



RAILACTIVATION—ACTIVATING INCLUSIVE GROWTH IN RAILWAY SMES BY WORKPLACE INNOVATION

H2020- INNOSUP-2018-2020/H2020-INNOSUP-2019-04

GRANT AGREEMENT NUMBER 861887

Event:

Date: 31 March 2020

Speakers:

www.railactivation.eu

*This Project has received funding from the European Union's Horizon 2020
research and innovation programme under grant agreement No 861887*

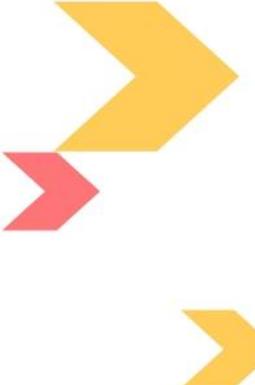




Horizon2020

Call for proposal H2020-INNOSUP-2019-04

Topic: INNOSUP-04-2019 - Workplace innovation uptake by SMEs



Expected Impact:

- New, context based mechanisms supporting uptake of workplace innovation by SMEs.
- More SMEs take advantage of the opportunities offered by workplace innovation.
- New, context-based forms of workplace innovation are created.
- Improved framework conditions for the uptake of new technologies.
- Better skilled workforce and more resilient companies.



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





PROJECT CONSORTIUM

Project Leader

MAFEX- Spanish Railway Association (Spain)

Project Consortium Partners

- **BTS** - Bahntechnik Sachsen Ev (Germany)
- **DITECFER** - Distretto per le tecnologie ferroviarie, l'Alta Velocita e la Sicurezza delle Reti Scarl (Italy)
- **TECNALIA**- Fundación Tecnalia Research & Innovation (Spain)
- **QUINN**- Consorzio Universitario in Ingegneria per la Qualità e l'Innovazione (Italy)



RailActivation



#railactivation



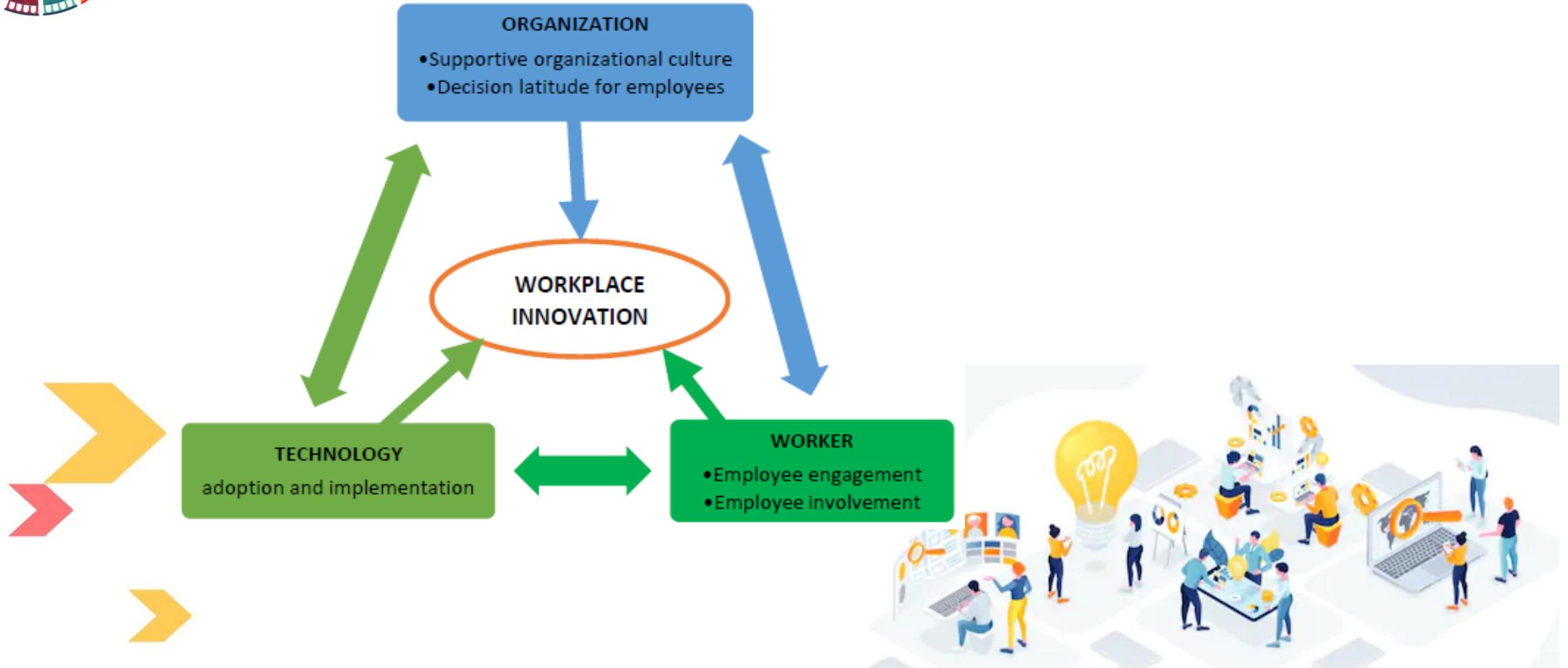
www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





What is Workplace Innovation?



