




RailActivation

ACTIVATING INCLUSIVE GROWTH IN RAILWAY SMES BY WORKPLACE INNOVATION

Deliverable number	D1.3
Deliverable title	Annual Report
Result	Project Management
Dissemination level	PU
Work Package	WP1
Organization name of lead contractor for this deliverable:	MAFEX- Spanish Railway Association
Project partner(s) involved	<ul style="list-style-type: none">• FUNDACION TECNALIA RESEARCH & INNOVATION• BTS BAHNTECHNIK SACHSEN EV• DITECFER – DISTRETTO PER LE TECNOLOGIE FERROVIARIE, L ALTA VELOCITA E LA SICUREZZA DELLE RETI SCARL• QUINN - CONSORZIO UNIVERSITARIO IN INGEGNERIA PER LA QUALITÀ E L'INNOVAZIONE
Authors	Garazi Carranza, Giacomo Petrini, Begoña Sanchez, Pedro Fortea.
Actual date of submission	
Due date of deliverable:	M12

Abstract: In this deliverable, the activities and results are monitored, describing the project status from a technical, operational and management point of view.




Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Content

Content.....	2
1. DOCUMENT VERSIONS.....	3
2. EXECUTIVE SUMMARY	4
Disclaimer.....	4
Acknowledgement	5
3. EXPLANATION OF THE WORK CARRIED OUT BY THE BENEFICIARIES AND OVERVIEW OF THE PROGRESS.....	6
3.1 WP1- Project Management.....	6
3.2 WP2- Looking at existing tools, identify and exchange best practices	6
3.3 WP3- Piloting in real condition.....	7
3.4 WP4- Creation of an interregional network for the railway sector and awareness raising 7	
3.5 WP5- Exploitation and dissemination of results	8
4. OBJECTIVES.....	9
4.1 Objective 1: Look at existing tools, identify and exchange best practices.....	9
4.2 Objective 2: Suggest a new pilot scheme, including context based, long term mechanisms to support the uptake of Workplace Innovation by the SMEs of the sector.	9
4.3 Objective 3: Test Pilot Schemes.	10
4.4 Objective 4: Support the creation of an Interregional network for the railway sector and recommendations for action.....	10
4.5 Objective 5: Raising awareness and dissemination of the need for Workplace Innovation as part of the RailActivation project dissemination and exploitation strategy.	11
5. EXPLANATION OF THE WORK CARRIED OUT PER WORK PACKAGE	12
5.1 Work package 1: Project Management.....	12
5.2. WORK PACKAGE 2- LOOKING AT EXISTING TOOLS, IDENTIFY AND EXCHANGE BEST PRACTICES	15
5.3. WORK PACKAGE 3- PILOTING IN REAL CONDITION	21
5.4. Work Package 4- Creation of an Interregional network for the railway sector and awareness raising.....	25
5.5. WORK PACKAGE 5- EXPLOITATION AND DISSEMINATION OF RESULTS	25
6. Update of the plan for exploitation and dissemination.....	29
Partners	33




Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

1. DOCUMENT VERSIONS

Rev. Number	Date	Author	Modification reason
0.1	15 Jul 2020	MAFEX	First Draft, TOC
0.2	15 August 2020	MAFEX	First Draft iwth partners contribution
V0	30 August 2020	MAFEX	Last version



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

2. EXECUTIVE SUMMARY

In this deliverable, the activities and results are monitored, describing the project status from a technical, operational and management point of view.


In this deliverable, the activities and results are monitored, describing the project status from a technical, operational and management point of view.

Period covered by the report: from 01/09/2019 to 31/08/2020.

Disclaimer

This document does not represent the opinion of the European Community, and the European Community is not responsible for any use that might be made of its content. This document may contain material, which is the copyright of certain RailActivation consortium parties, and may not be reproduced or copied without permission. All RailActivation consortium parties have agreed to full publication of this document. The commercial use of any information contained in this document may require a license from the proprietor of that information. Neither the RailActivation consortium as a whole, nor a certain party of the RailActivation consortium warrant that the information contained in this document is capable of use, nor that use of the information is free from risk and does not accept any liability for loss or damage suffered by any person using this information.




Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Acknowledgement

This document is a deliverable of RailActivation project. This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 861887.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

3. EXPLANATION OF THE WORK CARRIED OUT BY THE BENEFICIARIES AND OVERVIEW OF THE PROGRESS.

3.1 WP1- Project Management

MAFEX is leading this Work Package (WP), and thus facilitates, coordinates and ensures the execution of the project in close and positive cooperation between project partners to achieve the project objectives, outputs and deliverables. The coordinator is the responsible body and contact point for the European Commission. Until the end of the first reporting period, 10 project meetings (1 Meeting with the officer at Brussels, 2 remote meeting with E.C, 6 consortium remote meeting, and 1 consortium physical meeting). Telephone conferences with the consortium have been held to guarantee a fast and direct exchange within the consortium. Two biannual internal progress reports have been requested in month six and in month 12 to monitor the progress and financial matters.


3.2 WP2- Looking at existing tools, identify and exchange best practices

This WP was defined to be led by BTS, however, because of some organizational changes in BTS the WP2 has been coordinated by MAFEX. The aim of WP2 is to look and analyse existing tools to support the uptake of Workplace Innovation. As part of the mapping phase we made an analysis of the practices, tools, mechanisms and schemes, in order to identify the challenges for Workplace innovation practices in Rail Sector. The data used for this research were collected in a survey designed by RailActivation consortium and administered online to workers of the EU railway sector.

This information has been the basis for the development of a targeted Workplace Innovation Pilot scheme for rail sector and the definition of RailActivation mechanisms and tools for the scheme. These areas deal with the design of the organisation, the design of management tasks, and the design of jobs with the objective of simultaneous improvement of organisational performance and quality of working life. The RailActivation Scheme development was led by Tecalia with support of MAFEX and QUINN.

The results from WP2 are fed to WP3 which aims to implement RailActivation Scheme, creating the environment for all the assessment activities. The technical activities are composed of WP2, 3, 4 and cover the development of the capabilities and piloting in real conditions.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

3.3 WP3- Piloting in real condition

Tecnalia is leading the WP3 which aims to test the pilot in 20 SMEs, building the internal capabilities and process required to deliver exceptional experiences for years to come. During the first annual period the RailActivation Open call was defined and launched establishing the conditions of access to the call for proposals. During the period Interregional Communities of Practice (ICoP) has been defined to set the general framework of the activities. RailActivation has a practical ICoP implementation framework which is addressing the key questions surrounding Workplace Innovation (WI) and other critical activities in each ICoP domain with a structured approach. Collaboration within RailActivation consortium is to identify key challenges such as organizational culture and performance measurements, and to provide practical recommendations how to overcome them. The composition of the ICoPs will reflect similar need of SMEs and a comparable entrepreneurship culture in the area covered by the network, enabling the creation of new, context-based support. The ICoP will meet regularly as a group to discuss common challenges, frustrations and ideas to improve on the transition towards open innovation model. RailActivation ICoPs links knowledge management and open innovation through public sharing, providing clear and timely information.

