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WIN

PR1- State of the Art on Workplace Innovation

Synthesis Report

Italian-German Chamber of Commerce Munich-Stuttgart (ITALCAM)

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Content

1. Desk Research

1.1 Synthesis of Literature Review

Review of relevant literature in each partner country guided by the following questions:

How is workplace innovation defined?
It is important from the beginning to establish the distinction between **"Innovation"** and **"Workplace Innovation"**, since they are two **different concepts,** which should not be used as synonyms from one another. On the one hand, innovation can be defined as the ways in which an organization updates, changes, and improves its internal processes, manufacturing techniques, and management methods. On the other hand, **Workplace Innovation (WI)** is a relatively new concept, which is also found in all types of organisations (Commission, 2014)[1], and can be defined as a **"combination of structural and cultural practices that enable employees to participate in organisational change and renewal"** (Oeij et al., 2016)[2]. It therefore improves the quality of work life and organisational performance. WI lies at the **intersection of skills, technology and human resource management** (Beblavý et al., 2012). It focuses on **work organisation as a form of innovation and employee participation, which aims to improve the quality of work and organisational performance**. These strategies aim to promote innovative work behaviours to intentionally create, introduce and implement new ideas, processes and products (Bos-Nehles et al., 2017). The drivers of WI implementation fall into two broad groups (Oeij et al., 2016): 1) On the one hand, **the improvement of the organisation's economic objectives and performance quality** (e.g. increased productivity, manufacturing quality, customer service, financial performance and profitability, etc.). 2) On the other hand, **the quality of working life and employee engagement** (e.g. increased employee motivation and well-being, playing a particularly important role in reducing stress, improving job satisfaction and mental health, and improving retention, etc.). Moreover, WI not only aims **to foster innovation capacity, but also enables companies to remain innovative and adapt to change more quickly and smoothly**. Through its dual focus, WI enhances an organisation's innovation capability in promoting both **high-quality jobs and good organisational performance** (Oeij et al., 2019)[3]. Workplace Innovation is considered to **impact SMEs** by the following important aspects: • Providing a new, scientific look at **technological transformation**; • Providing new scientific knowledge about **strategies** of the company related to technological transformation; • Study of the impact of technological transformation on: (a) **quality, content and the division of labor; b) skills needs; (c) education and training; (d) the availability of value** by companies;

[1] European Commission, 2014. *Workplace Innovation. Concept and Indicators*

[2] Oeij et al., 2016. *Implementing workplace innovation across Europe: why, how and what? Economic and social changes: facts, trends*. Forecast, 5 (2016), pp. 195-218

[3] Oeij et al., 2019. *Workplace innovation in the era of disruptive technologies.* International Journal of Technology transfer and commercialisation. Vol. 16, pp. 208-309

- Defining **Policy** options: (a) fiscal policy (eg labor taxes); b) social policy (eg unconditional basic income);
- Defining approaches and social investment instruments for **inclusive growth**.
- Incorporating global trends such as **green solutions/services/ practices**

It is also important to take into account that **technology research accounts for only 25% of innovation** and the remaining **75% of innovation** that makes technology successful is related to **management, organisation and work practices** at the firm level (Totterdill et al., 2014; Volberda & van den Bosch, 2004; Pot et al., 2009)[4] [5] [6].
According to the literature, **leaders/managers are responsible for building an innovative climate and motivating the team towards innovation** (Wipulanusat et al., 2017)[7]. In this sense, the leader/manager plays a key role in fostering innovative behaviours and attitudes that favour innovative initiatives (Oke et al., 2009)[8].

What is the overall workplace innovation rate?

A growing number of European countries have been developing **policy interventions and programmes** to support companies and their employees in **transforming traditional work practices through Workplace Innovation** (WI), typically seeking to achieve a convergence between **enhanced business performance and quality of working life** (Kibowski et al., 2019).
At EU policy level the concept of 'social innovation' at work or 'workplace innovation' is an increasingly important pillar in achieving the EU2020 Strategy goals of "smart and inclusive growth" at the organisational level (EESC 2011).

