RailActivation

ACTIVATING INCLUSIVE GROWTH IN RAILWAY SMES
BY WORKPLACE INNOVATION

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Abstract:
This Deliverable D2.2, is focused on suggesting a RailActivation Pilot Scheme. The Scheme is conceived as an Itinerary for companies, especially SMEs to understand where they stand as for Workplace Innovation (WI). The Pilot Scheme suggested is a flexible tool consisting on three blocks that the company can select depending on the level of WI implementation. Guidance on how to deal with each block is also provided.
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2. EXECUTIVE SUMMARY

This Deliverable D2.2, is focused on suggesting a RailActivation Pilot Scheme. The Scheme is conceived as an Itinerary for companies, especially SMEs, to understand where they stand as for Workplace Innovation (WI).

According to the European Commission (EC) to stay at the competitive edge, companies need to invest not only in technological innovation but also in non-technological practices. Workplace Innovation can mean many things such as a change in business structure, human resources management, relationships with clients and suppliers, or in the work environment itself. It improves motivation and working conditions for employees, which leads to increased labour productivity, innovation capability, market resilience and overall business competitiveness. All enterprises, no matter their size, can benefit from Workplace Innovation.

Within this framework the Pilot Scheme suggested is a flexible tool consisting on three blocks which the company can select depending on the level of implementation of Workplace Innovation. Guidance on how to deal with each block is also provided.

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Acknowledgement

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3. INTRODUCTION

The digital and industrial revolution is happening and affecting all the sectors, especially companies and in particular SMEs. SMEs need to speed up to embrace these changes and remain competitive within this global context. Technologies are not enough for this, innovation needs to be applied within companies at organisational level, employees' level too.

RailActivation project experiments Workplace Innovation as a means to foster innovation capacities in the railway sector providing elements to companies to remain as innovative and competitive as possible as well as to have additional tools to adapt to these challenges.

3.1 Objectives

The main objective of this Deliverable is to define the RailActivation Scheme, mechanisms and tools as well as the itinerary to implemented in the RailActivation training program in SMEs. The Scheme is conceived as an Itinerary for companies, especially SMEs, to understand where they stand as for Workplace Innovation (WI).

The RailActivation Scheme, mechanism and tools will support companies to anticipate and adapt faster and better to the changing economic environment, strengthening the pillars of responsibility in a digital age.

3.2 Contributions to other WPs and deliverables

This deliverable is framed under WP2- Looking at existing tools, identify and exchange best practices, which aim is to look and analyse existing tools to support the uptake of Workplace Innovation. On this basis, Best practices will be identified and exchanged. This information will be 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.

The Deliverable is fully linked to the development of the other tasks within the Workpackage, especially the benchmark implemented at EU level aiming at the analysis pf the SMEs behaviour, the culture of innovation, the high level of employee engagement and the organisational and individual resilience among entities from Europe. This in-depth qualitative investigation into the SMEs will identify pathways towards for uptake Workplace Innovation and will be the basis of the Scheme.

The Deliverable is also fully linked to the tasks within the WP2:

- **Task 2.1. Identify and evaluate Workplace Innovation mechanisms, tools and schemes (M1-4).** Results from the survey as well as the Methodology are key to suggest a Pilot Scheme. The following three elements have been analysed in the survey:
  - Jobs and Teams.
  - Structures, Management and Procedures
  - Employee-Driven Innovation and Improvement.
  - Co-Created Leadership and Employee Voice

- **Task 2.2 Selection of best practices (M2-M6).** Complementing the work from task 2.1, a review to identify European and International programmes and initiatives that promote Workplace Innovation and human development (or quality of working life).
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.

This Deliverable is framed under Task 2.3. Definition of the RailActivation Scheme, foreseen to be implemented during months M6 and M8. The Deliverable is based on the knowledge obtained from previous tasks. The main Milestone of the WP2 and the Delivery is: MS3- Existing tools and SMEs practices identified and RailActivation Scheme defined.

This deliverable has relations to other deliverables and WPs. Furthermore, there will be tasks and WPs that will collect results of this Deliverable. In particular.

