Our challenge is to further bridge the success to all regions of Europe!
1 Introduction: a new message for Europe

Twelve months of the European learning network for Workplace INNovation (EUWIN) has brought some remarkable results. We can show that the European initiative by the European Commission has made policy makers become more confident to support their companies 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 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 & Industry (DGENTR) 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 two years.

We have structured our overview report around these main ideas:

- What kind of policy impact can we show from EUWIN?
- How many companies and persons have heard our message?
- How have we achieved direct engagement with our communities?
- What does all of this mean for 2014? What should we improve?

We want to show the salient examples of our impact.

"It may be clear that workplace innovation remains crucial to the Flemish government for the transformation of the industry and economic base of the region. Companies that are successful are those that have invested in workplace innovation."

Flemish prime minister Kris Peeters
Speech Flanders Synergy Conference
21/11/2013
2 Impact on public policies for companies

2.1 Introduction

The first year of EUWIN has brought some remarkable results. The Flemish prime minister has engaged himself to support workplace innovation even more in Flemish companies. Social partners in Denmark, Ireland, Norway and the UK are working together to find ways to stimulate people-centred change. The European trade union IndustriAll has discussed the issue during their working conference. The Lithuanian government and employers’ confederation have asked the EUWIN-team to discuss with them how to make workplace innovation happen; similar discussions are beginning in Portugal, Scotland and Wales. 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 one a year.

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 First steps into a new European area of innovation

Two years ago, workplace innovation was not an issue on the European policy agenda. 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)\(^1\) 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 in this area.

The following actions and impact of EUWIN have been important:

- **Agenda setting at DGENTR**: we have been connected to the following activities:
  - January 2013: presentation of workplace innovation to different Directorate-Generals. Event in Brussels (DGENTR), with 30 persons from different DGs. This event was co-organised with Mieke Van Gramberen (Flanders Synergy).
  - April 2013: during Launch event of EUWIN in the European Parliament, DGENTR was well engaged in event.
  - March-October 2013: EUWIN has been connected to the Advanced Manufacturing for Cleaner Production-agenda of DGENTR. EUWIN has engaged our European networks for this. We have participated and put forward our opinions.

- **Agenda setting at other DGs and on future ESF-policies**: we have invited ESF-representants to our meetings:

ESF-representatives were present during Brussels Launch event.
They were present during the Oresund Synergy event. Belgian representatives accompanied the EUWIN-team.
For the Linköping event, representatives were contacted, but the Swedish/Danish representatives had overlapping events.
We have been in discussion with representatives of DGEMPL. No direct impact on policies is possible at this moment, but we are engaged in the discussion. We will continue this line for 2014.

- **Impact on European agencies / on International organisations**: we have developed contacts with 12 European and international organisations over the past year. We have engaged in several actions over the past months to directly contact these stakeholders. This is a long term activity, depending on the response of separate actors. Our goal is to continue this approach. We can show:
  - European Parliament: the launch event was hosted by the European Parliament. Madame Da Graça Carvalho and Madame Honeyball were our hosts during the event.
  - Eurofound: has put Workplace Innovation in the core of its research programming. They have set out a tender to collect 60 case studies on Workplace Innovation. Members of the EUWIN-consortium has won this tender. This material will also support EUWIN.
  - The OECD is now considering the topic. The Dutch ministry of economic affairs has discussed this with the OECD (*Country report on workplace innovation and intrapreneurship*). Another working group is looking how to engage Public Sector Innovation as an example of workplace innovation (*observatory public sector innovation cases*).
  - EU OSHA: has published an overview on Workplace Innovation.
- **On cooperation of European / international networks**: a great number of international networks has put workplace innovation as a central issue on their agenda. The following results may be seen:

Figure 1. EUWIN in the European Parliament during Launch Event (April, 2013)
Table 1  Impact: reach among international actors (first 12 months)