Bulgaria	15% of Bulgarian enterprises used interconnected devices or systems that can be monitored or controlled remotely via the internet (IoT). Bulgarian SMEs rate of Workplace Innovation in terms of using IoT (15%) is significantly lower in comparison to the average for EU (29%) In 2021, 8% of EU enterprises used artificial intelligence (AI) technologies. Bulgarian SMEs rate of usage of artificial intelligence (AI) in the daily work process (3%) is significantly lower in comparison to the average for the EU (8%).
Greece	Greece, one of the economies most affected by the financial crisis, has maintained a steady pace of regulatory reforms related to innovation in the workplace. In the Industry sector, the share of innovative enterprises in 2016-2018 is 62.4%, compared to 59.5% in 2014-2016, an increase of 2.8 percentage points. The highest percentage of innovative enterprises (62.9%) is recorded in the large manufacturing sector. In the Services sector, the share of innovative enterprises in the period 2016-2018 is 58.9%, compared to 56.5% in the period

[4] Totterdill et al., 2014. *Your Guide to Workplace Innovation*. European Workplace Innovation Network (2014)
[5] Volberda and van den Bosch, 2004. *Rethinking the Dutch Innovation Agenda: Management and Organization Matter Most.* ERIM Report Series Research in Management, ERS-2004-009-STR
[6] Pot et al., 2009. *Quality of working life and organizational performance- two sides of the same coin?*. Scandinavian Journal of oek, Environment& Health, 35 (6) (2009), pp. 421-428

[7] Wipulanusat et al., 2017. *Exploring leadership styles for innovation: an exploratory factor analysis*. Ekonomia i Zarzadzanie, 9 (2017), pp. 7-17
[8] Oke et al., 2009. *The influence of leadership on innovation processes and activities.* Organizational Dynamics, Vol. 28 (1), pp. 64-72

	2014-2016, showing an increase of 2.4 percentage points. The innovation rate increases with the size of the firm. From 58.0% in enterprises with 10-49 employees, it rises to 70.4% in enterprises with 50-249 employees and reaches 87.3% in enterprises with 250 or more employees.
Germany	In its current Global Competitiveness Index, the World Economic Forum ranks Germany as the most innovative country in the world. Research and development are rated particularly well, with more than 290 patent applications per million inhabitants. The result is based on high investments, an excellent university system, strong non-university research institutions and very competitive companies.
Hungary	Hungary stands at 67.9% of the European average on the annual European Innovation Scoreboard which assesses relative strengths and weaknesses of research and innovation systems in member states and selected third countries, according to a report by state news wire MTI.
Slovenia	Slovenian SMEs have a percentage of workplace innovation that is much higher than the EU average when it comes to smart devices or systems are used by 49% of companies: 46% of small, 61% of medium and 78% of large companies.

Despite the importance of WI in promoting sustainable employment, welfare, and productivity, **little development has taken place** on **how to measure Workplace Innovation** with a common ground. Firstly, it is a **multidimensional concept**, as it comprises a number of dimensions or elements, and secondly, it is very complex to **put into practice** (Kibowski et al., 2019)[9]

What relevant methods are implemented / what tools are used to promote workplace innovation?

WPI is a practice or combination of practices **that structurally (division of labour) and/or culturally (employee empowerment)** enables employees to **participate in organisational change** and renewal to improve **the quality of working life and organisational performance**.
All companies combine practices and in doing so, appear to reflect 'bundling'.
However, this does not mean that there is a coherent 'programme'.

Five types of methods could be distinguished:

- **WPI practices with a structure orientation**: include, for example, job, task and organisation redesign measures that often enhance the autonomy of employees.
- **WPI practices with a culture orientation**: include dialogue and participatory and communication measures that often enhance the engagement of employees and employee representatives.
- **Mixed practices** that combine elements of both.
- **HR-related practices**: include personnel recruitment, training, competency development, performance appraisal, working conditions, remuneration, flexibility, and health, risk and safety measures.
- **'Other' practices**: 'Other' interventions are related, for example, to IT systems or technology, lean production and lean management practices.

[9] Kibowski, F. et al., 2019. *A New Measure of Workplace innovation.* European Journal of Workplace Innovation. Vol. 5, No1, 61 - 81

Eichhorst, Werner; Buhlmann, Florian underline in their Working Paper from 2015[10], that the **companies` success will heavily depend on their capacity to create flexible forms of work**, which are based on **less control and more coordination and self-driven engagement** of the individuals. This is already being implemented by some SMEs that have been interviewed and which also shows in some of the case studies (e.g. OTH, sevDesk).
However, there is still room for improvement as the authors state: "Companies will be successful above all if they find correspondingly flexible forms of work that allow targeted coordination but involve less strict controls. Here, current European data show that both Germany and Austria still have considerable potential in the development of sustainable work models with **less hierarchical control"** (European Commission, 2014 cited in Eichhorst, Werner; Buhlmann, Florian: 2015, our translation).