Starting from the analysis of the context of SMEs, and studying the potential causes that generate critical issues related to innovation in small and medium-sized companies, QUINN has created the suite of Innovation Way® workshops.

Through the workshops, the goal is to support the participating companies:


- In analysing their context (internal and external);
- In the innovation of the corporate strategy;
- In aligning the vision of innovation both from a technical and commercial point of view;
- In increasing the participants' personal ability to generate new and effective innovative ideas on an ongoing and sustainable basis.

The objectives of the workshops are pursued through practical applications of the tools directly in the classroom and on the participating companies (following the Experience-Based learning model). This occurs mainly thanks to the use of special templates which provide a complete picture of critical issues and opportunities that allow participants to be able to take decisions immediately to improve their business.

3.4 WP4- Creation of an interregional network for the railway sector and awareness raising

QUINN is leading this WP which aims to create Interregional network for railway sector and suggest recommendations for future actions. The piloting uses cases conclusions will become recommendations from different perspectives to guide future researches, policymakers and organisations interested in Workplace innovation. From methodological point of view a combination of surveys and case studies are taken in order to understand the barriers organisations face when considering Workplace Innovation and whether there are effective combinations of interventions.




Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

The network aims to ensure sound implementation of the pilot scheme, working among all the stakeholders that supports RailActivation project. In month 12 the project will create a specific task force as part of the interregional network to scale-up project results. This group aims to be an effective method to motivate employees from Railway sector, encourage active learning and develop key critical thinking communication and decision-making skills to support Workplace Innovation within ERCI cluster members.

3.5 WP5- Exploitation and dissemination of results

This WP contributes to the objectives of RailActivation project through building its presence on the website, in the media and among key stakeholders and general public. The main results are project website, newsletter and promotional materials, e.g. brochures, organisation of workshops, presentation on external conferences publications and other media outcomes. The project website (www.railactivation.eu) and social media (Twitter: #railactivation, LinkedIn: RailActivation) are the general tools to communicate and disseminate information about RailActivation project. Several webinars have been organised in order to present the project, the Open call, Innovation Way methodology and involve relevant stakeholders. Several conferences and workshops were scheduled to take part in Rail Live international conference and smart rail (Rome), but due to COVID-19 restrictions the participation on the conferences were postponed. Furthermore, the project is supported by an Advisory Board, created from the beginning of the project. Different meetings were carried out in order to involve entities in the Advisory Board. The ERCI-European Rail Cluster Initiative is an active part of the advisory Board, composed by 14 EU clusters which supports RailActivation project. RailActivation project outcomes and actions are published monthly in ERCI in order to involve each cluster members.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

4. OBJECTIVES

4.1 Objective 1: Look at existing tools, identify and exchange best practices.

The achievement of this objective is fostered mainly by looking and analysing existing tools to support the uptake of Workplace Innovation. On this basis, best practices were identified and exchanged. The objective 1 is implemented in WP2 in connection with WP3, WP4 and WP5-

RailActivation has identified Best Practices regarding Workplace Innovation that could be adapted to railway sector to build a new pilot scheme for railway industry, implementing the open culture and improving productivity of the sector.


- 8 Workplace Innovation mechanisms and tools applicable to the railway SMEs needs were identified.
 - o Community Innovation Survey (CIS)
 - o Innovarometer
 - o European Working Condition survey (EWCS)
 - o European Company Survey (ECS)
 - o Finnish Quality of Working Life Survey
 - o Workplace employment Relation Study (UK)
 - o Workplace and employee survey (WES) CAN
 - o Workplace survey USA
- 3 best practices Identified for Workplace Innovation: Manufacturing from 100-200 employees, manufacturing about 10 employees, and IT company between 10-20 employees.
- During the implementation of the pilot scheme it is expected to involve at least 100 professionals from the railway sector from different EU countries.

This information has been a good basis for the development of targeted Workplace Innovation support schemes and mechanisms that will support the uptake of Workplace Innovation in the sector. The project will provide and demonstrate the tools for a needed review in existing Workplace Innovation systems and processes to build a new pilot scheme for railway industry; providing a systematic overview of the barriers and enablers that contribute to the success of collaborative Workplaces Initiatives in SMEs.

4.2 Objective 2: Suggest a new pilot scheme, including context based, long term mechanisms to support the uptake of Workplace Innovation by the SMEs of the sector.

The achievement of this objective is fostered by the uptake of Workplace Innovation across EU Railway industry, defined by context-based view, dynamic capabilities and high-performance



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

work systems; stimulating: (i) new forms of work organisation and working (ii) stronger employee participation in innovation processes (iii) improvement of managerial techniques and (iv) helping draw lessons for innovation support agencies such as clusters, associations, technological centres, among others.

This objective is implemented by WP2 in connection with WP3 WP4 and WP5 and aims to foster uptake of Workplace Innovation across EU railway industry.

- 203 professionals from the railway sector were involved in the survey and analysis from 16 different EU countries.
- At the end 20 open and inclusive dialogues between managers and employees will be established at every level.
- 20 employees/professionals from railway sector will participate per group discussion involving employees from different organisational levels, sharing their challenges and pointing the way towards solutions.

4.3 Objective 3: Test Pilot Schemes.

The action will test **RailActivation** pilot scheme in at least three different scenarios in 20 SMEs. A community of practices is created to test the pilot scheme by the Pilot Support Scheme call.

The ecosystem aims to benefit approximately 70 employees, soliciting feedback, tracking the activities and outcomes and recording any adjustments that are necessary to get the desired results. SMEs will have the chance to take advantage of the opportunities offered by Workplace Innovations. This will result in better skilled workforce and more resilient companies.


The objective is implemented by WP3 in connection with WP2, WP4 and WP5.

- The Open Call has been published, being opened until the 30TH september in order to select the 20 SMEs.
- RailActivation scheme is promoted in 13 different EU countries involving approximately more than 100 SMEs.
- The project and RailActivation methodology were presented to 79 rail stakeholders.