RailActivation



#railactivation



www.railactivation.eu

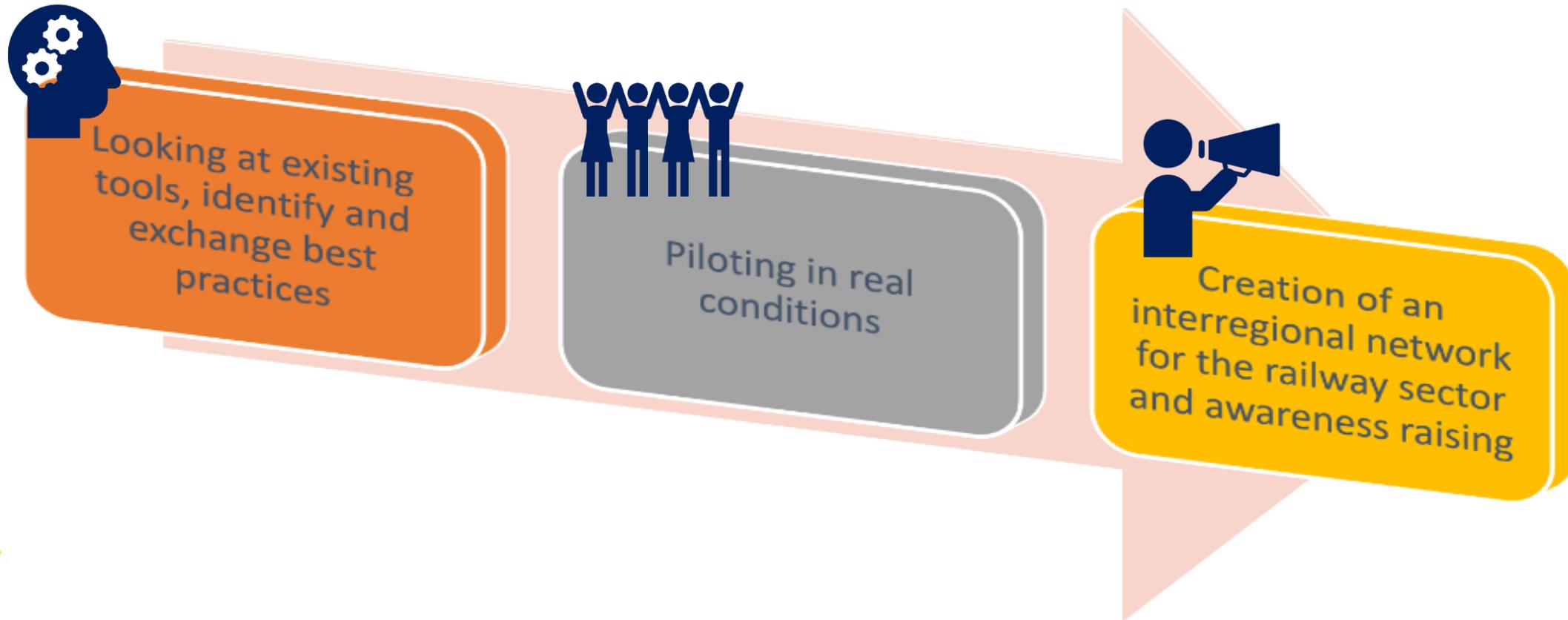
This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





OBJETIVES

Main objective: to create and piloting a RAIL business and organizational mechanisms for the uptake of workplace innovation by SMEs from the railway sector as part of an Open Innovation ecosystem.



RailActivation



#railactivation



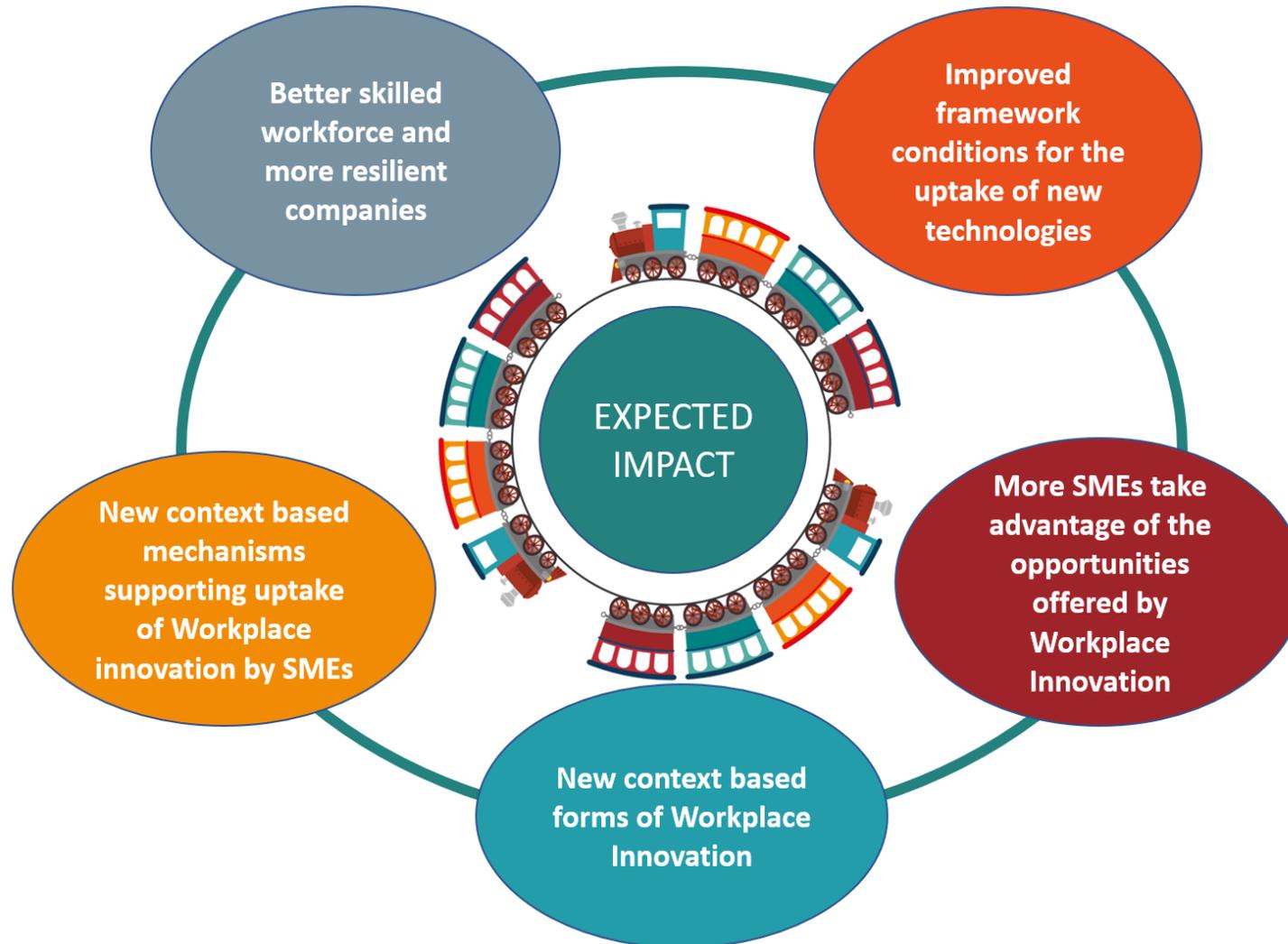
www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Why do we pay attention on the Workplace Innovation in the Railway sector?