In the study from the IMU Institut[11] the authors state that the innovation activities implemented in SMEs can be described as activities relating to predominantly **step-by-step product and/or process improvements**, which are **not aimed solely at technical changes, but also through organizational measures** and/or measures to improve **internal processes, structures and conditions** as part of work innovations". According to the article, innovation has to be **measured in a different way when it comes to SMEs,** considering both: their **strengths and weaknesses**.
Strengths, in terms of implementation methodologies, are for example the importance of "practical" knowledge SMEs possess, the learn by doing and/or by using, relying on "trial and error" processes. SMEs often have a **very open internal communication** and room for **self-driven action** in an innovative work organisation that helps manage complex processes (good management of cooperation).
Innovation **weaknesses** consist in the fact that **knowledge and skills are person-bound**, that there are competence and capacity bottlenecks, along with the reluctance towards external cooperation. SMEs also lack formalised processes and have a tendency to lack explicit promotion, and as a consequence, a structured methodology for the implementation of process and work innovation.
It would be necessary for them to define explicit innovation strategies, to create an organisational culture where employees have a say in decisions and are motivated to come up with suggestions, being at the same time empowered for decision making.

Another important aspect is the need **to "professionalise" the management** and to **increase professional/technical knowledge about administrational topics** and how to **renew processes in a structured way.** The lack of this kind of knowledge is seen as detrimental to innovation. Limited resources to be dedicated are another limitation SMEs suffer from.

[10] Eichhorst, Werner; Buhlmann, Florian (2015). *Die Zukunft der Arbeit und der Wandel der Arbeitswelt* (The Future of Work and the Changes in the Working Environment) 2015, IZA Standpunkte, No. 77

[11]KMU – kompakt, Heinz Pfäfflin, IMU-Institut, 11.07.2007, "Sind kleine Unternehmen innovativer als große? Herausgeber: IG Metall Vorstand, FB Handwerk/Betriebspolitik KMU, our translation):
https://www.igmetall.de/download/0029007_KMU_kompakt_11_07_0f44f9e052d1f94765d23b0ad9f9697682bff02f.pdf

The most effective driver of innovation in SMEs is based on an organisational culture and organisation that promotes a **motivated workforce,** because people are envisioned as the most important element of innovation.

Bulgaria	Tools and methods used to promote workplace innovation can be split in two areas: management and digitalisation. When it comes to internal management improvement, weekly or even daily staff meetings and brainstorming sessions with the supervisors are considered to boost and maintain the team spirit, inspire the staff's work, increase productivity and set short term goals. Also these regularly set meetings can help promote clear business structure in an understandable way which is very important for better communication within the company. In terms of digital innovation a variety of tools such as automatic access to information on bank accounts that will optimize processes, reduce costs and make it possible to introduce and develop artificial intelligence in the business. That will ease all the administrative tasks and optimize the outputs by reducing the time and efforts that they usually take. Another very useful tool that many SMEs benefit from introducing is the system SERP or SEO (more popular in Bulgaria) as it makes them more recognisable and the web space. This is a practice of orienting your website to rank higher on a search engine results page (SERP) so that you receive more traffic. The aim is typically to rank on the first page of Google results for search terms that mean the most to your target audience.
Greece	Innovative activities include internal R&D, outsourced R&D, the purchase of machinery, equipment, software, intellectual property rights, and the purchase of equipment, machinery, equipment, software, and intellectual property rights, acquisition of external knowledge, design of goods/services, preparation of production & distribution, staff training, marketing and market research activities. Effective and efficient research and innovation systems are those systems that achieve strong scientific, technological and innovation outcomes, in terms of both quality and utility, to address the economic and societal challenges of societies. In Greece, administrative staff from SMEs and companies prefer to promote workplace innovation by developing policies and initiatives which aim to enforce employees' wellbeing. Many also prefers to invest in training and continuous employee development. As far as concerning the tools, according to the findings, workplace innovation has been developed through the use of technology and IT services.
Germany	Germany sets its strategy on research and development, being one of the few EU countries to have almost reached the 3 per cent target of the Europe 2020 strategy ahead of schedule. In terms of absolute Research and Development expenditure, Germany ranks first in Europe. The High-Tech Strategy is specifically based on priority task areas (i.e., digital economy and society, sustainable economy and its energy, innovative workplace, healthy living, intelligent mobility, and civil security). Moreover, it is based on better transfer through the creation of new instruments for improved regional, national and international networking between science and industry. A greater dynamism in innovation and an improved framework play here also a central role. Another important tool to take into consideration is the development of suitable measures and precisely adapted frameworks for "good digital work" that support both technical progress and comprehensively take account of social factors such