- WP3: will test pilot scheme in railway SMEs and update the Railactivation scheme on the basis of the SMEs’ learnings.
- WP4 will create interregional network as well as offer Railactivation recommendations
- Public will be informed about the results generated by D.2.2. according to the activities specified in WP5.
4. Framework for the Pilot Scheme

4.1 What do we consider as Workplace Innovation?

According to the European Commission (EC)\(^1\) to stay at the competitive edge, companies need to invest not only in technological innovation but also in non-technological practices. Workplace Innovation can mean many things such as a change in business structure, human resources management, relationships with clients and suppliers, or in the work environment itself. It improves motivation and working conditions for employees, which leads to increased labour productivity, innovation capability, market resilience and overall business competitiveness. All enterprises, no matter their size, can benefit from Workplace Innovation.

The EC considers that Workplace Innovation:

- improves performance and working lives, and encourages the creativity of employees through positive organisational changes;
- combines leadership with hands-on, practical knowledge of frontline employees;
- engages all stakeholders in the process of change;
- what does this mean in practice and how can you implement it in your organisation?

Workplace Innovation is fuelled by open dialogue, knowledge sharing, experimentation and learning in which diverse stakeholders (who may include employees, trade unions, managers and customers) are given a voice in the creation of new and more participative ways of working\(^2\).

The EC, by means of the European Workplace Innovation Network-EUWIN, launched in 2013, has also published a guide to guide companies on the implementation of Workplace Innovation. The network is quite active and connects nowadays more than 10,000 companies and other stakeholders. The guide refers to high performance jobs when:

1. Jobs are empowered and self-managed teams.
2. Flexible organisational structures, people-centred management practices and streamlined systems and procedures are based on trust.
3. Systematic opportunities for employee-driven improvement and innovation are available.
4. Leadership is co-created and distributed combined with ‘employee voice’ in strategic decision-making.
5. The enterprising behaviour, the culture of innovation, the high levels of employee engagement, and the organisational and individual resilience which flourish only when the other four combine to shape experience and practice across the whole organisation.

The following Figure shows the elements:

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\(^1\) [https://ec.europa.eu/growth/industry/policy/innovation/workplace\_en](https://ec.europa.eu/growth/industry/policy/innovation/workplace_en)

### 4.2 Framework for the Pilot Scheme

As already mentioned in the proposal, the driver for Workplace Innovation includes economic as well as social and human aspects, such as:

- **Strategic orientation**: to be innovative and competitive, organisations need to react to development in their environment such as client and competitor behaviour, new technological developments, and legislation, etc. This requires purchasing of new knowledge from outside, networking and cooperation with external partners.
- **Organising smarter**: the ability of the company to invent new combination of organisation, staff deployment and technical applications with a clear focus on the renewal or improvement of work processes.
- **Flexible work**: increasing flexibility of work through the increasing the employability of the staff, facilitating flexible working time and/or contracts, self-rostering, etc. with attention to individual arrangement on working time, work performance, personal development and flexible employment.
- **Product-market improvement**: innovation by searching for new markets and clients, and the improvement of products and services.

Based on the research conducted in the project the following chart has been selected as for our approach to WI. These elements were already part of the questionnaire that we used in the survey and will be also the basis of our Pilot Scheme. Our Scheme will drive the company through an itinerary to understand where they stand on WI focusing on the following three interrelated aspects shown in the figure nº2:

- The Organisation as such
- The employee and the
- Approach to technological and market developments

![Figure 1 Enhanced innovation performance & working life.](image-url)
The Scheme pretends to be a flexible itinerary that will drive the company to better competitiveness using WI, for this, the company can select to focus on all three aspects or only jump in the one they are weaker. The Scheme as already stated, has been developed considering the previous work done in the project, in particular, the survey and the survey results. The following table presents the main questions asked:

<table>
<thead>
<tr>
<th>WI approach</th>
<th>Survey questions</th>
</tr>
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</table>
| Employee: better engagement and involvement of employees. | • Do employees (and their managers) have the capability and willingness to engage in Workplace Innovation?  
• Does the structure of the individual work tasks (tasks, time, environment, etc.) allow the employees and managers to engage in WI? |
| Organisation: advancing towards a more strategic and smarter organisation. | • Which cultural and structural aspects does your organisation provide to support employees and managers to engage in WI?  
• How does WI reflect, respond to external economic, social and environmental factors? |
| Technology and Product-market improvement: innovation by searching for new technologies as well as markets and clients, and the improvement of products and services. | • How do employees and managers engage in fundamental and continuous process enabling WI? |
5. RailActivation Scheme