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Benchmark

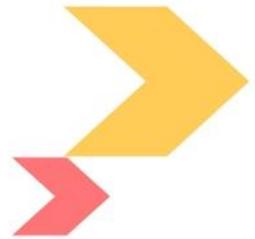
WI implementation reasons

ORGANISATIONAL PERSPECTIVE

- Efficiency improvement
- Gaining competitive advantage
- Enhancement of innovative capability
- Becoming an attractive employer
- Enabling acceptance by employees
- Enabling the embedding of new technology and ICT
- Improvement of industrial relations with unions

EMPLOYEE AND MANAGER PERSPECTIVE

- Economic and business goals
- Learning and development opportunities
- Performance
- Public goals
- Flexibility
- Shareholder interests
- Labour market position
- Balancing private/work life situation



RailActivation



#railactivation



source: Beblavý, M., Maselli, I., & Martellucci, E., 2012

www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887



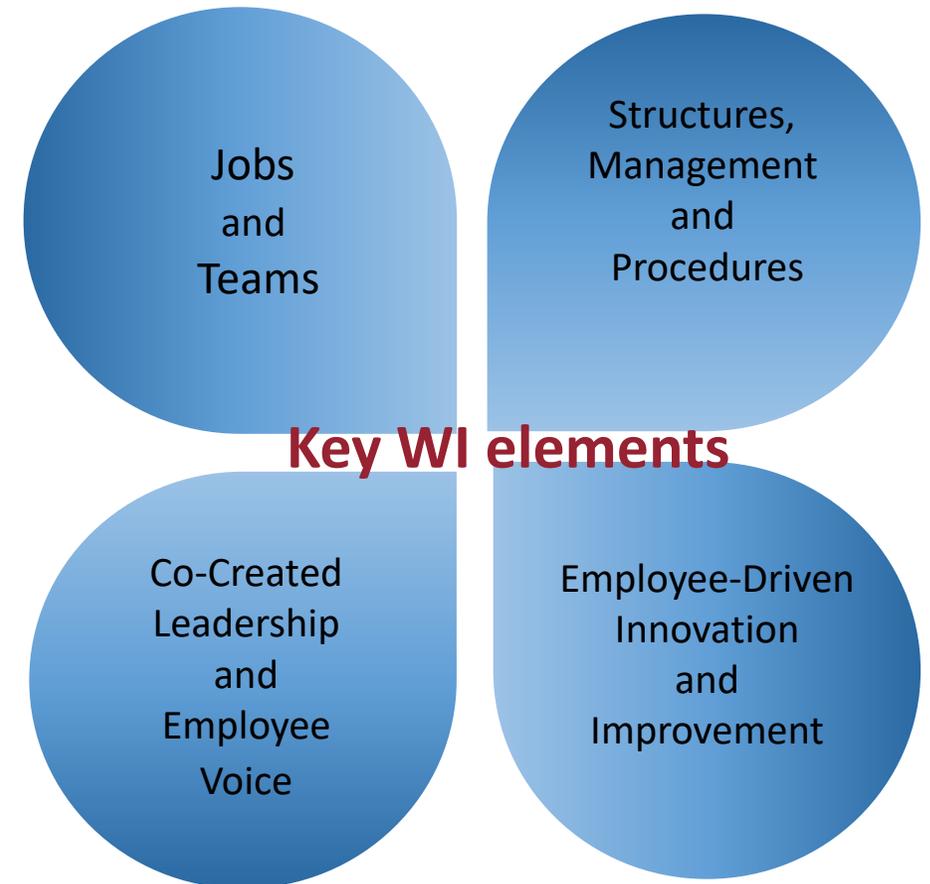


Survey structure and purpose

34 anonymous Questions



Analisisys



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887



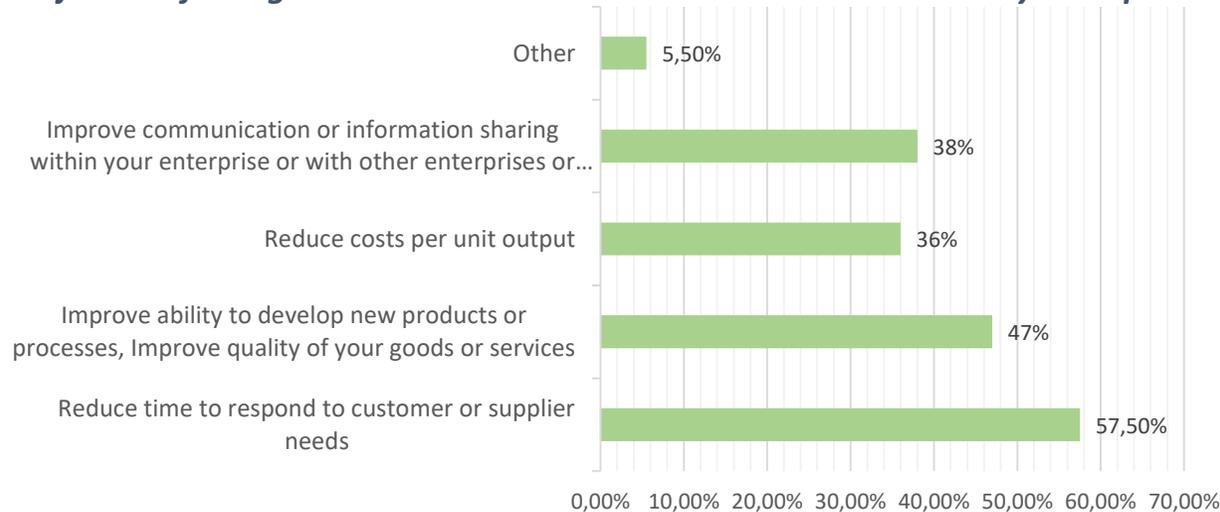


Results – General trends of WI in the European Railway sector

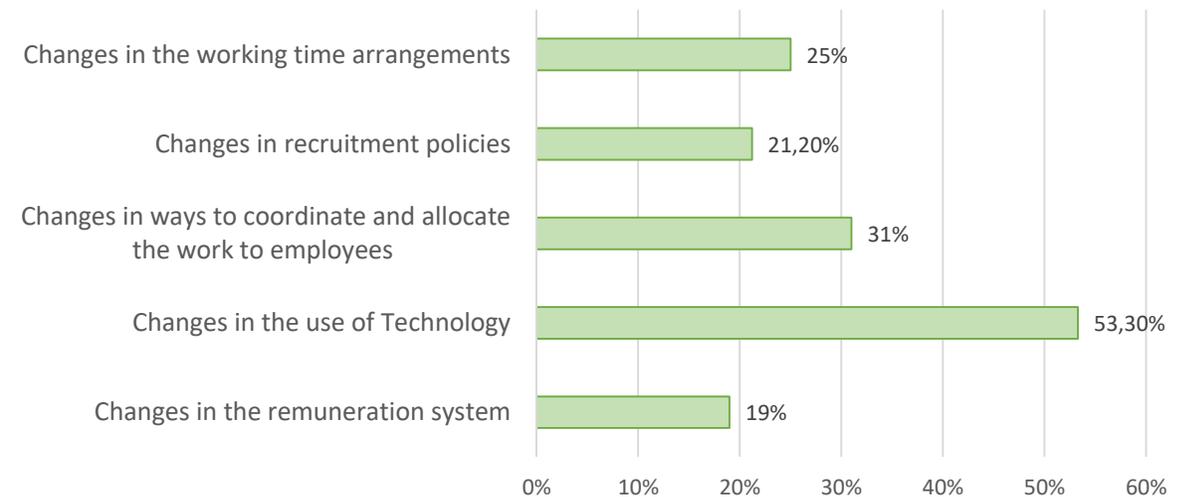
Types of organizational innovations introduced



Objectives for organisational innovations introduced in EU railway enterprises



Internal changes introduced in EU railway enterprises



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887

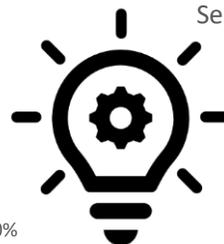
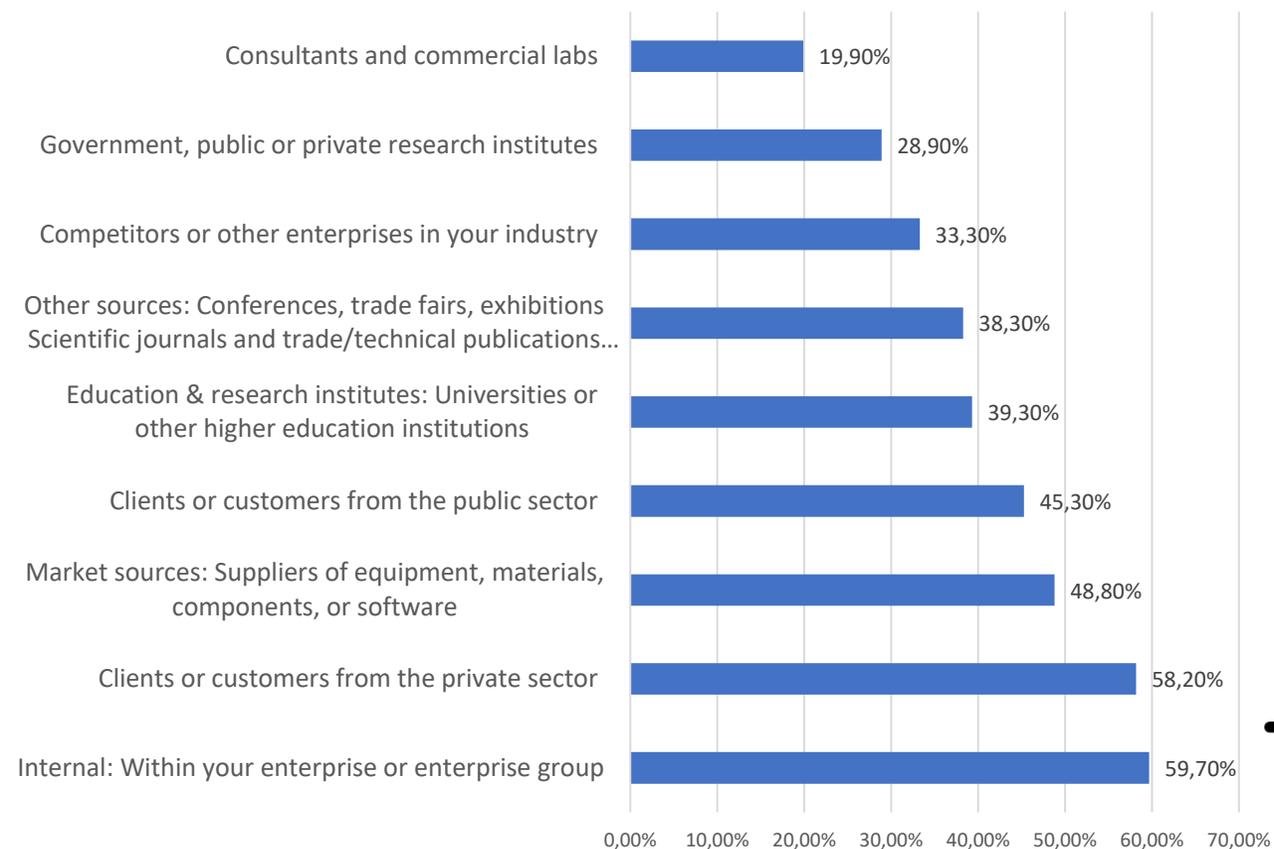