	as employee rights, competency development, work and process innovations and health and safety in the workplace. The aim is, to make sure that people, rather than technology, can continue to be the central focus in workplaces. Of course, the capacity of companies, to train, to recruit and to make qualified workers stay for a long period, is becoming a decisive success factor.
Hungary	Pedagogical approaches such as inquiry-based, project-based and collaborative learning can help develop fundamental soft skills such as critical thinking, creativity, teamwork and communication. These pedagogical approaches can incorporate innovative elements such as gamification, blended learning and experiential learning. The use of innovative technology such as robots, virtual reality (VR), augmented reality (AR) and simulators allows teachers to develop students' vocational skills while also fostering their digital and soft skills. These technologies are likely to become more common in the years to come, as they have advantages in terms of flexibility, cost and safety. They are also well suited to facing the challenges imposed by digitalisation and industry 4.0.
Slovenia	Employee well-being and health is a significant part of workplace innovation. Workspace innovation is also connected to ergonomics and workspace or office design. Considering that workers spend a third of their day at their job, the space they work in is very important to their performance, mental and physical well-being. In Slovenia the use of project management tools like Milanote, Slack, Teamwork, and Asana has increased considerably. In the last 10 years, workplace innovation has seen a lot of development through the use of technology and IT services. Today the great majority of Slovenia businesses are aware of the importance and positive effects that digitalization brings to the company. Furthermore, Slovenian companies have put several efforts in having a less stressful environment, flexible working hours and common spaces for socializing.

What skills are seen as necessary to promote workplace innovation?

Competencies and skills play a decisive role. Today, more than ever, being innovative means using complex processes that rely on **interactions between technological development, organisational development, and personnel/skill development**. It goes without saying that **digital technologies** are also leading to **new qualification and skill requirements**.
The key emphases in this area include work in a digital world. In the workplaces of the future **work systems and skills** will have to be **adapted to the new technological requirements** and to the needs of workforces, online work, and work in networks, through the use of digital tools and work content. The need to **train employees to keep up** with dynamically changing requirements is becoming even more important.

Furthermore, the competencies that people need are often outside the realm of the individual skills and capabilities that people can acquire through training. Innovation-relevant competencies need to be strategically built, from the perspective of the society as a whole.

Training, education and **measures for qualifying employees and employment seekers**, need to be adapted to new requirements, especially **focusing on digital technologies and ever-shorter development cycles**. Above all, it is fundamental to know that **integration and collaboration** are the two of the basic principles of Workplace Innovation.

Besides the skills that are generally related to digitalisation, much focus has to be put on self-organization, self-driven and self-directed learning.

The following list offers an overview of the skills that are those mostly cited:

- Self-organization and the definition of processes that allow for work flexibilization avoiding additional workload;
- Digital skills;
- Social competencies and skills for cross-industry teamwork that is not restricted to ICT professions (teams);
- Ability to design work (places) that are conducive to learning;
- The promotion of differentiated skills that are shaped by different/diverse backgrounds and learning biographies, which are not based on standardized training paths (dropouts, refugees, etc.);
- Self-directed, fast, context-related learning with the support of digital media.

From a certified course for Innovation Managers offered by the German Chamber of the Industry and the Commerce in Frankfurt emerge the following skills[12]:

- Awareness of the role of the Innovation Manager;
- Knowledge of the market, as well as of the companies´ customers and their needs;
- Knowledge of the available technologies;
- Techniques to improve and foster creativity;
- Capacity to design and run workshops;
- Project management (innovation projects);
- Promotion of innovation among the employees – how to make sure employees buy in/avoid unproductive resistance;
- Creative problem solving, and
- Design thinking

Moreover, so called **Green skills** are considered a high priority in terms of workplace innovation.
The introduction of **green practices** in the workplace will align SMEs with the **global trends** and enhance the staff members to take an active action against climate change. Any green solutions bring added value for the SMEs as well as any "green businesses" bring added value for the national economy system.

What is the current overall skill level regarding workplace innovation?