<table>
<thead>
<tr>
<th>Organisation which has agreed to be Ambassador</th>
<th>Results for 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Europe</td>
<td>Presence of EUWIN during CSR-event April Promotion via LinkedIn of CSR-events See also: <a href="http://www.csreurope.org/eu-insight-2013-workplace-innovation">http://www.csreurope.org/eu-insight-2013-workplace-innovation</a></td>
</tr>
<tr>
<td>European Association of National Productivity Centres</td>
<td>Presence during ZILINA-event in the Slovak Republic: presentation On website (<a href="http://www.eanpc.eu">www.eanpc.eu</a>)</td>
</tr>
<tr>
<td>European Federation of Employee Share Ownership</td>
<td>Agreement to support each others activities.</td>
</tr>
</tbody>
</table>
| EEN                                            | We have undertaken several actions to be linked to EEN:  
  • Invitations for Linköping  
  • We have linked to EEN-linked, EEN-Twitters 
  Issue is that EEN is a complicated set of national representations. We have not yet got good entrance. |
| EU-OSHA                                        | We have discussed possible cooperation during Zilina-event of ENSHP. We have presented plan for cooperation during October event in Brussels (invitation to G. Drozd). |
| Eurofound                                      | We have given Eurofound a platform during all our events. We are now cooperating with Eurofound on project basis to deliver 60 cases studies on workplace innovation. |
| EODF                                           | We have connected to the European network. They will support us in organising the Austria event in 2014. |

We hope to engage more organisations in 2014.

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

The most 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:

- For some countries, the belief of the European Commission helps them to keep workplace innovation on the agenda:
  - We have the citation of the Flemish prime minister Kris Peeters on his continued support for workplace innovation during the Flanders Synergy event in Belgium. (November 2013)
  - The French President François Hollande is now preparing investments into social innovation (March 2013). Technology is not the only factor driving the economy, but investments into the social fabric of society is equally important.
A EUWIN-delegation discussed with the Director Enterprises of the Netherlands how to further support for workplace innovation (May 2013)

- 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 Sweden, an action has been approved to look how workplace innovation should be fitted into Horizon2020, from the Swedish perspective.

- For some countries, the learning network has lead to **curiosity** to start discussion on workplace innovation:
  - In Lithuania, workplace innovation was discussed during the SME-event and we used the occasion to make contact with employers’ organisations, universities and policymakers. Follow up action is planned around the use of national and ESF resources to support workplace innovation. A note has been written for employers’ association by EUWIN.
  - We will use the site visit to Vulcano planned for May 2014 to organise meetings with policymakers, social partners and researchers in order to build a Portuguese coalition in support of workplace innovation.
  - We also developed contacts with some 46 national agencies, 25 communes/regions and 31 ministries all over Europe.

We have discussed most of these initiatives on LinkedIn.

The following figure visualises the spread of this (recorded) impact.

![EUWIN Policy impact: 1-1-2013 – 20-12-2013](image_url)

**Figure 2. Policy impact of EUWIN after one year.**
This doesn’t mean that we haven’t undertaken action in the other countries: the green countries show a direct action to take up workplace innovation as a new action in policies.

We are also developing a Public Partner panel to guide us in these actions.

Table 2 Our Public Partner panel

<table>
<thead>
<tr>
<th>EUWIN Coordinator</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claudio Zettel</td>
<td>We need to develop this in 2014.</td>
</tr>
</tbody>
</table>

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 Council\(^2\). Our network has continued to inspire the ideas of social partners and has lead to first actions to come with a working programme on workplace innovation:

- A Social Partner platform has been installed. We are working to let them have more impact in the second year. SIPTU is our leading organisation.

Table 3 Our Social Partner panel

<table>
<thead>
<tr>
<th>EUWIN Coordinator</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Tottetidl</td>
<td>SIPTU. Organisation of the Dublin Conference on workplace innovation (during Irish Presidency). Follow up is foreseen in Denmark 2014.</td>
</tr>
</tbody>
</table>

- The network has developed contacts with business associations, trade unions: we have 33 contacts from Employer organisations, 33 contacts from Trade unions and 10 for combined social partner organisations.
- On the content level: we know that employer organizations are in favour of the topic of workplace innovation. For trade unions: we receive mixed feelings. During an IndustriAll event, we heard about possible difficulties with supporting this topic. The European unions are divided on this matter. We are working with several of these unions to see what possible arguments Unions may have with 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 several instruments for companies to find their way:

- **Guide to Workplace Innovation**: this is the document on the Fifth Element which describes the key characteristics and enablers of workplace innovation including:
  - Making workplace innovation happen;

• The outcomes of workplace innovation;
• Case examples of workplace innovation;
• Sustaining workplace innovation;
• Signposts to further help and resources.

• Ambassador toolkit: we are still busy on the Toolkit. The Toolkit, to be launched early in 2014, will provide an online guide to supporting Ambassadors in raising awareness of workplace innovation including the business and employee benefits. The Toolkit will also signpost Ambassadors to a growing portfolio of resources including video, PowerPoint and written material. The toolkit will be as practical as possible/ showing different perspectives, eg. for manager, trade union etc.