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:

- **Block 1: Employee**
- **Block 2: Organisation**
- **Block 3: Technology and market**

![Figure 4. RailActivation Scheme.](image)

5.1 Block 1: Employees

In this block or step, the company will analyse, and address aspects directly related to employees within a company. The main purpose is to check how the employees feel within a company and focus on a better engagement and involvement.

The research conducted under the RailActivation project by means of the feedback obtained in the survey shows different opinions that have been groped under the following needs, and some questions to delve into them:

- **Encourage an innovation culture among employees.** “Be honest and open, share ideas, explore initiatives without fear of retribution, allocate time for the employees to break from routine roles to inspire new thoughts”.
  - Can workers freely express their opinions?
  - Is the company promoting a specific time for these activities?
  - Is there total transparency when sharing information within the company?

- **Develop cross functional teams** (employees from different parts of the business) to brainstorm improvements to processes and other areas of the business.
  - Which is the common company’s methodology to work in teams or individually?
  - Could the way of working be changed and promote more collaborative work?
  - Do workers from different areas, or departments, ever collaborate on certain tasks?
  - Are information, objectives, etc... shared between areas or departments?

- **Encourage different perspectives.** Look for employees who understand business vision, align with its culture – which is not necessarily the same one, may have different perspectives, come from diverse backgrounds, have passions...etc.
  - Do employees have the same background at the same responsibility level?
  - Are new perspectives combined with existing perspectives in the company?

- **Take into consideration gender issues.** Average of women in the railway sector. Identify their responsibilities, their positions in the company, etc.
  - Is there any differentiation between the work performed by men and women?
o Is there some kind of “glass ceiling” in the organisation?
 o Are there senior management positions held by women?

- **Training / Professional career.** To know the level of education of employees. To be able to contrast it with the needs of the company and detect gaps. Identify training needs and support individual training and individual training plans for employees. Training about creativity, innovation is also key.
  
o When looking for new employees, which is the degree/studies that the company is looking for?
  o Is the training of workers in line with the needs of the company?
  o Are workers encouraged and helped by the company to continue training, retraining on topics of interest?
  o Is non-regulated education or other less academic training encouraged?
  o Is the training regarding stays or exchanges between workers from other companies or centers, or with any kind of collaboration, considered?

- **Involve employees actively in the company;** from different positions and responsibilities to improve the work organization and processes of different departments.
  
o Are employees allowed to take part in decision-making in the company, whenever possible?
  o Are employees encouraged to give their point of view, make proposals?
  o Are employee proposals considered?
  o In the case of executing any of these proposals, is the employee's work recognised?

- **Clear responsibilities.** The responsibilities of the employees should be clear, defined and shared, aiming to avoid the lack of motivation among the staff.
  
o Are employees clear about the activities they have to carry out?
  o Is the chain of responsibilities identified?
  o Is the list of responsibilities updated with the changes that are taking place in the company?
  o Is it shared, visible and easily accessible by everyone?

On this basis the following structure is suggested with the relevant aspects that should be considered in a company to check the status of Workplace Innovation under the Block Employees:
5.2 Block 2: Organisation

Following the same logic as for the Block on Employees, the following results have been raised by the people that participated in the survey:

- **Provide support for sharing ideas.** Many large companies already have methods to allocate time and means to their employees to break from routine roles, to inspire new thoughts, etc. by means of meetings, suggestion boxes, suggestion area on the internal intranet, to mention some.
  - Is the proposal of ideas encouraged?
  - Is there a systematised process for this and that it be registered?
  - Is there a time or place provided for employees who promote this type of practice?
  - Is it clearly understood that this is a task for all employees of the company?