4.4 Objective 4: Support the creation of an Interregional network for the railway sector and recommendations for action.

RailActivation already involves a consortium that represent a dynamic network of cluster members MAFEX, BTS and DITECFER and RTOs (Research and Technology Organisations). The partners are member of different networks which are strategic for the project such as European Workplace Innovation Network—EUWIN network (in which TECNALIA is an active member). RailActivation has worked together to enhance and enlarge the interregional network together with national and regional support agencies and other key stakeholders that will be invited to



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

cooperate and join. The composition of the network reflects similar needs of SMEs and a comparable entrepreneurship culture in the area covered by it.

The cluster consortium members are part of ERCI-EURAILCLUSTERS¹, umbrella organisation for railway stakeholders representing common needs of SMEs and a comparable entrepreneurship culture. It already represents one of the main European territories for the Rail Industry. ERCI has been involved since the beginning of the Project, involving the European cluster and their member entities by monthly regular meetings. Resulting from these interactions among key stakeholders' recommendations regarding Workplace Innovation for the Railway sector will be suggested in next annual period in order to raise awareness to policy makers and relevant stakeholders including SMEs.

The objective is implemented by WP4 in connection with WP2, WP3, and, WP5.

- Created Dynamic network of cluster members MAFEX, BTS and DITECFER as part of RailActivation Consortium including other relevant stakeholders from regional and national support agencies.
- Next annual period it is expected to create 1 International Working Group to promote the Workplace Innovation in the railway Sector, through ERCI cluster.
- Next annual period a set of Recommendations for Workplace Innovation in the railway sector and policy suggested.
- During the next annual period the RailActivation is expected to scale up in at least 50 stakeholders.

4.5 Objective 5: Raising awareness and dissemination of the need for Workplace Innovation as part of the RailActivation project dissemination and exploitation strategy.

RailActivation has developed replication, communication and dissemination plan. Two congresses and events were scheduled and postponed because COVID-19 travel restrictions. In order to communicate project results, 2 webinars were organised and regular meetings were held to increase the impact of the project.

During this period the newsletter has been published and disseminated, as well as events and news has been promoted in social media and website (Twitter , LinkedIn).


In order to exploit the results to date, the analysis done in WP2 has been published in Transportation Research Interdisciplinary Perspectives (<http://dx.doi.org/10.1016/j.trip.2020.100193>).

Furthermore, an article has been published in the European Workplace Innovation Network-EUWIN bulletin. The article is being published in the autumn of this year 2020. <https://workplaceinnovation.eu/the-euwin-bulletin/>

.

¹ <https://eurailclusters.com/>



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

5. EXPLANATION OF THE WORK CARRIED OUT PER WORK PACKAGE

5.1 Work package 1: Project Management

In general, the work carried in WP1 during the reporting period includes the development of Project Management Plan, Data Management Plan, organisation of consortium meetings, consortium telephone conferences, the communication with the EC, the internal communication and coordination regarding technical and financial issues, review of deliverables and internal progress reports

Task 1.1. -Project Management Plan (M1-3)

Under Task 1.1. Project management Plan was developed and delivered in month 3, which include Project execution and schedule of the plan. This task is led by Mafex and the deliverable was approved by all consortium members. The improved version of the PMP was submitted in month 5, in order to adapt the plan with Project Image developed in WP5 The project management will ensure the achievement of the project objectives within the time- schedule and budget constraints, by planning, organizing and controlling the integrated effort of the consortium involved in the project.


This is a continuous task through the project.

The main objectives are:

- Direct the project towards technical success, with the appropriate level of detail and applicability. Maintain costs and schedule control of activities as of the approved grant agreement.
- Manage internal communications between beneficiaries, communications with the officers and provide all technical and financial documents. Provide a sustainable workplace for file sharing and archiving. Monitoring workshare coordination and delivery of result. Solve operational issues and conflicts.
- Quality and risk management. Monitoring the progress of WPs against identified risks and implement mitigation measures when required.
- Manage project structure, including coordination meetings, missions and deliverables and the monitoring and periodic reporting on data management, management of structure and procedures, resources, risks, milestones, management tools and project roles.
- Establish the procedures required to ensure the action meet the conditions established by the Contracting Authority (in terms of reporting, procurement, etc.).

In order to ensure internal communications and coordination as well as the communication with the EC, regular meetings are organised. The preparation of the meetings includes the elaboration of the agenda, managed by the coordinator and the presentations about urgent



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

topics, current state and following actions of the project. All minutes of the consortium meetings have been prepared by the coordinator and provided to Consortium.


The eight periodic consortium telephone conferences were prepared by the coordinator, using Zoom tool and Teams. The online meetings had a duration of about 1 hour. The final minutes of these meetings are available for all partners after the review by all participants. The minutes include an overview of the decisions made and a comprehensive documentation of discussed actions.

Project meeting No	Date		Location	Host
1	23/10/2019	Kick of meeting	Bilbao (Spain)	MAFEX
2	18/12/2019	Follow up meeting	Online	MAFEX
3	06/02/2020	Follow up meeting	Online	MAFEX
4	04/03/2020	Follow up meeting	Online	MAFEX
5	22/04/2020	Follow up meeting	Online	MAFEX
6	20/05/2020	Follow up meeting	Online	MAFEX
7	25/06/2020	Follow up meeting	Online	MAFEX
8	2/09/2020	Follow up meeting	Online	MAFEX

Task 1.2. Data Management Plan (M1- 24)

The deliverable of the DMP gives an overview of how data is generated and collected, which standards and methodology for data generation and collection is followed, what parts of datasets will be shared for verification or reuse and how data will be archived and preserved. Data collection will be done in compliance with Article 8 of the Charter of Fundamental Rights in the European Union (specifically the article concerning the protection of personal Data). In addition, the collection of data will be conducted in compliance with data protection acts, legislation and directives, both at the European and the national level (The EU General Data



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Protection Regulation went into effect on May 25, 2018, replacing the Data Protection Directive 95/46/EC).

The use of a DMP is required for all participating pilots.

The purpose of the DMP is to provide an analysis of the main elements of the data management policy that will be used with regard to the project research data and covers the complete research data life cycle. This deliverable is not a fixed document, it is a living document. In case of needing any extra data for the implementation of the project, an annex will be added to this document.

The action is coordinated by Mafex. The first version, delivered on February 2020, is a general overview of the DMP. This first Data Management Plan (DMP) shows that there are mainly 6 data sets that will be produced as part of the project activities and that are relevant to be included in the DMP. Furthermore, the empirical research will generate data from the quantitative survey, expert interviews, focus groups and workshops. Additionally, also the implementation of the **RailActivation** conclusions will generate data.

The deliverable will include ethics report, and will set out ethical considerations raised by the **RailActivation** Project, and identifies as well areas in which attention should be focused and will be updated periodically.