Figure 3. EUWIN in London
3 Impact through direct contact

3.1 Introduction

DGENTR planned for three events in the first year. The enthusiasm of EUWIN’s stakeholders has since then led to 24 other events in Europe. The three events aimed to reach a total of 220 representatives. It turned out that all the events combined directly reached some 1300 representatives of companies, knowledge partners, social partners and policy makers. The number of indirectly contacted persons was significantly greater.

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

3.2 The Workshops by EUWIN

We have in fact had four successful official workshops in 2013 (we see Oresund also as a EUWIN-event). We have worked hard to make these events as interactive as possible (see pictures), we have put companies in the lead and looked to it to have sufficient contacts with the political and social partners to guarantee follow up of our events. These workshops are oriented at mainly two audiences: companies (also SME’s) investing (or wanting to invest) into workplace innovation, and policymakers, ESF coordinators and opinion formers in each Member State.

- Companies have been in the lead: in several events, we have been able to make companies our ‘host’:
  - Microsoft was our host during the London Event.
  - Companies have shared their experience:
    - Launch event: EDF (France), ThyssenKrupp (Germany), Lindum (UK), USG (Belgium), TTL Camerlynck (Belgium), DeConi (Bulgaria), Mtorres (Spain)
    - Oresund: DNP Denmark, Alfa Laval Sweden
    - Linköping: Strategische Partnerschaft Sensorik (Germany), Infocare Oy (Finland), Normet (Finland), DGB (Germany)
    - London: EDF (France), Finext (The Netherlands), Bombardier
Network report to the European Commission

Overview of one year EUWIN

(Belgium), Innocent (UK), Microsoft (UK), Lindum (UK), The Met Office (UK), Red Gate Software (UK), Devon & Cornwall Police (UK).

- **Numbers** of companies and people directly engaged by events:

Table 4 Impact: reach of direct participants (first 12 months) + background material

<table>
<thead>
<tr>
<th>Event</th>
<th>Background material</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch event</td>
<td>120 persons, 25% companies. Major topic was the aim of EUWIN for all stakeholders.</td>
</tr>
<tr>
<td>Oresund Synergy</td>
<td>70 persons, 10% companies. Major topic was how EUWIN could help a local regional initiative on WPI.</td>
</tr>
<tr>
<td>Linköping event</td>
<td>60 persons, 25% companies. Major topic was how EUWIN fits within the Triple Helix approach to innovation. Companies discussed with audience what main advantages of WPI are for the companies and what they have done to develop it.</td>
</tr>
<tr>
<td>London event</td>
<td>&gt;100 persons, 25% companies. Major topics were motivations to invest in WPI, methods to support WPI within companies, impact of WPI, the role of the top-manager.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>350 persons</strong></td>
</tr>
</tbody>
</table>

Figure 4. EUWIN as an interactive formula.
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 5 Spin-off meetings during the project (first 12 months)