Bulgaria	Bulgaria ranks **second to last in the EU-28 with an Innovation Index of 0.235.** Many companies had a significant improvement in terms of workplace digitalisation because of the COVID-19 pandemic but still there are plenty of SMEs who are digitally lazy and have to to **step up their digital capacity.** In terms of **green skills** there is still an **extremely unsatisfying rate** of SMEs that have green practices incorporated in the daily work process.
Greece	The overall skill level regarding workplace innovation remains weak with few exceptions. Workplace innovation is narrowed down to **maintaining** the **well-**

[12] https://www.ihk-hessen-innovativ.de/veranstaltungen/zertifikatslehrgang-innovationsmanager-ihk-frankfurt-6/

	being of employees, technological development of the company and the development of **policies that promote the company.** It is considered as imperative action to **educate managers** on how to create an **employee-friendly environment**, how to achieve high levels of wellbeing, how to integrate the **diversity in workplace**, how to develop policies in order to ensure the occupation **quality** of diverse individuals, how to use the strengths of each employee for his/her own benefit as well as for the benefit of the team.
Germany	Germany's economic future depends on **how effectively we use the opportunities linked to key technologies**. The Federal Government wants to further strengthen Germany's top position in the field of technology within the framework of its High-Tech Strategy. Moreover, the tracks of international research on innovation demonstrate that the technology-oriented paradigm does not cover the broad range of innovations indispensable in the transition from an industrial to a knowledge and services-based society: Such fundamental societal changes require the **inclusion of social innovations** in a paradigm shift of the innovation system
Hungary	In 2020, **only every fourth Hungarian had above basic digital skills**. This was six percent below the European average and also a decrease compared to the results of 2017. Another 49 percent of the population had at least basic digital skills in 2020. In 2021, Hungary is close to the average for EU percentage as the gap is measured to be around 3%.
Slovenia	Many companies have a significant **improvement in terms of workplace digitalisation because of the pandemic**. Companies promote safety and guide workers with instructions and try to provide a less stressful environment. Slovenia is in the process of digitizing all SMEs in the next couple of years, with the **green transition and sustainability posing a bigger challenge for companies**. Data on the current state of skills on innovation in the workplace are scarce. Therefore, we asked representatives of 10 SMEs who took part in the focus groups. On a scale from 1 (poor skills) to 5 (excellent skills), they indicated that employees' skills in workplace innovation are rated with number 3 and 4. We have thus established that **knowledge about innovation in the workplace is average.**

How can the impact of workplace innovation be measured?

It goes without saying that the measurement of innovation is the precondition to assess success. In their study, Kibowski et al. (2018) designed **a system to holistically measure Workplace Innovation.**

Based on a review of over one hundred articles and an equivalent number of case studies, the broad range of practices relevant to WI is summarized into **four groups of practices** or four elements:

(1) Jobs and Teams (Organisation)

- The ability to assume responsibility for day-to-day decisions about work through co-operation or
- communication with others;
- The existence of systematic opportunities for problem-solving through horizontal contact with peers;

- The ability to adapt work execution to changing demands, circumstances or opportunities; demonstrable opportunities for analysis, problem-solving and innovation;
- Frequent horizontal and vertical contact to support problem-solving, learning and
- innovation; and
- Distributed intelligence throughout the organization ensuring that knowledge and expertise is widely shared or readily accessible by employees (Karasek & Theorell 1990; Shantz, Alfes, K., Truss, C., & Soane 2013)[13] [14].

In addition, teams in which the **specific knowledge and expertise of each team member are valued** and make a tangible contribution to the product development and WI meet important criteria for convergence between enhanced productivity and enhanced quality of working life. Yet convergence is only possible and sustainable when **structures, systems, industrial relations and leadership are fully aligned with the empowerment of employees in their day-to-day jobs** (Boxall & Purcell 2003; Teague 2005)[15] [16].

(2) Organisational Structures, Management and Procedures (Structure)

Organisational walls and ceilings that allocate people to departments, divisions, grades and professions can create silos that put barriers in the way of doing a good job. Different groups within an organisation should intertwine in ways that help everyone understand other people's jobs, professions, specialisms, priorities, problems and vision. Systems and procedures that govern decision-making, resource allocation and standard operating procedures must also be aligned with commitment to empowerment and trust. Truly innovative workplaces demonstrate a **consistent approach through corporate policy from reward systems and performance appraisal to flexible working and budget devolution**.

(3) Employee-driven Improvement and Innovation (Learning)

Research and technology-led activity account for only 25% of innovation; the remaining 75% of successful innovation is generated by **changing managerial, organisational and work practices** (Jansen, Volberda, & van den Bosch 2009; Volberda et al. 2011)[17] [18]. Such innovation is strongly associated with **"active work situations"**: workplaces and jobs in which workers have sufficient **autonomy** to control their work demands coupled to

[13] Karasek, R. A., & Theorell, T. (1990). Healthy Work: Stress, Productivity and the Reconstruction of Working Life. New York: Basic Books.