- **Generational change.** Employees’ age and their position, what are the reasons behind, if it is necessary to transfer knowledge from the most experienced personnel to other workers, etc.
  - What is the average age of the staff?
  - What is the average age for roles or positions?
  - Is all knowledge shared? Or simply the knowledge falls on the person with more experience and is that person who has all the know-how?

- **Procedure to assess new ideas from employees.** Ensure there is a specific process which everyone understands for assessing each new idea. This must be supported by acknowledgement and feedback in a timely manner. Introduce a new idea or "what if?" section to regular meetings, brainstorming sessions...
Is there a specific process to carry out if one of the employees wants to provide new ideas? Is it reflected somewhere? Is it clear what the process is to evaluate the proposal?

Does the employee have feedback on the actions being carried out or the decisions made?

Does the company encourage the emerging of new ideas, proposing situations not previously considered?

- **Implement employees’ ideas and suggestions in a fast and regular way.** When employees see that they are influencing the direction of the business, they will be extremely motivated to continue sharing ideas, working towards the success of the idea and encouraging productivity of other employees.
  - When an idea has been taken into account ... Does it execute quickly?
  - Are all the staff informed of this new initiative?
  - Is it reported which person or group has proposed it?
  - Is the motivation for having made this proposal explained to the staff and which are the benefits they intended to have with its implementation?

- **Suggest rewards to employees.** Rewards can be for individuals or even teams or for the whole workforce. The important thing is that employees see that their efforts to improve the business are appreciated. They could be non-financial incentives such as free time, recognition, more interesting work, etc. Or financial with a specified in advance remuneration system.
  - Is there some kind of reward for the most active employees when promoting innovation?
  - Is it awarded individually or by groups?
  - Are non-financial incentives considered?
  - Does the company know which would be the incentives most valued by the staff?

- **Establish a collaboration space.** Provide a dedicated area that will promote interaction with employees.
  - How is the layout of the work area?
  - Are the employees isolated at their desk? Are there common work areas?
  - Is there any infrastructure to meet, share ideas: such as rooms, whiteboard materials, walls for murals (either physically or online)?

- **Improve communication or information sharing.** Dissemination of information can be done through newsletters, website, notice boards, email, etc. depending on the type of information that is shared. Discussions with employees through social media or in online discussion boards, employee surveys among employees, etc.
  - Is there any method to disseminate internal communication in the company? Is it used by employees? Is it the most suitable?
  - Is all the information centralised or is it necessary to consult different spaces or methods? In that case, does each employee know where the information is?
  - Is communication unidirectional (merely informative) or bidirectional (encouraging debate)?
  - The terminology and content that is shared, is it adapted to be understood by all employees?
• Establish a **feedback culture** at all organization levels. This fact provides company members with feedback on their work. It also encourages them to participate in relevant decisions of the company.
  
  o  Is a common culture of feedback fostered with employees, collaborators ... etc.?
  o  Do workers know what is expected of them and is there a follow-up?
  o  Are the works agreed?
  o  Are reviews made of the objectives achieved? If these objectives have not been achieved, are the reasons studied or are mitigation plans or improvements generated?

• **Keep records of their good work practices** or lessons learned and share it with other employees.
  
  o  Are the good practices carried out identified in any way?
  o  Is there a record of them to be easily consulted?
  o  In a situation, are previous good practices considered and are they trying to be replicated, as much as possible?

• **Clarify which are the departments or areas in charge of innovation.** There are different options: to have a department where the innovations are centralised, make innovations in for each department, coordinate all actions, etc.
  
  o  Is there a department or area in charge of innovation in the company? Or does each department carry out the innovation activities?
  o  Is all knowledge of innovation activities centralised in some role or person?
  o  Are the innovation topics identified on a long-term basis?

• **Work Teams.** See if the work is done individually or in teamwork. Design the best protocols, carry out the work in the most efficient and satisfactory way, choose their own members, choose their own leaders, decide on their day-to-day and weekly tasks themselves, who is the responsible for the quality of their work, members that perform several different tasks in the team? etc.
  
  o  Is the work normally done individually or in work teams? Does the possibility of working in a group existing? Is this a common process to follow?
  o  How are members chosen in work team?
  o  Are they multidisciplinary groups or highly specialised in some subjects?
  o  Are they self-managed or led groups? How is the work to be carried out by these groups in terms of time, duration of tasks ... etc.?

