

From three to four!

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Welcome to:

European Workplace Innovation Network | December Bulletin

EUWIN is an initiative of the European Commission's Directorate General for Internal Market, Industry, Entrepreneurship and SMEs

EUWIN

From three to four!



EUWIN has had a successful third year of operation. The aim was to keep the momentum we had seen in 2013 and 2014. And that is just what happened. We continued to more than double our social media contacts. We got in contact with new countries and discussed the possibilities of bringing workplace innovation into their policies. Most important of course: we got into contact with a whole new set of companies in different countries who were eager to share their experience and offer advice to other companies. We owe these companies a great deal, not least for driving EUWIN's growth so strongly. But it is clear that EUWIN fulfills a clear need with companies, networks and diverse stakeholders. The clear vision of the European Commission is to promote workplace innovation through vigorous network development.

The three most striking results in this third year of EUWIN are the growth of our social media, ease of contact with policy makers in the new member states of the European Union, and the strength of our direct contact with companies. We now have over 5000 unique participants in Twitter (4300), LinkedIn (1030), Facebook (470) and the EUWIN registration system (1500). It is quite a job just to keep up with the new contacts. Over fifteen per cent of our following comes from the New Member States! We had to limit participation in our Leuven event to 400 people. We are delighted by all your engagement!



Steven Dhondt
TNO, The Netherlands

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Leaders as enablers of workplace innovation

Eurofound Case Studies



The first in a series of articles on case studies from [Eurofound's Third European Company Survey – Workplace Innovation in European Companies](#) project.

The evidence is clear. Workplace innovation enhances both economic performance and quality of working life, presenting a compelling case for change in organisations characterised by traditional cultures and ways of working. Yet evidence alone is not enough. Results from the [European Company Survey](#) and [European Working Conditions Survey](#), for example, show that job autonomy has not risen in the past decade while there has been an increase in job demands. Well under 30% of UK workers are involved in decisions about how work is organised and the number has been declining steadily since 2001. [One UK survey](#) estimates the use of self-managing teams, a basic building block of good work organisation, at only 10%. Nonetheless many organisations have undertaken startling journeys of transition involving workplace innovation.

There seems to be little evidence that the existence of evidence about the benefits of workplace innovation motivates or stimulates these journeys. Rather we need a better understanding of those factors which shape decision-making about workplace practices at enterprise level.



Peter Totterdill
EUWIN and UK WON

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Innovation: a three-pronged strategy

Case study focus



EUWIN's mission is to share practical examples of workplace innovation from across Europe. This case study, from Eurofound's [Work Organisation and Innovation](#) study, shows how a systemic approach to innovation can help a manufacturing company to ride against the tide of off-shoring.

FAVI is the world leader in the injection of cuprous alloys and the European leader in the manufacture of gearbox forks. The SME's central goal is a rather unusual one: to remain in operation in Hallencourt (a *département* in the Picardy region of France) in order to protect jobs in the local area. The former head of FAVI, Jean-François Zobrist, used to say that, "like the tree in the car park of the Hallencourt factory, FAVI's ambition is to stay rooted and develop in Hallencourt, its native land".

In order to support the company's continuing existence at Hallencourt in a sector that has been hit hard by offshoring, FAVI's management are convinced that innovation and quality are key to their ongoing success. FAVI has developed a three-pronged innovation strategy focusing on products, processes and organisation:

- **product-market innovation** in which the company exploits its key competencies in order to launch new products;
- **continuous improvement in processes** leading to the achievement of multiple quality awards;
- **work organisation innovation** based on the creation of a series of mini-factories, each dedicated to a particular client.

How did they do it?

Read FAVI's autobiography: [The story of FAVI: The company that believes man is good.](#)

[Download the case study](#)

Thirty three per cent of European employees work in high involvement organisations



The first findings of the sixth [European Working Conditions Survey](#) (EWCS) were presented for the first time on 24 November 2015 at a joint high-level event of Eurofound with the Luxembourg EU Presidency. The findings show the diverse picture of Europe at work over time across countries, occupations, gender and age groups. They underline the complex reality with which Europe's policymakers are confronted as they seek to build a fair and competitive Europe. The findings draw attention to the range and scope of actions that policy actors could develop to address today's challenges.

Among the key findings are those regarding employee involvement and workplace innovation. These figures show that there is room for improvement and a need to continue and expand workplace innovation policies.



Frank Pot
Radboud University, The Netherlands

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Public engagement and workplace innovation Good practice from Bulgaria

Presentation at the [Engage2020](#) Conference, Brussels



Engaging workforces and stakeholders in developing solutions, improving working processes, encouraging employee's creativity and building their capacity through workplace innovation all contribute to enhancing organisational achievements and to realising organisational goals. They stimulate an environment in which employees at every level develop and use their knowledge, experience and creative potential to the full.

Such was the case with an initiative developed by the Bulgarian company DeConi. The 3D Ecobus, a mobile information-educational centre, is equipped with state-of-the-art technology for 3D projection and audio connection with the audience. Besides raising awareness amongst youngsters in Bulgaria who part part in the training and who improved their knowledge about environmental protection and eco-friendly practices, there were benefits for the employees of DeConi who took part in the development of the 3D Ecobus. They could use their creativity in the process of designing the initiative, acquiring skills in engaging target groups in a participatory way, encouraging dialogue and interactive learning.



Blagovesta Chonkova
Applied Research and Communications Fund (ARC), Bulgaria

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Save the Date

Keep up to date with EUWIN events



SHARE your knowledge
and **LEARN** from others

8 th December 2015	Sofia, Bulgaria	ARC Fund and EEN – Bulgaria organises the Annual Contest for Innovative Enterprise of the Year. Workplace innovation is among the innovation categories included in this year’s contest. The best innovation performers will be announced during the 11th National Innovation Policy Forum. Details here
10-17 th January 2016	Tallinn, Estonia	EUWIN will connect to the “Employer branding conference”, taking place in Tallinn, in January 2016. More info here.
19-22 nd January 2016	Leuven, Belgium	Total Workplace Innovation Workshop - Total Workplace Innovation offers proven methods and practices based on strong evidence and a century of organization research. Details here.
TBA 2016	Estonia	More information to come soon. Check our events page for updates.
TBA 2016	Romania	More information to come soon. Check our events page for updates.

[Find out more about our events](#)

Please
Forward

Thank you for being part of [EUWIN](#). Together we bring together the knowledge, experience and enthusiasm of enterprises, employees, unions, employers’ organisations, policymakers and researchers from across Europe. Spread the word! Please forward this briefing to your colleagues, associates and suppliers. Ask them to sign up [here](#). Make sure they don’t miss out.