Results Organization of work. Company level

Information sources used for new innovation projects or contributed to the completion of existing projects

Methods and instruments used for monitoring of external ideas or technological developments



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





RAILACTIVATION—ACTIVATING INCLUSIVE GROWTH IN RAILWAY SMES BY WORKPLACE INNOVATION

H2020- INNOSUP-2018-2020/H2020-INNOSUP-2019-04

GRANT AGREEMENT NUMBER 861887

OPEN CALL

www.railactivation.eu

*This Project has received funding from the European Union's Horizon 2020
research and innovation programme under grant agreement No 861887*





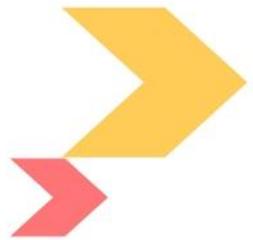
What is RailActivation OpenCall



20 Railway SMEs

using the 75% of the grant

Aim: to provide total direct innovation support of which of which are 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



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Beneficiaries

Selection criteria:

To be selected, the applying SMEs:

- Should comply with the definition of SMEs defined in “EU user guide to the SME definition”
- Should operate in the railway sector, being integrated in the value chain of the railway sector.

http://ec.europa.eu/regional_policy/sources/conferences/state-aid/sme/smedefinitionguide_en.pdf



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





LOT 1: Direct innovation support to SMEs

Type	TOTAL n° of beneficiary SMEs for whole project duration	(Average) cost per individual service (in €)	Total budget for all beneficiary SMEs for whole project
1.1. Coaching- mentoring	20	1.800 €	36.000 €
1.2. Implementation of Pilot Scheme in real conditions	20	3.500 €	70.000 €
1.3. Travel voucher granting	20	600 €	12.000€
1.4. Other activities included in the correct performance of LOT 1			
Matchmaking/b2b events	20	-	5.000,00 €
SMEs partnership profiles validated in the PSS	20	-	5.000,00 €
Prewrite of pilot scheme into practice	20	-	20.000,00 €
Individual follow up	20	-	30.000,00 €



RailActivation



#railactivation



www.railactivation.eu

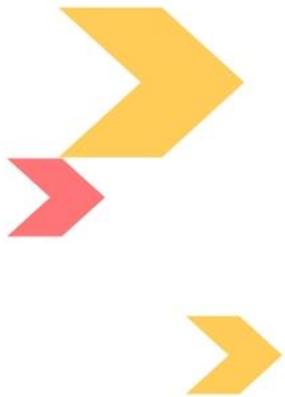
This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





LOT 2: Indirect innovation support

Type	TOTAL n° of beneficiary SMEs for whole project duration	(Average) cost per individual service (in €)	Total budget for all beneficiary SMEs for whole project
2.1 Mapping Program	50	600 €	30.000 €
2.2. Scalability: Use case Promotion	10	700 €	7000€



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Evaluation. Criteria

ORGANIZATIONAL LEVEL	MAX SCORE
Willingness to participate	40
Involvement of employees in innovation	5
Amount of innovative solutions implemented in railroads projects and/or services within the last five years	15
Implementation of equality plans	5
Enterprise work on innovation development	5
Type of developed innovations in the enterprise	5
TOTAL	75

Total

100



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Evaluation. Criteria

PROCESS LEVEL	MAX SCORE
Percentage of women direct employees in the company	5
Organisation model in your enterprise	5
Innovative behaviour of employees	5
Employees' autonomy and participation in work	5
Kind of the initiative for Workplace Innovation	5
TOTAL	25