<table>
<thead>
<tr>
<th>Date</th>
<th>Country</th>
<th>No</th>
<th>Event</th>
<th>Presentations by</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 25th</td>
<td>Slo</td>
<td>40</td>
<td>EANPC (Zilina)</td>
<td>Steven Dhondt</td>
</tr>
<tr>
<td>May, 1st</td>
<td>IRL</td>
<td>100</td>
<td>Workplace Innovation (Translating Policy into Practice) (Dublin)</td>
<td>Peter Totterdill</td>
</tr>
<tr>
<td>May, 9th</td>
<td>SPA</td>
<td></td>
<td>Meeting with Fundación Mas Familia: meeting with Elena Cascante. Spanish foundation focused on implementing in companies work life balance policies. Their role is to evaluate if companies are implementing workplace innovation policies mainly related in work life balance. They provide a certificate to companies that they implement these kind of policies. <a href="http://certificadoefr.org/">http://certificadoefr.org/</a></td>
<td>Carlos Lozano</td>
</tr>
<tr>
<td>May, 9th</td>
<td>SWI</td>
<td>60</td>
<td>ILO - Decent work programmes (Geneva)</td>
<td>Steven Dhondt</td>
</tr>
<tr>
<td>May, 9th</td>
<td>SPA</td>
<td>30</td>
<td>Meeting in Madrid with regional chamber of commerce: <a href="http://www.camaramadrid.es/asp/agenda/acto.asp?id=2577">http://www.camaramadrid.es/asp/agenda/acto.asp?id=2577</a>. In this innovation breakfast where more than 30 companies participated.</td>
<td>Carlos Lozano</td>
</tr>
<tr>
<td>May, 10th</td>
<td>POR</td>
<td>30</td>
<td>Portuguese HR Forum</td>
<td>Manuel Ortigao</td>
</tr>
<tr>
<td>May, 13th</td>
<td>LIT</td>
<td>30</td>
<td>Businesses and workplace innovation in Lithuania (Vilnius)</td>
<td>Peter Totterdill (30)</td>
</tr>
<tr>
<td>May, 23th</td>
<td>NL</td>
<td>95</td>
<td>Sociale innovatie in Zeeland uit de knop (“Special Interest Group – Sociale Innovatie” – Hogeschool Zeeland/NSIR) (Vlissingen)</td>
<td>Steven Dhondt</td>
</tr>
<tr>
<td>May, 23-24th</td>
<td>CRO</td>
<td>200</td>
<td>UNECE (Dubrovnik)</td>
<td>Frank Pot</td>
</tr>
<tr>
<td>May, 27-28th</td>
<td>SPA</td>
<td>50</td>
<td>Jornada ‘L’organització del treball i els usos del temps en el context de crisi’ (Barcelona)</td>
<td>Manuel Ortigao / Carlos Lozano</td>
</tr>
<tr>
<td>May, 29-31st</td>
<td>ROU</td>
<td></td>
<td>Peter Totterdill in partnership with Muzika Charitable Trust (<a href="http://www.muzikacharity.org.uk">www.muzikacharity.org.uk</a>) presented EUWIN in Romania (Bucharest)</td>
<td>Peter Totterdill</td>
</tr>
<tr>
<td>June,</td>
<td>GER</td>
<td></td>
<td>Meeting representatives sfs, Offensive</td>
<td>Ralf Kopp</td>
</tr>
<tr>
<td>Date</td>
<td>Country</td>
<td>No</td>
<td>Event</td>
<td>Presentations by</td>
</tr>
<tr>
<td>------------</td>
<td>---------</td>
<td>----</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------</td>
</tr>
<tr>
<td>14th</td>
<td></td>
<td></td>
<td>Mittelstand NRW (INQA) and bbb for discussion euwin and its approach</td>
<td></td>
</tr>
<tr>
<td>July, 3-5th</td>
<td>SPA</td>
<td>60</td>
<td>Summer School - II European School of Social Innovation (San Sebastian)</td>
<td>Jürgen Howaldt, Peter Totterdill, Steven Dhondt</td>
</tr>
<tr>
<td>September</td>
<td>GER</td>
<td>50</td>
<td>Summer School – Industrial Policy Committee of IndustriAll (Berlin)</td>
<td>Fietje Vaas</td>
</tr>
<tr>
<td>October, 2-5</td>
<td>USA</td>
<td>40</td>
<td>Healthy, Innovative and Human-Centered Communities of Work in Boston - STS Roundtable (USA) and the Ulbo de Sitter Institute (Netherlands)</td>
<td>Geert Van Hootegem</td>
</tr>
<tr>
<td>October, 9-10</td>
<td>BE</td>
<td>50</td>
<td>EU-OSHA Seminar on “OSH Research Priorities in Europe for the years 2013-20”</td>
<td>Frank Pot</td>
</tr>
<tr>
<td>November, 6th</td>
<td>GER</td>
<td>8</td>
<td>EUWIN-workshop for German ambassadors (Dortmund) (8)</td>
<td>Ralf Kopp</td>
</tr>
<tr>
<td>November, 12-26</td>
<td>GE</td>
<td></td>
<td>UNESCO – UNEVOC Virtual Conference 12 - 26 November 2013 (Greening TVET: Qualifications needs and implementation strategies) – Presentation EUWIN</td>
<td>Antonius Schroeder</td>
</tr>
<tr>
<td>November, 19th</td>
<td>NL</td>
<td>100</td>
<td>Dag van de Sociale Innovatie / MKB Krachtcentrale</td>
<td>Caroline Rijnbeek</td>
</tr>
<tr>
<td>November, 19th</td>
<td>BE</td>
<td>50</td>
<td>Flanders Synergy: “Impact of EUWIN”</td>
<td>Geert Van Hootegem, Steven Dhondt</td>
</tr>
<tr>
<td>November, 27</td>
<td>NL</td>
<td>54</td>
<td>INSCOPE-conference in Leiden (NL)</td>
<td>Steven Dhondt</td>
</tr>
<tr>
<td>November, 28-29</td>
<td>NL</td>
<td>40</td>
<td>IWOT, Knowledge partners feeder conference (Leiden) (contact: <a href="mailto:robert.vergeer@tno.nl">robert.vergeer@tno.nl</a>)</td>
<td>Steven Dhondt</td>
</tr>
<tr>
<td>November</td>
<td>SP</td>
<td></td>
<td>EFR Empresa Familiarmente Responsible (organised by: Masfamilia Foundation)</td>
<td>Carlos Lozano</td>
</tr>
<tr>
<td>November, 21-22</td>
<td>FRA</td>
<td></td>
<td>International Conference Central and Eastern Europe: Work, Employment and Societies between Transition and Change in Evry, France</td>
<td>Vassil Kirov</td>
</tr>
</tbody>
</table>
Figure 5 Pictures feeder events: Netherlands (Zeeland Workplace Innovation), Slovak Republic (EANPC-meeting), Lithuania (SME-event)
3.4 Our enterprise panel