These are some of the key factors to review and consider improving Workplace Innovation oriented to the organisation.
5.3 Block 3: Technology and market

Based also in our research, these are the topics that are suggested as key topics to assess Workplace Innovation under block 3:

- **Identify the new product/services** that have been introduced in the market by the company and when, not only by the company itself, but also by competitors, by stakeholders, etc.
  - How long has the company looked for a new product or service?
  - How is innovation applied regarding new products or services detected?
  - Is innovation in new products better applied or in the improvement of existing ones?

- **Marketing innovation.** Study the marketing situation in the company. Know the new trends, see how they can be adapted. Innovating in the way of communicating internally is also a key activity.
  - What marketing actions are carried out by the company?
  - Have you identified which channels are available and the most suitable for the company?
  - Is the content replicated or are the materials adapted to the appropriate channel?
  - Actions are carried out alone or jointly with collaborators, stakeholders ... etc.?

- **Improve communication or information sharing with other enterprises or institutions.** Both at the marketing level and at the relational level.
  - Is there a fluid relationship with other companies or institutions?
  - Has the way to collaborate been identified?
  - Is the information about needs, developments, etc. shared with these institutions?
  - Has the possibility of signing a collaboration framework agreement been raised?

- **Co-Development product/processes** with other enterprises or institutions, sharing of objectives, possible cooperation or alliances, participation in innovation projects, etc.
  - Does the company collaborate with other companies for the development of products or processes?
Is that collaboration is the general development, or the development of some part or component?

- Are there shared business models?
- Are there strategic development alliances?
- Does the company know or have participated in innovation projects at regional, national or European level?

**Proactive approach to business.** Maintain the business model of the company continually updated and matching with changing conditions.

- Does the company have a pre-established business model?
- Is the company willing to adapt the business model to the changes or adaptations that are generated?
- Up to date, which are the different business models that can be considered?

**Benchmarking in a systematic way.** Establishment of a methodology to monitor external ideas, technological developments, new or modified processes or services.

- How is the progress monitored?
- Are external ideas, technological developments, new or modified processes or services reviewed in a systematic way?
- Once these innovations have been identified, how is the information transferred within the company? to which department? How does this process work?

**Use more collaborative information sources; such as conferences, trade fairs, exhibitions scientific journals and trade/technical publications, professional and industry associations, etc.**

- Does the company attend collaborative events?
- Does the company actively participate in conferences, trade fairs...? in which level? national, regional, European?
- Does the company publish some of the results or other type of information? If so by which means?
- Is the company considered as an active member within the group of stakeholders with which it is related?

**New business practices to organise internal procedures: supply chain management, business reengineering, knowledge management, lean production, quality management, etc.**

- Are periodical reviews made of internal procedures such as supply chain management, business reengineering, knowledge management, lean production, quality management...?
- Are the new trends known in these areas?
- Is a lean approach possible in some areas?

**Review and reformed if necessary, the logistics, delivery or distribution methods for your inputs, goods or services.**

- Is the company continuously looking for improvement in logistics?
- Could be innovative the way of delivering products and services?
- Could improvements be focused on reducing time? cost reduction?
- Does this improve the quality of any given process?

**Review the production costs strategy.** It should be continuously adapted, agile to the changes that are made in the production process.
Are the costs of each part of the development of a product or service known in detail?
• Can improvements be made in small parts that help to reduce costs?

Changes in the use of Technology. Invest in having the latest technology that could allow companies to stay competitive and provide the best quality of services or products as possible. Also, apply new technologies at communication level to improve the communication and connection with employees, leaders, and co-workers anytime and anywhere. Systems like Project Management Software, CRM... can help and improve internal processes.

- Is the technology used by the company continuously reviewed and updated? or on the contrary it is obsolete?
- Is the technology for a product or service development considered?
- Is the technology regarding internal communication considered?
- Is the technology or the means used in marketing activities reviewed?
- Is complementary technology available or useful to collaborate with other stakeholders?
- Is there a technology focused department?
- Does the company work with an external technology provider company?
- Are all systems and areas of the company integrated at the technology level?