Task 1.3. Progress monitoring and reporting (M1-24)


Mafex as coordinator manages, supervises and coordinates the work flow in the different tasks, between these tasks and by all partners. The whole consortium is in regular contact via email or phone and in case communication between the single partners via email, the coordinator is normally in copy.

In order to monitor activities progress reports are requested consortium members every 6 months, describing the project status from technical and financial point of view. The progress report will include information on the status of the financial aspects, actions and communication and dissemination actions.

Del Nº	WP Nº	Deliverable Name	Month of completion	Submitted	Deliverable uploaded at website?
D.1.1	1	Project Management Plan	M1	September 2019 (V0) January (V1)	Yes
D.1.2.	1	Data management Plan	M6	February 2019	No
D.1.3.	1	Annual Report	M12	September 2020	No

Exploitable results	Way of Exploitation	Month of exploitation
D.1.1	Publication on the website	5



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

5.2. Work Package 2- Looking at existing tools, identify and exchange best practices

Task 2.1. Identify and evaluate Workplace Innovation mechanisms, tools and schemes (M1-4)

This task has been led by MAFEX. Task 2.1. as part of the mapping phase, includes the analysis of practices, tools, mechanisms and schemes permitting to identify the challenges for Workplace Innovation practices. The analysis was made by an online questionnaire covering a wide range of public opinion in railway sector.

The survey was drawn out based on the results of the benchmark carried out and common European workplace innovation concept and indicators and the survey contains four sections and consists of 34 questions.

This structure tends to cover all the layers of the workplace innovation and to answer the main guiding questions

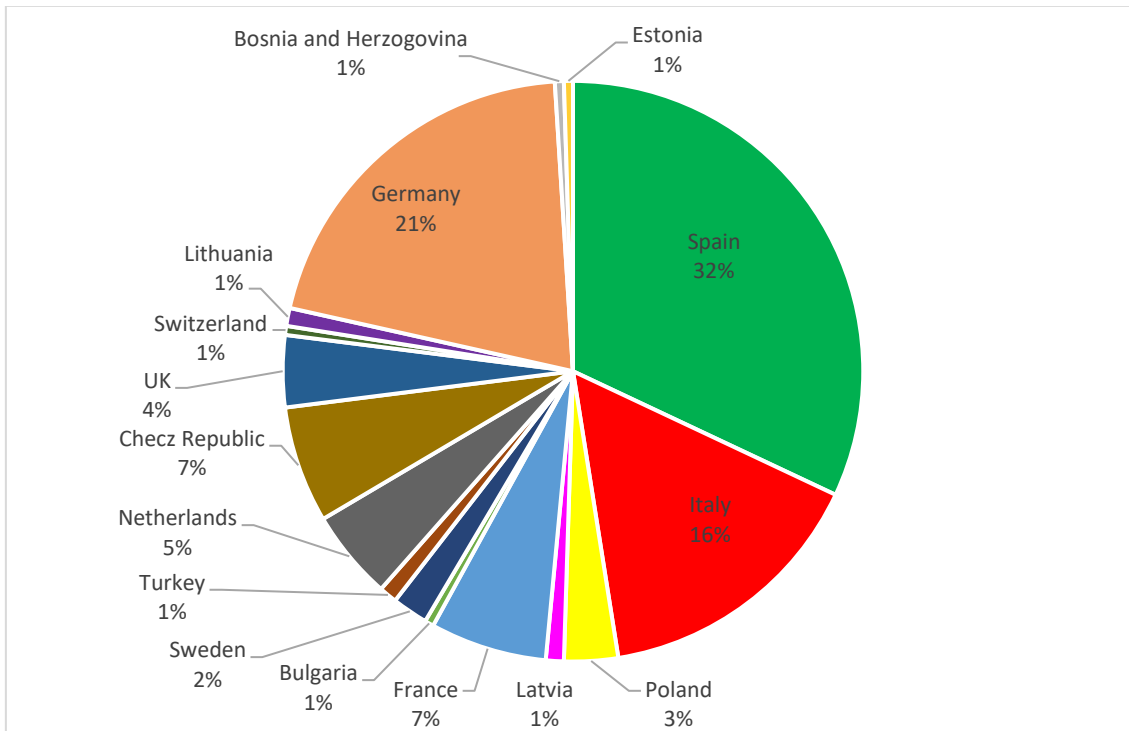
Section No	Section title	Main research questions to be answered	Amount of survey questions
1:	Individual Level	<ul style="list-style-type: none"> • Do employees and their managers have the capability and willingness to engage in workplace innovation? • Does the structure of the individual work task (work task, work time, work environment) allow employees and managers to engage in workplace innovation? 	• 7
2	Organizational level	<ul style="list-style-type: none"> • Which cultural and structural aspects does the organisation provide to help employees and managers to engage in workplace innovation? • How does workplace innovation reflect, and respond to external economic, social or environmental challenges? 	• 15
3	Process	How do employees and managers engage in fundamental and continuous processes enabling workplace innovation?	6
4	Results	What are the results/outputs of workplace innovation?	6

Table 1 Survey structure

The online survey link was distributed to a wide range of groups and organisations, including the RailActivation website, twitter and LinkedIn accounts, and also by sending emails to Mafex and ERCI members, among others. Data was collected over a 54-day period (between 02/12/2019 and 24/01/2020) and the final sample included 203 respondents from 16 European countries.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation		
Title:	Annual reporting	Diss.Level	PU
Del. code	D1.3	Date	30/08/2020




Due to the conducted survey analysis, a set of particularities of the EU railway sector WI have been defined.

From the research, a number of general conclusions emerged:

- The initiative to start WI practices comes from the management or ownership of the company. In only a minority of the companies studied does this first step originate from the employee side.
- These managers or owners understand that the role and participation of the employees and their representatives is crucial for the success of WI and for the company's performance and sustainability.
- Management decides to implement WI practices mainly for reasons of efficiency, competitiveness and enhancing innovation.
- In a number of cases, the management decision to implement WI has been triggered by such factors as:
 - a situation of crisis or difficulty in the company's performance that requires significant changes if the company is to survive and remain competitive in a changing and globalised market;
 - a takeover by (or merger with) another (multinational) company, which brings in new forms of work organisation and new work practices or systems that involve WI, resulting in a kind of 'WPI know-how transfer'.
 - Factors related to job quality and good working conditions do not appear as primary reasons or motivation for introducing WPI, but more as pre-conditions for, or results of, its implementation.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	


Task 2.2 Selection of best practices (M2-M6)

This task has been led by MAFEX. Complementing the work from task 2.1, a literature review was done to identify European and International programmes and initiatives that promote Workplace Innovation and human development (or quality of working life).