We have set up an enterprise panel to guide us for the coming years. Table 6 shows the companies that have agreed to participate in this network.

Table 6 Our enterprise panel

<table>
<thead>
<tr>
<th>Coordinator</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steven Dhondt</td>
<td>Lindum</td>
</tr>
<tr>
<td>Peter Tottendorf</td>
<td>Bombardier</td>
</tr>
<tr>
<td></td>
<td>EDF</td>
</tr>
<tr>
<td></td>
<td>ThyssenKrupp</td>
</tr>
<tr>
<td></td>
<td>Finext</td>
</tr>
<tr>
<td></td>
<td>Innocent</td>
</tr>
<tr>
<td></td>
<td>Red Gate Software</td>
</tr>
<tr>
<td></td>
<td>Devon &amp; Cornwall Police</td>
</tr>
<tr>
<td></td>
<td>The Met Office</td>
</tr>
</tbody>
</table>

We are in discussion with more companies.

3.5 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 7 Our ambassadors

<table>
<thead>
<tr>
<th>Advisory board member</th>
<th>Major activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. dr. Frank Pot</td>
<td>President, present during numerous events. Frank has represented the network in numerous events and on a great number of platforms.</td>
</tr>
<tr>
<td>Mr. Herman Kok (Lindum)</td>
<td>Present during Launch and London event.</td>
</tr>
<tr>
<td>Prof. dr. Irina Amaral</td>
<td>Present during Launch. Irina is very active on the social media for EUWIN, also she has connected her networks to EUWIN. Irina is organizing a Portuguese event for EUWIN in 2014.</td>
</tr>
<tr>
<td>Mad. Hilde Haems (USG)</td>
<td>Present during Launch.</td>
</tr>
<tr>
<td>Mad. Lena Kurki</td>
<td>Present during Launch and London event. Has engaged herself to support Euwin during several other occasions. She has been active developing contacts in Baltics.</td>
</tr>
<tr>
<td>Mad. Kirton Darling</td>
<td>She has supported EUWIN for the Launch.</td>
</tr>
</tbody>
</table>

3.6 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 members shows clear activity from nearly all partners. We have been
pushing them in all these respects. We haven’t included the separate actions from TNO and UKWON. Nearly all of our partners have organised separate events on EUWIN! The blue activities were promised in our tender.

Table 8 Activities by our regional animateurs etc.