The following chart shows the aspects suggested to improve and check the Workplace Innovation related to Technology and market within a company:

Figure 7. RailActivation Scheme, block technology and market.

5.4 How to implement RailActivation Scheme?

The Pilot Scheme can be implemented by each company on individual basis, the recommendation would be that each company creates a small team devoted to Workplace Innovation (including employees from different profiles and responsibilities) that follows up the...
situation of the company. The time devoted to the implementation of the Scheme should be decided by each company. The following three steps are suggested:

1. **Step1. Workplace Innovation Kick off.** The idea is to check the initial situation of the company regarding Workplace Innovation. An internal analysis including a Strengths, Weaknesses, Opportunities and Threats (SWOT) matrix as result could be very useful. This will help to better contextualise and decide a further approach. The SWOT matrix allows a strategic analysis useful for a further planning to achieve the objectives or expected results. The Strengths and Weaknesses are related to internal factors while the Opportunities and Threats are depending on external factors, as shown in the table.

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<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<td>Internal factors of the company</td>
<td>External factors of the company</td>
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<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>External factors of the company</td>
<td>External factors of the company</td>
</tr>
</tbody>
</table>

Based on the initial SWOT produced, a meeting where the results are shared with the rest of employees is suggested. On this basis an updated matrix can be proposed and at the same time, decide where the weaknesses and strengths regarding Workplace Innovation are. Following this, the company will decide if they go for the three blocks of the Pilot Scheme or for any of them.

**Results:**
- Create a Workplace Innovation team in the company
- Produce a SWOT analysis regarding the WI
- Workshop with employees to share the SWOT and results
- Update SWOT and decide for the block of the Pilot Scheme to implement

2. **Step2. The company will implement the Pilot Scheme and provides recommendations for action.** Based on the results gathered under Step 1, the company will implement the Pilot Scheme. The Company can select one of the blocks, two or all. The following fiches
can help the company to implement the scheme and identify some recommendations to improve weak points or reinforce those actions already implemented that work well.

**Figure 9. Framework- Block employees’ matrix.**

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>STRATEGIC ORIENTATION</th>
<th>SMARTER ORGANISATION</th>
<th>FLEXIBLE WORK</th>
<th>PRODUCT-MARKET IMPROVEMENT</th>
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<td>TRAINING / PROFESSIONAL CAREER</td>
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<td>✓</td>
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**Figure 10. Framework- Block organisation matrix 1/2.**

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Figure 8. Framework - Block organisation matrix 2/2.

Figure 9. Framework - Block technology and market matrix 1/2.
3. **Step 3. A follow up is suggested every year.** This monitoring is very important to ensure implementation of results and potential updates to include.

5.5 RailActivation Pilot Scheme finetuned

Innovation Way® Methodology has been proposed as a laboratory divided into workshops. The stages are strictly interrelated, since innovation should be managed as a process, but not necessarily contiguous; each one can be the starting point of the process; in the process not all the steps must be necessarily performed.

This Methodology is based on a benefit-oriented approach and focus on offered and expected benefits due to their crucial role in defining an effective value proposition. It represents a distinctive element and it is also based on proven and well-known instruments properly scaled, refocused on the characteristics of medium businesses and grouped together in a toolbox. More info about Innovation Way® at: https://www.consorzioquinn.it/innovation-way/

RailActivation, has already a self-diagnosis of companies needs regarding Workplace Innovation resulting the survey offered by the RailActivation project. The information gathered has been also very important to define this Pilot 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 company supporting their adoption and increasing the possible impact in terms of workplace innovation.

On this basis the Pilot Scheme will be finetuned

*This Project has received funding from the EU Horizon 2020 research and innovation programme*
5.1 Sources

For the production of this document, these sources have been used:

- https://www.flaticon.es/autores/eucalypt, “Employees”, “Organisation” and “Technology and market” icons. (5.1, 5.2 and 5.3 Chapters)
- https://n-o-v-a.com/blog/the-importance-of-technology-in-the-workplace/

6. ANNEX

The RailActivation Pilot Scheme is a flexible itinerary where the company can check and jump on the specific block they need to improve. In this annex it can be seen that the initial information asked to companies in Deliverable “D.2.1. Deliverable title SMEs best practices Survey report” can serve as a base and to delve into each of the three blocks of the Railactivation Schema. Given the nature of the questions and the scope of application, some of the questions can be considered in more than one block, following the perspective that is dealt with in each of them. The questions from the survey have been grouped under the Pilot Scheme approach, this will also allow further traceability.