8 Workplace Innovation mechanisms and tools applicable to the railway SMEs needs are identified and analysed to develop Railactivation scheme.


Survey name	Survey objective	Initiator/implementing Body	Target group/source	Countries covered
Community Innovation Survey (CIS)	Survey of innovation activity in enterprises	EUROSTAT	Enterprises	2020: 22 countries. BG-CY-CZ-DE-EE-ES-FI-FR-HR-HU-IE-IT-LT-LU-LV-NL-PT-RO-SE-SI-SK-NO
Innovarometer	An opinion poll of businesses or general public on attitudes and activities related to innovation policy	EC	Approx. 8,500 businesses employing one or more people	EU27
European Working Condition survey (EWCS)	Provide an overview of working conditions in Europe	Eurofound	44,000 employees and the self employed	EU27, Norway, Croatia, the former Yugoslav Republic of Macedonia, Turkey, Albania, Montenegro and Kosovo



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

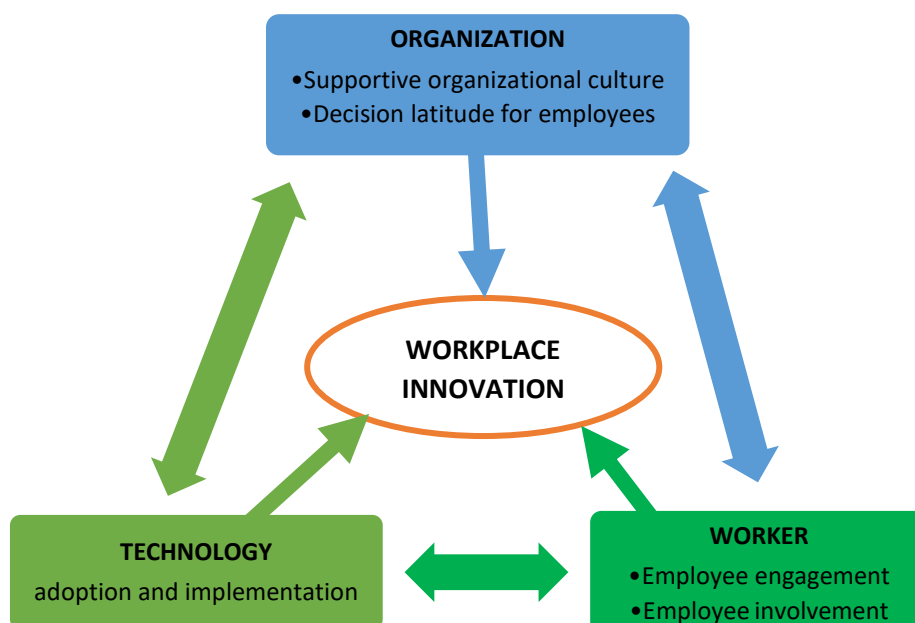
Survey name	Survey objective	Initiator/implementing Body	Target group/source	Countries covered
European Company Survey (ECS)	The survey will map a number of practices used in European workplaces, as well as how they are discussed and negotiated at workplace level as well as some of their outcomes	Eurofound/gallup Europe	Survey of 27,000 managers and where possible official employee representatives	32 countries (27 EU member states and Croatia, Former Yugoslav Republic of Macedonia, Iceland, Montenegro and Turkey)
Finnish Quality of Working Life Survey	To provide information about the state of work life for political decision-making involving labour policies and improvement of work communities	Statistics Finland	3,000 and 6,000 people in Finland	FIN
Workplace employment Relation Study (UK)	National Survey of people at work in Britain	Gov UK (Department for Business, innovation and skills)	Data from employers, employee, representatives and employees in a representative sample of workplaces. 7,143 workplaces	UK



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Survey name	Survey objective	Initiator/implementing Body	Target group/source	Countries covered
Workplace and employee survey (WES) CAN	Examine the way in which employers and their employees respond to the changing competitive and technological environment	Statistics Canada	Employer and employee samples- 6,5693 employers and 24,197 employees	CAN
Workplace survey USA	Online survey on employee effectiveness, business performance and opportunities to create a culture of innovation	Gensler	2,035 knowledge workers	USA

The process of WI is to engage and involve employees when the organisation develops or implements renewal and change. WI lies at the intersection of skills, technology and human resources (HR) management. At the same site, WI consists not only in the process of innovation but in the subject of innovation as well.




Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Figure 1 Workplace innovation as a process

As EU railway sector has a set of particularities it requires specific approach to maximise effectiveness of WI implementation.

Both explorations (Task 1.1. and Task 1.2.) will serve to pave the way for Workplace Innovation in the Railway sector and define **RailActivation** Mechanisms and tools.

On the basis of the results reached within task 2.1 and 2.2, best practices will be identified and suggested. D.2.1. deliverable.

Task 2.3. Definition of the RailActivation Scheme. (M6-M8)

This task has been led by Tecnia. Based on the knowledge obtained previous tasks a new pilot scheme was defined including long term mechanism to support the uptake of Workplace Innovation by SMEs.

The Scheme is conceived as an Itinerary for companies, especially SMEs, to understand where they stand as for Workplace Innovation (WI). The specifications to be met by the RailActivation project were defined as well as the Workplace Innovation tools and mechanisms for railway sector.

The RailActivation Pilot Scheme is proposed as a flexible itinerary where the company can check and jump on the specific block they need to improve. The company can select the blocks based on the specific needed, some companies will go for all the blocks while other will select and implement the ones they want to improve. The blocks and the itinerary suggested to improve the Workplace Innovation within a company are the following ones:




Figure 2. RailActivation Scheme.

The idea is to **test this Pilot Scheme within the project implementation**, and for this we suggest implementing it on the Workshop that follow the Innovation Way® Methodology. The structure of these workshops is a combination of theory and practice, with much more time invested in the practice and with a very clear approach towards the "learning by doing" philosophy. Some of the benefits of this active learning are the followings: develop collaborative skills; encourage risk taking; student preparation; increase engagement; improve critical thinking; it makes technology more powerful; it sparks creative thinking and it fosters real problem solving.