<table>
<thead>
<tr>
<th>Regional animateurs</th>
<th>Major activities (for social media, see further)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>table 8 Activities by our regional animateurs etc.</td>
</tr>
</tbody>
</table>
| ZSI (AUS) – Central region | • Are busy organising the regional workshop 2014. They are receiving help from the European Organization Development Forum (EODF).  
• Have undertaken 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). |
| ARC (BUL) – East region | • Are preparing 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 (BAS): (prof. Vassil Kirov) in conceptualising the workshop and working out the programme. |
| KJSU (LT) – Baltic / PL | • Organised Lithuanian workshop in May (together with RMU).  
• Communication on LinkedIn + large expansion of LinkedIn in Lit.  
• Organised SME-event in November. |
| DLR (GE) – DE/SW/Nordic | • German workshop on workplace innovation in November (see list), together with sfs-Dortmund.  
• Communication on LinkedIn large expansion of LinkedIn in Germany  
• Organiser of Linköping workshop in May.  
• Support from TEKES |
| KU Leuven (BE) | • Organiser of STS-workshop in Boston.  
• Organiser of Øresund Synergy workshop in Denmark in April, together with Øresund Synergy. |
| Flanders Synergy (BE) | • Organiser of Øresund synergy workshop in Denmark in April.  
• Co-organiser of Eurofound event in November in Belgium.  
• Promoter of EUWIN on their yearly regional conference. |
| ANACT (FR) | • Organiser France conference June 2013  
• Communication on LinkedIn + large expansion of LinkedIn in France  
• Organiser of Linköping workshop in May. |
| TEKES (FIN) | • Communication on Linkedin  
• Organiser of Linköping workshop in May. |
| The Social Innovation Foundation (NL) | • Support during launch event. Tony van Acquoy has been instrumental developing the network of Dutch Universities of Applied Sciences. He was active for the Zeeland event, contacts with the Social Innovation Expedition etc |
| Syntens (NL) | • Support by Syntens for several Dutch events.  
• IRES-ER (Italy) | • Local contacts have been supplied. |
| 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))  
• Communication on LinkedIn  
• Alejandra Martinez and Carlos Lozano have engaged in several networking activities for EUWIN in Spain. Also, they are quite active on the social media. |
| BICG, Spain | • Communication on LinkedIn  
• CSR, Belgium | • We have participated in their april-event. We are supporting them in their Intrapreneurship event. CSR has promoted us in their activities. |
| EFQM, Belgium | • Together with Matt Fisher, we have organised the EFQM-Prize for Workplace Innovation. Ten videos have been entered.  
• 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.  
• IRES-ER (Italy) | • Local contacts have been supplied. |
We have developed a sizeable group of contacts (1494 persons) of which more than half of them are already connected to our Registration system (500) and to LinkedIn (537). Within both systems, we have some 870 ‘connected persons/ambassadors’. The 1494 and 871 persons are distributed to the following stakeholder groups:

Table 9 Impact: how have we grown among different stakeholder groups (first 12 months)

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage total contacts</th>
<th>Percentage RS + LI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Companies</td>
<td>39%</td>
<td>49%</td>
</tr>
<tr>
<td>EU-agencies</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Knowledge partners</td>
<td>38%</td>
<td>33%</td>
</tr>
<tr>
<td>Public institutions, policy makers</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Social partners</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>100% (n=1494)</td>
<td>100% (n=871)</td>
</tr>
</tbody>
</table>

Our main focus is on companies. At this moment, this group is just bigger in the Registration System and LinkedIn than the Knowledge partners (universities, RTO's). The Knowledge partners may be ‘overrepresented’ in the total contacts, but in the registrations systems, we see that company-people are more active. In the following figure, we show our number of members for each of the countries in the EU.

EUWIN Progress report: 1-1-2013 – 24-11-2013
Registration + LinkedIn

USA: 12
Brazil: 6
Canada: 3
Russia: 1
Columbia: 1
Hong Kong: 1
India: 2
Iran: 1
New Caledonia: 1
Moldova: 1
Ecuador: 1
Singapore: 1
Korea: 1

Figure 6. Number of ambassadors for EUWIN in LinkedIn and Registration system (21/11/2013)
3.7 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.
- ERASMUS INNOVATION AWARD: EUWIN has provided INSCOPE conference for selecting and honouring winner of this award. The Dutch company DSM won the prize.

Figure 7. EUWIN and the Erasmus Innovation Award. The three finalists.
4 Visibility through social media

4.1 Introduction

EUWIN’s communication is guided through social media. The aim was to gather some 500 contacts during the first year. EUWIN reached 800 persons through LinkedIn and through the Registration System. Next to these ambassadors, some 600 other persons contacted EUWIN for more information: a total of 1494 different persons, with about 40% persons from companies. At least 560 companies from nearly all countries in Europe got connected to the message of DGENTR! Some 72 discussions, 190 tweets and numerous reactions were launched. All this communication was framed in our Fifth Element note (see EUROPA-pages). This note summarizes the main ideas of Workplace Innovation. A Youtube-film has been recorded that explains this message to our audiences.

In this chapter, we show how we have spread the message of workplace innovation from DGENTR.