Figure 11. RailActivation Scheme.

Questions to delve in Block EMPLOYEE.
Q1.1: Role in your entity  
Q1.2: Gender  
Q1.3: Age range  
Q1.4: Education  
Q1.5: Income per year  
Q2.8: For each of the following statements, please select the response which best describes your work situation.  
Q2.9: In general, your immediate manager / supervisor ....  
Q2.10: Which of the following alternatives would best describe your skills in your own work?  
Q2.11: Does your job involve rotating tasks between yourself and colleagues?  
Q2.12: Do the tasks require different skills?  
Q2.13: At your workplace, does management hold meetings in which you can express your views about what is happening in the organisation?  
Q2.14: Do employees in this establishment document and keep records of their good work practices or lessons learned, with the purpose to share these with other employees?  
Q3.1: With regard to the employees doing teamwork, do most of them work in a single team or do most of them work in more than one team at the same time?  
Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Members perform several different tasks in the team.  
Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Choose their own members.  
Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Choose their own leaders.  
Q3.5: What is the proportion of employees in the workplace who have an individual training and development plan?  
Q4.2: During the last three years, has there been any of the following changes? Changes in the remuneration system.  
Q4.2: During the last three years, has there been any of the following changes? Changes in ways to coordinate and allocate the work to employees.  
Q4.2: During the last three years, has there been any of the following changes? Changes in recruitment policies.  
Q4.2: During the last three years, has there been any of the following changes? Changes in the working time arrangements.  
Q4.3: During the last three years, did your enterprise introduce: New methods of organizing work responsibilities and decision making (i.e. first use of a new system of employee responsibilities, team work, decentralisation, integration or de-integration of departments, education/training systems, etc.)
Questions to delve in Block ORGANISATION:

Q1.1: Role in your entity
Q1.2: Gender
Q1.3: Age range
Q1.4: Education
Q1.6: Year of foundation the entity
Q2.1: Have you developed any kind of these innovations in the last three years?
Q2.2 How important were each of the following objectives for your enterprise’s organisational innovations introduced during the last three years
Q2.3: Who developed product/process innovations?
Q2.4: Which department is in charge of this innovation?
Q2.5: Which of the following practices are used to involve employees in how work is organised?
Q2.6: During the last three years, how important to your enterprise’s innovation activities were each of the following information sources? Include information sources that provided information for new innovation projects or contributed to the completion of existing projects.
Q2.7: During the last three years, did your enterprise use any of the following methods to stimulate new ideas or creativity among your staff? If yes, was the method successful in producing new ideas or increasing creativity?
Q2.8: For each of the following statements, please select the response which best describes your work situation.
Q2.9: In general, your immediate manager / supervisor ....
Q2.10: Which of the following alternatives would best describe your skills in your own work?
Q2.11: Does your job involve rotating tasks between yourself and colleagues?
Q2.12: Do the tasks require different skills?
Q2.13: At your workplace, does management hold meetings in which you can express your views about what is happening in the organisation?
Q2.14: Do employees in this establishment document and keep records of their good work practices or lessons learned, with the purpose to share these with other employees?
Q2.15: Does this establishment monitor external ideas or technological developments for new or changed products, processes or services?

Q3.1: With regard to the employees doing teamwork, do most of them work in a single team or do most of them work in more than one team at the same time?

Q3.2: Does the external cooperation monitor external ideas or technological developments for new or changed products, processes or services?

Q3.3: Decision Making structure: Who usually makes a decision of the following matters: a) Daily work tasks.

Q3.3: Decision Making structure: Who usually makes a decision of the following matters: B) Follow up results.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Decide on their day-to-day and weekly tasks themselves.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Are responsible for the quality of their work themselves.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Members perform several different tasks in the team.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Choose their own members.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Choose their own leaders.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Develop their operations continuously.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Develop products and services.