RailActivation



#railactivation



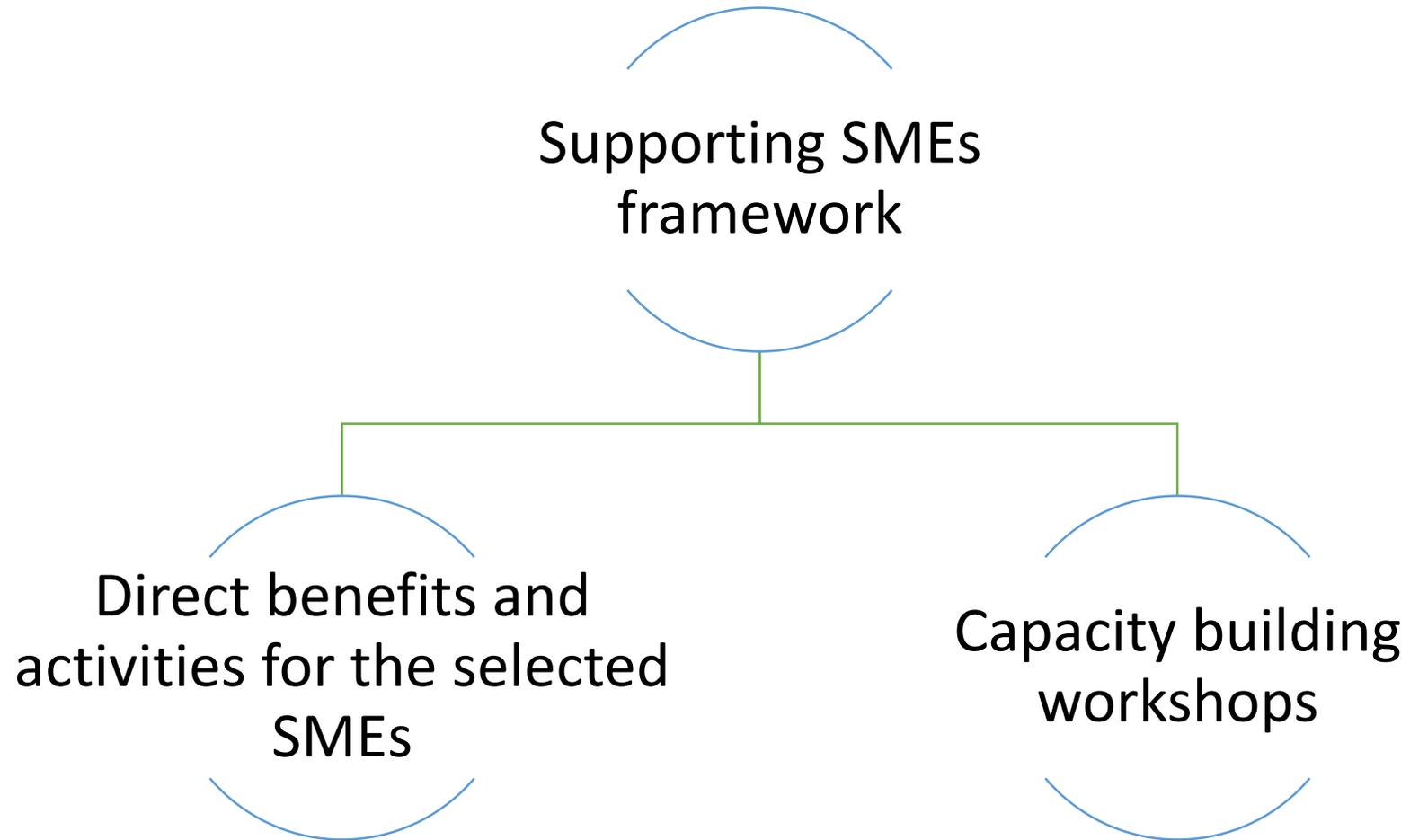
www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Supporting SMEs framework



RailActivation



#railactivation



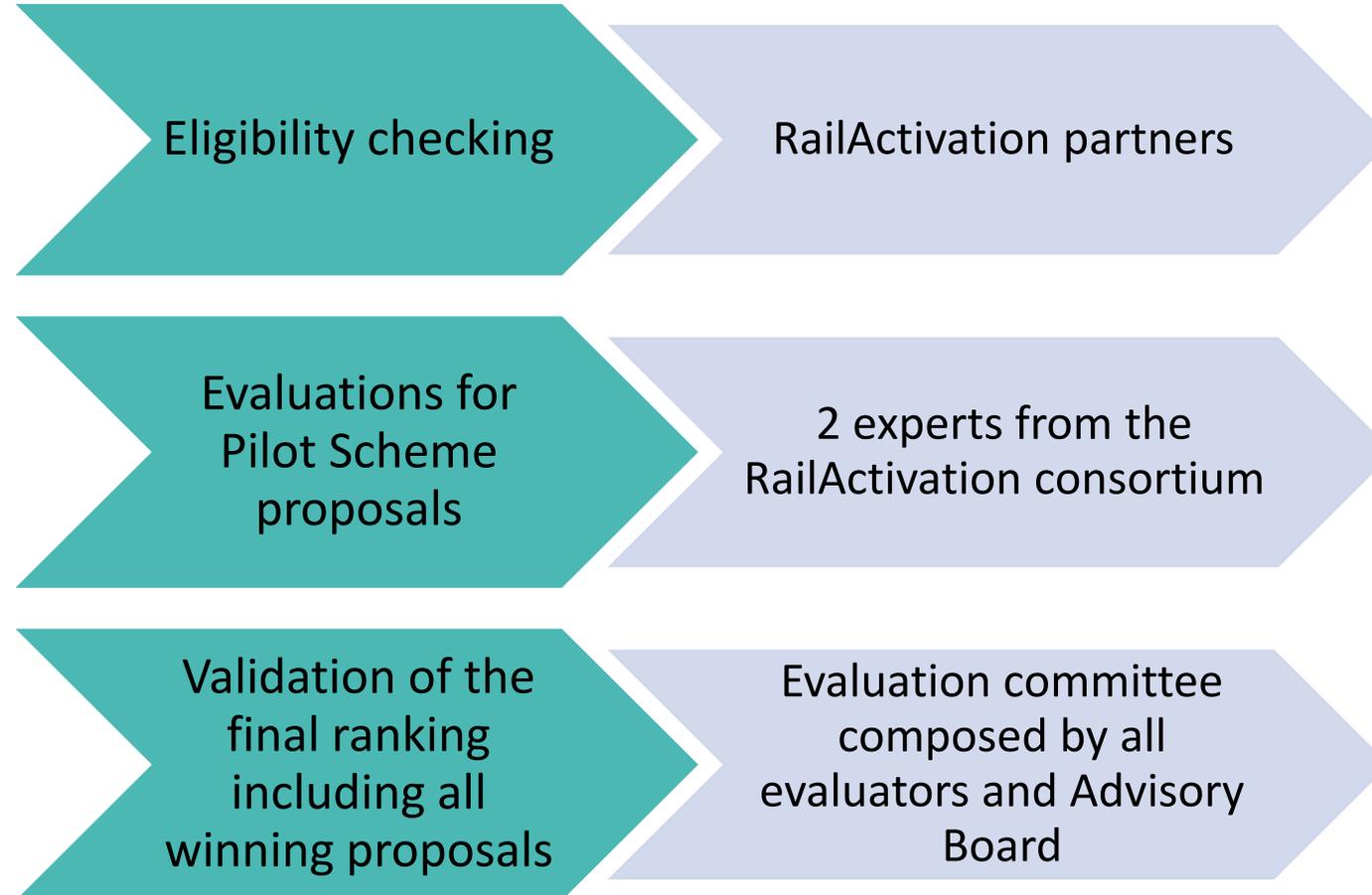
www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Evaluation. Procedure