The idea to pilot-test the Scheme is to involve some members of the small team devoted to Workplace Innovation in the companies, if possible, to the Innovation Way Workshops. Once back in the company they will be able to spread the knowledge of the tools and methodologies learned among the other members of the company team but also among colleagues of the



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

company supporting their adoption and increasing the possible impact in terms of workplace innovation. On this basis the Pilot Scheme will be finetuned in task 3.3

Del Nº	WP Nº	Deliverable Name	Month of completion	Submitted	Deliverable uploaded at website?
D.2.1.	2	SMEs best practices survey report	4	January 2020	Yes
D.2.2	2	RailActivation Scheme	10	June 2020	Yes

Exploitable results	Way of Exploitation	Month of exploitation
D.2.1	Publication on the website	M8
D.2.1	Scientific article published in Transportation Research Interdisciplinary Perspective	M11
D2.2.	Publication on the website	M10

5.3. Work Package 3- Piloting in real condition

Task 3.1. Definition of cascade funding scheme and Creation of Interregional Communities of Practice (ICoP) (M4-M8)

The task has been led by MAFEX and aims first to establish the conditions of access to the call for proposals that Railactivation launched on May 2020, the application and selection process as well as the guidelines that define the call, regulating the interaction between the partners and RailActivation beneficiaries.

RailActivation Project scheme is being tested in at least 20 SMEs, selected by the interregional network created under the project, by using at least 75% of the grant for this purpose. Task 2.1.the project created Interregional **Communities of Practices**, as the base of the pilot schemes.


The Pilot Support Scheme (PSS) Call aimed at providing a total support of €225.000 through specific services and travel vouchers to attend workshops where the methodology will be applied to the selected SMEs. Direct innovation support is intended to foster collaboration and help the winners with their Open culture transformation process, including organizational and production processes encourage business models that are sustainable and deliver social impact.

The SMEs selected through the Open Call will benefit from the project in different ways, directly and indirectly:

LOT1: Direct innovation support to SMEs: Direct support is addressed to SMEs through travel voucher granting and innovation services, in order to support their innovative business activities.

- a. Coaching- mentoring: SMEs will benefit from individual consulting activity which consist of individual coaching by consortium members entities. The total value of this type of services is



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

36.000 euros for entire pilot scheme. Coaching and mentoring are targeted at 20 SMEs. The average cost per individual service is 1.800 euros.

- b. Implementation of Pilot Scheme in real conditions: The total value of this type of services is 70.000 euros for entire pilot scheme. Demonstration is targeted at 20 SMEs. The average cost per individual service is 3.500 euros.
- c. Travel voucher granting, in order to support their innovative business activities. 20 Vouchers will be granted with 600 euros cost. The vouchers are included with the first point, and are aimed to support the selected SMEs to attend the specific workshops, in order to implement the methodology of the main aim of the project.
- d. Other activities included in the correct performance of LOT 1. During project implementation, in the LOT 1 different activities will be organised. The basis for these activities will be information about SMEs' market structure, business models, technological level etc. the total value of services is 60.000 euros for the entire pilot scheme.


LOT2: Indirect innovation support:

- a. Mapping Program: SMEs will benefit from analysis of their entities culture. The innovation services are valued in 30.000 euros for the entire pilot scheme.
- b. Scalability/use case promotion: SMEs will benefit from scaling up the results and public awareness raising about the positive impact of the Workplace Innovation scheme in their performance. All the activities are event driven, meaning that events will represent the opportunities to create collective moments of networking, socialization and knowledge exchange and to scour new interest. The total value of this type of services is 7.000 euros for entire pilot scheme.

The call has been opened for 3 months from 15th May to 15th August. Railactivation project received a total of 14 applications. In order to implement the pilot scheme with the defined 20 SMEs, jointly with the E.C has been agreed to extend the deadline until the 30th September. The results of RailActivation Open call will be published in the website in one month period after the closure of the Open call.

We have found some difficulties to involve SMEs because of COVID-19 crisis. Because of the lockdown, many entities were closed and currently they are looking for short term results. The emergence of COVID-19 brought important changes that affect consumer behaviour, supply chains, and therefore the correct functioning of companies. The COVID-19 crisis has highlighted the need to fast-track the progress in the technological innovations developed up to date, being the digitalization the backbone of the industry. Consequently, the organizational culture of the entities must be prepared to the new revolution which will be based on technologies focus on matching the demand to supply. Regarding this situation, the role of Workplace Innovation as an engine to improve the innovative services and technological development will be even more important than it was before, especially among SMEs. What it is true is that learning from forced experimentation and investment in risk-mitigating technologies may help firms become smarter and more flexible. For example, this forced experimentation has led to a better understanding of remote work.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Task 3.2. RailActivation pilot schemes into practice: Team Towards Innovation (RailActivation TTI) Capacity Building program.

Task 3.2. is led by Quinn and aims to implement the Railactivation tools and mechanisms in each pilot node, aimed at creating true involvement and commitment of SMEs.

Starting from the analysis of the context of SMEs, therefore, and studying the potential causes that generate critical issues related to innovation in small and medium-sized companies, QUINN has created the suite of Innovation Way® workshops.

The suite consists of a path of four workshops in which, through the explanation and direct application of scaled and refocused tools to the company on the characteristics of small and medium-sized enterprises, a "toolbox" is provided to the company that intends to innovate the way of doing business.

Thanks to many years of experience in the field of consultancy gained also in close contact with companies in the railway sector and at different levels of the supply chain, the Innovation Way® educational tools has been redefined and contextualized specifically for the RailActivation project.

The first indispensable step for the adaptation of the methodology, has been the depth analysis of the characteristics of the potential target companies, reported by the various project partners.

The company dimensions, the propensity for innovation and the role covered by the subjects analysed within the Railway supply chain were the main drivers through which it was possible to "tune" the training material and tools for classroom applications.


One of the key points of the methodology lies in creating a collaborative atmosphere within the workshop, promoting the exchange of ideas and opinions in order to generate ideas for improvement for the participating companies resulting from the exchange of different points of view. For this reason, the in-depth study on the characteristics of the companies potentially present in the classroom is a necessary element to produce content that is effective and usable for all participants in the different sessions.

To the study of the targets of the project, it has been added a phase of analysis of the reference context, researching and bringing within the path successful examples and best practices of the Railway sector in the field of business model innovation.

In order to define the methodology, we collected information from 32 SMEs: 10 German, 10 Italian and 12 Spanish.

Originally, the Innovation Way® workshop cycle was created to be carried out over 4 days, 2 consecutives, interspersed with a break of a few weeks to give time to metabolize the contents. However, a 4-day effort dedicated to the workshops was often too impactful on the participating companies, forced to take personnel away from operations for almost a working week. For this purpose, has been created over time an Innovation Way® format definable as "short version" which, carried out over 2 days, still contains all the essential elements of the path that are needed to guarantee effective results in terms of generation of ideas. The 2-day version has an even stronger imprint on the "experiential learning" theme, guaranteeing the greatest possible percentage of time for collaborative activities and practical use of the tools. At the same time, to guarantee the concept of the "path to innovation", the themes that guarantee the logical transition and the fil rouge that starts from the analysis of the business context and the related



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

points have been selected from the "long" version for each laboratory. strengths and weaknesses and go to the study of the market and techniques for customer engagement. The 2-day format contains the "four-step" path which includes: the analysis of the factors on which to compete, the setting of a "benefit oriented" strategy, business innovation through creative techniques, and the improvement of enterprise-customer contact points.