4.2 Our information products

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Planned activities</th>
<th>Results, plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multimedia deliverables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The strategy for the production of video material reflects the components of The Fifth Element. One composite film is made for each element (the “Reflection and Innovation” film was launched at the London Conference and this will be released online shortly). Short (3 – 4 minute) videos will be made about each of the individual companies appearing in these films. In addition we have produced a film that takes an overview of The Fifth Element. The first (an animated video) was also launched at the London Conference, and a shorter version will be released in January.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Company visit (business cases) in Germany/Nordic
   - Recordings have been made, and these will subsequently be incorporated into a themed film.

2. Company visits (business cases) in NL/UK/IE
   - PRODRIVE has been visited (video DGENTR)

3. Company visit France/Italy-/Portugal/Spain/Belgium
   - VULCANO is planned in 2014

4. Company visit Central Europe;

5. Case study each in Southern-Eastern Europe (SEE), Baltics/Poland
   - NEMAK-visit is planned in 2014

6. No 1 Themed roundtable discussions to be filmed at workshops
   - London roundtable has been filmed

7. No 2 Themed roundtable discussions to be filmed at large workshops

Press/Web releases

8. 50 press releases and related web content
   - See further.
### Category | Planned activities | Results, plans
--- | --- | ---
--- | --- | ---
Social Media | 9 • We have created group sites on Facebook, LinkedIn and Twitter. Content is in English | Have been created. Number of participants at end of November 2013
| 10 • Creating a Network blog site with separate discussion threads which can also cater for different languages; | We have experimented with Tumbler. Because of different outlook with Europa-site, this has been abandoned. We now have the euwin-newsletter with a blog. Discussions are on LinkedIn. The Knowledge Bank will also contain a forum for euwin subscribers, enabling them to comment on uploaded material and other issues.
| 11 • Search Engine Optimisation (SEO) methods and social media will be deployed to secure a high profile web presence for the knowledge base and Europa webpages. | To Be Developed

#### 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.
- **Social media sites on Facebook, LinkedIn and Twitter**: our aim was to develop a network of some 1000 followers on these sites. The reactions are logged on a database.

Table 11 Impact: reach among through communication (first 12 months)

<table>
<thead>
<tr>
<th>Social medium/Newsletter</th>
<th>What have we done in reality?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linkedin</td>
<td>We are at one per 3 days. We have a total of 72 launched discussions and 15 promotions. These have sprouted 204 likes and 103 comments.</td>
</tr>
<tr>
<td>Facebook</td>
<td>We have 84 followers (not clear: the system indicates 150 views per message).</td>
</tr>
<tr>
<td>Twitter</td>
<td>97 followers, 190 tweets.</td>
</tr>
<tr>
<td>Newsletter</td>
<td>Each month, since August.</td>
</tr>
<tr>
<td>Websites</td>
<td>42 webpages in past 6 months. (overview can be supplied)</td>
</tr>
<tr>
<td>Knowledge bank</td>
<td>&gt;100 cases translated into English. (see: <a href="http://kennisbank-en.nakijken.nl/">http://kennisbank-en.nakijken.nl/</a>)</td>
</tr>
</tbody>
</table>

- **Supporting web sites**: we have taken care to link the Europa-site and the Consortium partner-websites to the Facebook-LinkedIn websites. We have 35 webpages all over Europe linking to Europa.
- **Press release, newsletter**: five press releases have been issued to known media and (where appropriate) to other EUWIN partners; these relate to the Brussels launch, the HELIX Conference and the London Conference. Our comms team are also targeting selected management and HR publications to identify the potential for the publication of short articles and interest has been
shown by one international publisher (Emerald). Further communications have focused on our newsletter. We already have a monthly update via the registration system. This tool is published in cooperation with DGENTR. We still need to improve the newsletter and establish same timing for each issue (e.g. each first Monday of the month); introduce the monthly national focus.

- **Database of good practices:** TNO has adapted its current TNO/Inscope/Syntens Knowledgebank (http://kennisbank-en.nakijken.nl/) in such a way that 100+ cases are available for the whole of Europe. This repository has not yet been opened because we plan to integrate our data into the Knowledge Bank that will be provided by UKWON early in 2014. Technical work associated with this task is nearly complete and uploading of case study material will begin very soon.

- **Videos:** 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. This video has been delivered in the following video:

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

- **For the analytical material:** these are presented in the “Fifth Element” paper.