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





The **INNOVATION WAY**® Workshops for small and medium enterprises

www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887

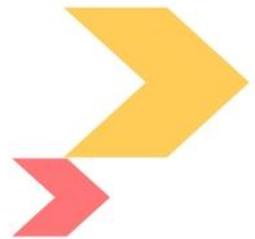
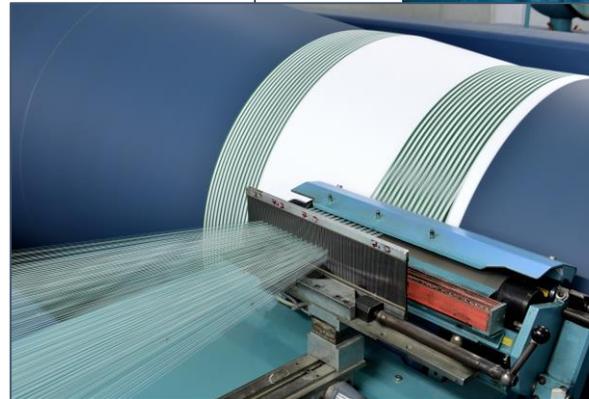




Innovation Way® Results

Innovation Way® has been joined by more than **150 companies** coming from different business areas:

- IT
- MANUFACTURING
- MASS MEDIA
- SERVICES
- FARMS
- NO PROFIT



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Workplace innovation

Workplace Innovation (in short WI) is a developed and implemented practice or combination of practices that either structurally (through division of labour) or culturally (in terms of empowerment of staff)

- enable employees to participate in organisational change and renewal and hence
- improve the quality of working life and organisational performance

(Oeij, P., Žiauberyté-Jakštienė, R., Dhondt, S., Corral, A., Totterdill, P., & Preenen, P., 2015).



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Workplace innovation

The **combination of the four main factors** make the basis for the most effective workplace innovation environment:

- **Empowering jobs and self-managed teams.**
- **Flexible organisational structures, people-centred management practices and streamlined systems and procedures based on trust.**
- **Systematic opportunities for employee-driven improvement and innovation.**
- **Co-created and distributed leadership combined with 'employee voice' in strategic decision-making.**



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Video presentation of Innovation Way



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Innovation Way[®] Methodology

What is it

It has been proposed as a **laboratory** divided into **4 workshops**.

The four stages are strictly interrelated, since innovation should be managed as a **process**. However the four stages are not necessarily contiguous; in the process not all the steps must be necessarily performed.

The goals

- Setting of the development strategy of the business and consequently to break down and re-engineer the supply of goods/services;
- Aligning the vision of innovation from both technical and commercial point of view;
- Increasing the personal capacity of participants to generate innovative / effective ideas.

The focus

It is based on a **benefit oriented approach**.

This focus on offered and expected benefits is due to their crucial role in defining an effective value proposition and it represents a distinctive element.

Tools

It is based on **proven and well known tools** properly scaled, refocused on the characteristics of SME and grouped together in a **toolbox**.





Innovation Way[®] Methodology

- Every workshop:
 - is autonomous and provides the necessary tools to achieve a specific goal;
 - is consistent with the previous and next workshop;
 - is seen as an instrument of control (check) of the other.
- The workshop does not offer the "means" but provides the "method" and the tools with which to obtain the results.
- The path is designed in such a way as to become familiar with the concepts, methods and tools proposed.
- However, after the course is completed, managerial choices to be made are necessary.



RailActivation



#railactivation



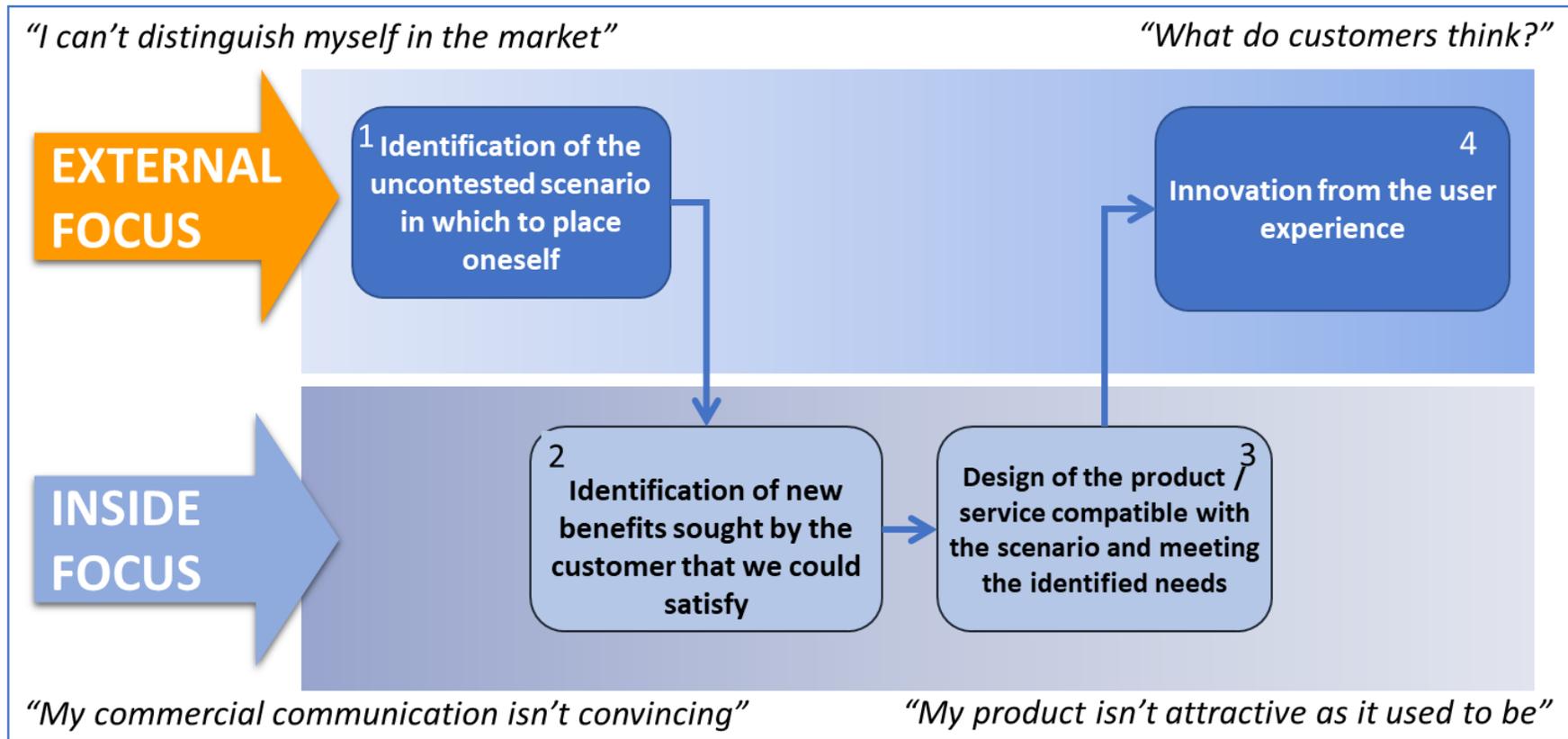
www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Innovation Way[®] Methodology