Below are defined the workshops:

- 1.1 Workshop 1 - Redefine the boundaries of your business
- 1.2 Workshop 2 - Renew the offer with the benefit-oriented approach
- 1.3 Workshop 3 - Develop and redesign products and services
- 1.4 Workshop 4 - Improve the offer starting from the customer experience

The workshops are expected to start in second annual period, starting in October.


Due to the COVID-19, the short-term challenge for railway entities is to match the demand with supply, which will require a better planning capacity, therefore, it will be necessary to speed up the management through digitalization. The biggest challenge at process level is to promote planning as the main element of management to deal with the uncertainty and complexity generated by the COVID-19 crisis. This means providing the sector with a roadmap and the capacity to make the right choices to respond future crisis that may come in the future. Therefore, railway entities need to use their autonomy in WI to face these challenges.

Task 3.3. Update of RailActivation Scheme on the basis of the SMEs' learning

The task is led by Tecnalía, Once the capacity building workshop is carried out, the **RailActivation** pilot Scheme will implement the learned techniques in their organizations, though Project consortium support and monitoring. Therefore, the task is expected to start on the second annual period.

Del Nº	WP Nº	Deliverable Name	Month of completion	Submitted	Deliverable uploaded at website?
D.3.1.	3	Communities of Practice selection	8	April 2020	Yes
D.3.2	3	Pilot support scheme	8	April 2020	Yes
D.3.3	3	Team Towards Innovation. Capacity building Workshop report and toolkits	M10	June 2020	Yes



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Exploitable results	Way of Exploitation	Month of exploitation
D.3.1.	Publication on the website	M9
D.3.2	Publication on the website	M10
D.3.3	Publication on the website	M10

5.4. Work Package 4- Creation of an Interregional network for the railway sector and awareness raising

Task 4.1. Building the Interregional Network for the railway sector

RailActivation will improve this network reaching other potential stakeholders through and with national and regional support agencies.

The network will be a means to ensure sound implementation, of the pilot scheme. The network creation starts in September 2020 to keep active and dynamic by means of the different events that will be organised. They will also be part of the community that will reach all the information related to the project.

In order to scale-up the project results at EU level A Specific Working group will be also created as part of the Interregional Network during the second annual period. This group will be an effective method to motivate employees from Railway sector, encourage active learning, and develop key critical thinking communication and decision-making skills. To support Workplace Innovation within ERCI cluster member entities.

This action is led by DITECFER.

Task 4.2. Railactivation Recommendations.


The task aims to develop recommendations and policy recommendations that will provide a frame of reference for the investigations. Ideally, those recommendations would map workplace interventions onto work organisations, labour relations and network relations that are beneficial to the railway industry performance directly or indirectly. As a result, a **recommendation** report will be submitted at the end of the project to report on the lessons learned and case studies. The policy brief will include recommendations with regards to promoting **RailActivation** mechanisms and tools. The task will start in the second annual period and is led by Tecnalia.

5.5. Work package 5- Exploitation and dissemination of results

Task 5.1. Dissemination and exploitation plan

Mafex, as coordinator developed communication and dissemination plan to guarantee the accessibility to the project results. The document has been distributed and accepted by all consortium members at the beginning of the project, as it is crucial for a successful dissemination strategy. The deliverable aims to coordinate and plan communication activities within the Consortium (objectives, messages, target groups, activities etc.) and submitted in November 2019 (M3). Content of the Communication plan served as a basis for creation of the website, newsletter and other promotional materials.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Regularly MAFEX request consortium members to disseminate project actions, as well as to report their communications in order to ensure the correct implementation of WP5

DITECFER is the lead partner of ensuring the exploitation and replication of Project results though dissemination and communication activities

Task 5.2. Advisory Board Creation:

The project is supported by an Advisory Board created since the beginning of the project and formed by stakeholder, crucial for a successful identification of priorities as well as for the correct implementation. MAFEX is leading this task, with support of consortium members.

A comprehensive stakeholder database is developed, not being a public deliverable due to this is not possible without violation of data protection laws. It includes the data of all external stakeholders involved in the different tasks of the project being a member of the Advisory Board.


This database serves the project partners as a tool to collect, store and update the information about the stakeholders and their involvement in RailActivation Tasks. Additionally, it serves as a tool for contacting stakeholders and to communicate and disseminate project activities and results. The database will be continuously updated and expanded during the project implementation period and the involvement of further stakeholders. The data of external stakeholders have been detected through the research work in different WPs or though the project partners contact from other projects or research work obtained independently of the project.

We should highlight, ERCI- European Rail Cluster initiative is involved since the first month and updated about the project results monthly in order to reach different EU regions.

ERCI- European Rail Cluster Initiative, composed by 14 cluster of the rail sector which aims to bring together customers, suppliers, national and regional support agencies and supply chain opportunities together Below are shown the Clusters from ERCI that will be part of the Advisory board.

- a. I-Trans (France): Approximately with 118-member entities, 78 are SMEs, 8 Start ups and 22 Research organisations, university or technology centres.
- b. ACstyria Mobilitätscluster GmbH (Austria): 310 member entities, 210 SMEs.
- c. Cluster Transport, Mobility and Logistics in Berlin-Brandenburg (Belin); With approximately 490-member entities, in which 330 are SMEs and 35 Research Organisations, technology centres or universities.
- d. InnoPro (Denmark): Approximately 130 member, 80% SNEs and 5 Technology centre/university are member of the cluster.
- e. CAN- Cluster Bahntechnik (Germany): 60-member entities, in which 40 are SMEs and 13 Universities/technology centres.
- f. Järnvägsklustret (Sweden)



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

- g. Logistics in Wallonia (Belgium): 326-member entities, 70% SNEs and 37 research entities/universities.
- h. Rail Alliance (UK): Approximately 420-member entities, 300 SMEs and 20 research organisation/universities.
- i. Anatolian Rail Transportation System Cluster (Turkey): Approximately 170-member entities, in which 106 SMEs and 30 research entity/universities.
- j. Railgrup (Spain): approximately 80-member entities, 40 of them SMEs, and 10 research centre/Universities.
- k. Southern Railway Cluster (Poland): Approximately 60-member entities, 40 of the SMEs and 13 technology centres/universities

Furthermore 8 experts from EU universities and, technological centres and governmental entities are involved in the Project in the Advisory Board.