- **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 2014. Most of the knowledge partners in our network have connected to this initiative.

<table>
<thead>
<tr>
<th>Coordinator</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geert van Hootegem</td>
<td>The network will organise itself around the new to be developed European Journal of Workplace Innovation. Our Norwegian partners (Agder University) will play host.</td>
</tr>
</tbody>
</table>
5 Further excitement to come in 2014

5.1 Introduction

Already, three events of EUWIN are under preparation for 2014. Even more effort will be done to reach the press, greater number of companies and stakeholders, to stimulate more discussions. New videos, newsletters and instruments will be launched in the new years. A knowledge bank with presentations of workplace innovation in over 100 companies will be opened. EUWIN had the ambition to become a mass movement. Firm groundwork has been developed in 2013. 2014 is the next step in this mass movement.

We mean to continue the network development as programmed at the beginning of the project. We have already organized some activities to secure that our network can continue in 2014. We show the planned activities, communication and budget spending.

5.2 EUWIN as an operation

The core idea remains that the Consortium conducts the main collection, promotion and communication tasks at the level of the six regions, as to ensure the European coverage of the network, but also to ensure the organisation of the different workshops during the project.

In the following table, you can find an updated planning for 2014.

<table>
<thead>
<tr>
<th>Planned Date</th>
<th>Meeting</th>
<th>Update?</th>
<th>Clarification + action required</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/2014</td>
<td>Site visit</td>
<td>1/2014</td>
<td>Visit of NEMAK in Slovak Republic</td>
</tr>
<tr>
<td>4/2014</td>
<td>Regional workshop 3 – Austria, central Europe</td>
<td>3/2014</td>
<td>NC and CE have to present for two days each to organize and facilitate.</td>
</tr>
<tr>
<td>5/2014</td>
<td>Site visit</td>
<td>5/2014</td>
<td>Visit of VULCANO in Portugal</td>
</tr>
<tr>
<td>8/2014</td>
<td>Site visit</td>
<td></td>
<td>One day travel for NC and CE to report on business cases.</td>
</tr>
<tr>
<td>10/2014</td>
<td>Large workshop 1 - Sofia</td>
<td>10/2014</td>
<td>NC and CE have to present for two days each to organize and facilitate. Advisory Board present.</td>
</tr>
<tr>
<td>11/2014</td>
<td>Site visit</td>
<td></td>
<td>One day travel for NC and CE to report on business cases.</td>
</tr>
<tr>
<td>12/2014</td>
<td>Regional workshop 4 – France and region south</td>
<td></td>
<td>NC and CE have to present for two days each to organize and facilitate.</td>
</tr>
<tr>
<td>2/2015</td>
<td>Site visit</td>
<td></td>
<td>One day travel for NC and CE to report on business cases.</td>
</tr>
<tr>
<td>4/2015</td>
<td>Regional workshop 5 – Poland and Baltic</td>
<td></td>
<td>NC and CE have to present for two days each to organize and facilitate.</td>
</tr>
<tr>
<td>5/2015</td>
<td>Site visit</td>
<td></td>
<td>One day travel for NC and CE to report on business cases.</td>
</tr>
</tbody>
</table>
## 5.3 Supporting our Eastern- and Southern European partners (Learning network)

One of our major challenges with EUWIN is become more active in Eastern and Southern Europe. We know that workplace innovation has some solid ground in the Northern-Western European companies. Creating events for companies is quite logical for these companies. This is not a given for other parts in Europe. We need more effort for developing contacts and events in Eastern and Southern European countries. Therefore, we have taken care in this first year to let our partners from South/East to learn about organising events and the topic of WPI:

- Brussels Launch: our whole consortium was present for this event.
- Linköping event: only our French partners were able to be present to learn from our German/Finnish/Dutch/UK guidance.
- London event: our Lithuanian, Austrian and French representative were present.

## 5.4 Improvements and new actions for 2014

We have accomplished a great deal in 2013. But there is always room for improvement and for new actions. We see the following list:

- More connection to the European Enterprise Network.
- Practical and attractive informational package for the European Enterprise Network, to promote workplace innovation among companies, especially SMEs.
- Contact with the Advanced Manufacturing for a Cleaner Production Agenda.
- Support from journalists.
- Twitter and Facebook growth!
- More connection to international initiatives such as CSR and EFQM.
- Companies in the focus!
Thank you

http://portal.ukwon.eu/

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