Q3.5: What is the proportion of employees in the workplace who have an individual training and development plan?

Q3.6: Where and how actively and regularly workplaces seek new ideas for developing the operations.

Q4.1: During the last three years, has there been any organisational change?

Q4.2: During the last three years, has there been any of the following changes? Changes in the remuneration system.

Q4.2: During the last three years, has there been any of the following changes? Changes in ways to coordinate and allocate the work to employees.

Q4.2: During the last three years, has there been any of the following changes? Changes in recruitment policies.

Q4.3: During the last three years, did your enterprise introduce: New methods of organizing work responsibilities and decision making (i.e. first use of a new system of employee
responsibilities, team work, decentralisation, integration or de-integration of departments, education/training systems, etc.)

Q4.3: During the last three years, did your enterprise introduce: New business practices for organizing procedures (i.e. supply chain management, business reengineering, knowledge management, lean production, quality management, etc.)

Q4.3: During the last three years, did your enterprise introduce: New or significantly improved supporting activities for your processes, such as maintenance systems or operations for purchasing, accounting, or computing.

Q4.4: Non-R&D innovation expenditures.

TECHNOLOGY AND MARKET

Questions to delve in Block TECHNOLOGY AND MARKET.

Q1.6: Year of foundation the entity

Q2.1: Have you developed any kind of these innovations in the last three years?

Q2.2 How important were each of the following objectives for your enterprise’s organisational innovations introduced during the last three years

Q2.4: Which department is in charge of this innovation?

Q2.6: During the last three years, how important to your enterprise’s innovation activities were each of the following information sources? Include information sources that provided information for new innovation projects or contributed to the completion of existing projects.

Q2.7: During the last three years, did your enterprise use any of the following methods to stimulate new ideas or creativity among your staff? If yes, was the method successful in producing new ideas or increasing creativity?

Q2.13: At your workplace, does management hold meetings in which you can express your views about what is happening in the organisation?

Q2.14: Do employees in this establishment document and keep records of their good work practices or lessons learned, with the purpose to share these with other employees?

Q2.15: Does this establishment monitor external ideas or technological developments for new or changed products, processes or services?

Q3.2: Does the external cooperation monitor external ideas or technological developments for new or changed products, processes or services?

Q3.3: Decision Making structure: Who usually makes a decision of the following matters: a) Daily work tasks.

Q3.3: Decision Making structure: Who usually makes a decision of the following matters: B) Follow up results.
Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Decide on their day-to-day and weekly tasks themselves.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Are responsible for the quality of their work themselves.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Choose their own members.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Choose their own leaders.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Have direct contacts with parties outside the workplace.

Q3.4: Characteristics of Work Teams applicable for those workplace that have teams: Develop their operations continuously.

Q3.6: Where and how actively and regularly workplaces seek new ideas for developing the operations.

Q4.1: During the last three years, has there been any organisational change?

Q4.2: During the last three years, has there been any of the following changes? Changes in the remuneration system.

Q4.2: During the last three years, has there been any of the following changes? Changes in the use of Technology.

Q4.2: During the last three years, has there been any of the following changes? Changes in ways to coordinate and allocate the work to employees.

Q4.2: During the last three years, has there been any of the following changes? Changes in recruitment policies.

Q4.2: During the last three years, has there been any of the following changes? Changes in the working time arrangements.

Q4.3: During the last three years, did your enterprise introduce: New business practices for organizing procedures (i.e. supply chain management, business reengineering, knowledge management, lean production, quality management, etc.)

Q4.3: During the last three years, did your enterprise introduce: New or significantly improved methods of manufacturing or producing goods or services.

Q4.3: During the last three years, did your enterprise introduce: New or significantly improved logistics, delivery or distribution methods for your inputs, goods or services.

Q4.3: During the last three years, did your enterprise introduce: New or significantly improved supporting activities for your processes, such as maintenance systems or operations for purchasing, accounting, or computing.

Q4.4: Non-R&D innovation expenditures.

Q4.5: Does your entity introduced a new product or a new process to one of their markets in the last three years?
Q4.6: does your entity introduced a new marketing innovation or organisational innovation to one of their markets
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