- Acsstyria Mobilitarscluster GMBH
- Berlin Partner Fur Wirtschaft and Technologie GmbH
- Institute of philosophy and sociology, Bulgarian academy of sciences
- University of the Basque Country
- i-Trans
- BRTA- Basque research and Technology Alliance.
- Metro Malaga
- Tranvía de murcia

Task 5.3. Online dissemination and interaction

The task is led by DITECFER. The main activities and tools for online dissemination and interaction is the project website, the www.railactivation.eu, to public newsletters, workshops, conferences, guidelines, scientific publications, among others.

Articles and other media activities were executed to communicate the project, starting with a press release at the beginning of the project implementation period. Partners take advantage of the existing channels in their countries to communicate and disseminate RailActivation project results.


Special efforts will be devoted to social media.

Task 5.4. Off dissemination: Elaboration of dissemination materials

The goal of this task is to elaborate the materials that will be used to disseminate the project. During the first annual period the first edition of the Newsletter has been produced by DITECFER and the Project Brochure has been developed. Furthermore, the roll up was designed which will be exposed at the different events, conferences and fairs where the project is disseminated.

Each partner committed to release tailored publications showcasing project results, such as demonstration results.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

MAFEX and TECNALIA submitted a scientific article in July 2020 in order to exploit results from WP2 to Transportation Research Interdisciplinary Perspectives with DOI reference number: <https://doi.org/10.1016/j.trip.2020.100193>. The paper develops and tests a research model that covers individual behaviour, organizational practices, and process practices of innovation among employees, analysing the impact of Workplace Innovation on firm performance.

Mafex submitted a project article in August to the EUWING Bulletin as well, that will be published in autumn.

Task 5.3. Physical Interactive dissemination.


Project partners also participated during online and physical events organised by external parties where the RailActivation project has been presented and promoted. These activities from the beginning of the project help to build awareness and increase chances of future exploitation of the project

These major conferences and events related to rail were RailLive, Smart Rail, Innotrans, Metro Rail. Because of COVID-19 these events have been postponed and as contingency plan, the project has been presented in online format.

The first RailActivation Brunch was organised by MAFEX in Madrid on the 30th March, but because of COVID-19 the workshop is been postponed to December 2020, and implemented in webinar format.

Mafex was planned to take part as well in 3 conferences: RailLive 2020 congress (Spain, March), Smart Rail Rome (Italy, may 2020), and Metro Rail (Austria, October). RailLive 2020 is being postponed to December and will be held virtually. Mafex still has the slot to present the RailActivation Project in the congress and will be organised RailActivation event during the virtual event. Smart Rail has been postponed to march 2021, maintaining MAFEX slot for communicate Project results. Finally, Metro rail to date is still ongoing and will be held virtually.



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	


6. UPDATE OF THE PLAN FOR EXPLOITATION AND DISSEMINATION

The plan for dissemination of results was submitted in November 2019 (M3). The Communication and dissemination plan summarizes the strategies and activities related to the RailActivation Project results. Project activities, news, events, testimonials and results are disseminated at EU level, reaching out to the relevant SMEs, Public Authorities, etc to create wider knowledge among stakeholders. The information is channelled through each member channels, as well as ERCI and European Cluster collaboration Platform.

The documents serve for quick orientation for the Consortium in the various tool's partners use for dissemination and communication. It provides an overview of expected results and plans to facilitate dissemination and exploitation of project results and maximize impact of RailActivation project.


The main activities and tools in this respect are the project website (www.railactivation.eu), newsletter, workshops, conferences, guidelines, scientific publications, and social media. Dissemination activities are shown below:



Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

MAFEX MAGAZINE AND PRESS NOTES:

Type of Activity	Link (if applicable)	Date	Responsible partners
Article English - Mafex Magazine nº20	http://magazine.mafex.es/en/mafex-will-spearhead-the-european-project-h2020-railactivation/	13/09/2019	MAFEX
Article Spanish - Revista Mafex nº20	http://magazine.mafex.es/mafex-liderara-el-proyecto-europeo-h2020-railactivation/	13/09/2019	MAFEX
Article English - Mafex Magazine nº22	http://magazine.mafex.es/en/boosting-workplace-innovation-in-the-railway-sector-with-the-support-of-the-h2020-railactivation-project/	18/03/2020	MAFEX
Article Spanish - Revista Mafex nº202	http://magazine.mafex.es/impulsando-la-innovacion-en-el-lugar-de-trabajo-en-el-sector-ferroviario-con-el-apoyo-del-proyecto-h2020-railactivation/	18/03/2020	MAFEX
Article English - Mafex Magazine nº23 - Pag 45	http://magazine.mafex.es/wp-content/uploads/2020/07/maqueta_ingles23-1.pdf	27/07/2020	MAFEX
Article Spanish - Revista Mafex nº23	http://magazine.mafex.es/rail-activation-open-call/	27/07/2020	MAFEX
Article English - Spanish Railway Yearbook 2020 – special edition 25 anniversary (1995-2020)	https://www.vialibre.org/vldigital/Anuario2020/#p=10	01/09/2020	MAFEX
Press Note	https://www.mafex.es/mafex-liderara-un-proyecto-europeo-h2020-con-el-objetivo-de-apoyar-a-las-pyme-en-la-trasformacion-de-la-industria-ferroviaria-a-traves-de-estrategias-de-innovacion-en-el-lugar-de-trabajo/	04/09/2019	MAFEX


Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

EVENTS:


EVENT	RESPONSIBLE	Description	DATE
Railactivation Webinar	MAFEX	Presentation of the Project and Open Call	14/05/2020
RailActivation Webinar	MAFEX, QUINN	Presentation of the Project, Open call and Methodology	28/05/2020
RailActivation Webinar	DITECFER	Presentation of the Open Call	15/06/2020

SOCIAL MEDIA: (TWITTER AND LinkedIn)

Media	Nº of publications	Responsible
Twitter	50	MAFEX
Linkedin	32	MAFEX
Mailling and mailchin	19	MAFEX
ERCI HOMEPAGE	3	BTS
Berlin Partner Homepage (Advisory Board member)	1	BTS
BTS homepage	4	BTS
Facebook	9	BTS
Mailing and mailchin	2	BTS
Regular newsletter	15	BTS
Twitter	1	BTS
WFS homepage	1	BTS
Newsletter	1	DITECFER

Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level	PU	
Del. code	D1.3	Date	30/08/2020	

Ditecfer Homepage	2	DITECFER
Linkedin	2	DITECFER
Twitter	2	DITECFER

Project:	RailActivation - Activating inclusive growth in railway SMEs by workplace innovation			
Title:	Annual reporting	Diss.Level		PU
Del. code	D1.3	Date		30/08/2020

Partners