Output

New positioning on the market

New offer mix

New design for products / services

Improving the customer listening process



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Innovation Way[®] Methodology

Workshop Structure

Theory

Exercises and Feedback



Dedicated Time

30 % Theory

70% Learning by Doing

BUSINESS CREATIVITY TOOLBOX USED DIRECTLY DURING THE WORKSHOP



GROUP WORK FOR PARTICIPATIVE LEARNING AND SHARE DIFFERENT POINT OF VIEW



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887

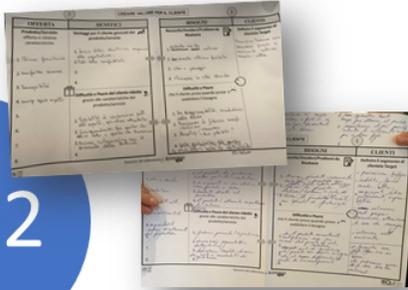
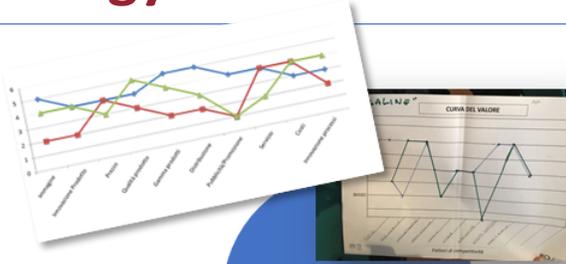




Innovation Way[®] Methodology

Learning from customers' experiences

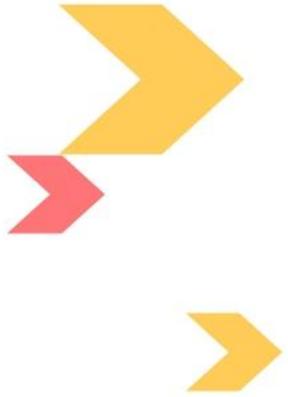
Reposition the company and find new market targets



Renew the offer with the Benefits Oriented approach



Develop and redesign products and services



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Innovation Way[®] Methodology

- **Punctual analysis of the company:** internal and external context
- **Solutions that can be used** to improve your business
- **Operational and targeted indications**
- Feasibility with 0 or **marginal investments**
- Facilitation and initiation of **collaborative relationships**
- **Sharing** good practices and partnerships



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Innovation Way[®] Methodology

- N. Min. 2 – Max. 3 editions
- Where: **Germany, Spain and Italy** (2020-2021)
- N. of Workshops for each edition: **4 WS**
- Duration for each edition: **2 days** (1/2 day for each WS)
- N. of participants for each edition: **10-20**



RailActivation



#railactivation



www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





Contacts

MAFEX

Garazi Carranza: garazi@mafex.es – Project coordinator

BTS

Dirk Krueger: dirk.ulrich.krueger@bts-sachsen.de

DITECFER

Veronica Bocci: coordinatore@ditecfer.eu

TECNALIA

Begoña Sanchez: begona.sanchez@tecnalia.com

QUINN

Giacomo Petrini: g.petrini@consorzioquinn.it



RailActivation



#railactivation



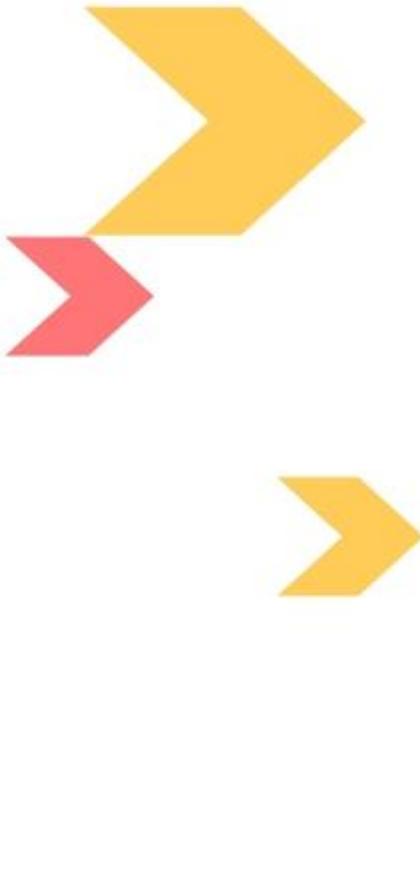
www.railactivation.eu

This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887





THANK YOU FOR YOUR ATTENTION!



This Project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861887