[14] Shantz, A., Alfes, K., Truss, C., & Soane, E. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviours. International Journal of Human Resource Management, 24(13), 2608-2627. https://doi.org/10.1080/09585192.2012.744334

[15] Boxall, P F and Purcell, J (2003). *Strategy and Human Resource Management*, Palgrave Macmillan,Basingstoke

[16] Teague P. (2005. *What is Enterprise Partnership?* Organization. Vol.:12(4), 567-589. doi:10.1177/1350508405052759

[17] Jansen, J.J., Tempelaar, M.P., Bosch, F.V., & Volberda, H.W. (2009). Structural Differentiation and Ambidexterity: The Mediating Role of Integration Mechanisms. IO: Firm Structure.

[18] Volberda, H., Jansen, J., Tempelaar, M., Heij, K. (2011). Monitoren van sociale innovatie: slimmer werken, dynamisch managen en flexibel organiseren. Tijdschrift voor HRM 1, 85-110

discretionary capacity for learning and problem-solving (Parent-Thirion, Vermeylen, & Houten 2012; Tidd & Bessant 2009)[19] [20].

(4) Co-Created Leadership and Employee Voice (Partnership).

Partnership between management, employees and trade unions can take many forms, but always requires **openness, transparency and two-way communication**. Representative partnership structures (such as works councils and management-union partnership forums) on their own may have little direct impact on performance or quality of working life but they can exert a positive influence on the development of activities and practices that do so.

While developments in the ability to measure WI practices are important, it is also important to consider the role of such measurement tools in the context of the broader debate on the nature of WI. WI cannot be considered a checklist of practices, but as an **inherently social and demanding process** in terms of **integrated implementation and successful implementation**.
WI involves building skills and competence through **creative collaboration and participatory practices** based on continuous reflection, learning and improvement, which underpin the process of innovation in management, work organisation and deployment of technologies.

Another type of measurement states that in order to have meaningful impact measurement the following **KPIs** should be considered:

- Percentage of overall staff time spent on high-yield innovation activities
- Amount of hours of overall staff time spent on high-yield innovation activities
- Amount of leadership time spent sponsoring and overseeing innovation activities

Staff competency KPIs

- Number of teams that submit projects for innovation awards
- Percentage of employees trained in the innovation process
- The educational allowances paid out to employees for innovative areas of study
- Number of ideas turned into patents by employees
- Staff satisfaction levels when it comes to involvement in innovation exercises
- The number and seniority of employees identified as 'intrapreneurs'

Management & Leadership KPIs

- Number of innovative projects progressing through project milestones each quarter (driven by leaders)
- The number of major market innovations driven by leaders

[19] Bauer, J., Hennefarth, KS. & Ohlendorf, D. Muskel-Skelett-Erkrankungen in der Arbeitswelt. Zbl Arbeitsmed 66, 202–204 (2016). https://doi.org/10.1007/s40664-016-0123-7
[20] Tidd, J. and Bessant, J. (2009). Managing innovation: Integrating technological, market and organizational change. Wiley

- Number of active innovation projects per division or business unit
- Number of managers with formal innovation training and access to innovation tools

Definition of target group in partner country

Bulgaria	Definition of target group in Bulgaria followed by Balkan Bridge **is small and medium enterprises** as these SMEs that have **less than 15 employees/staff** members are with priority. In terms of financial demands: Staff headcount (< 250 annual work units) ; Annual turnover (≤ €50 million) ; Annual balance sheet total (≤ €43 million). If one of the described features apply for the company then it is considered to be identified as the target group. Particularly, within the SMEs a manager or supervisor as representative of the employers group. Group of employees consists of work with minimum 6 months of work experience in the particular company/enterprise.
Greece	SMEs have to cope with a great amount of work and many challenges while trying to increase their reputation and revenue. There are few opportunities to develop workplace innovation as it represents neither the priority of government authorities nor of entrepreneurs themselves. The main target group is **administrative staff and managers of SMEs** as well the public sector.
Germany	Generally speaking, the bigger companies are already taking action in terms of workplace innovation. Workplace Managers, usually part of the HR team, are in charge of workplace innovation. On the contrary, **Micro and Small Enterprises** don't have the **budget** to create a position just for this scope. In addition to that, due to their size and situation, workplace innovation is not a priority for them, especially if the resources at hand are very limited. Micro and Small businesses often do not have an HR Manager. Most of the time it is the CEO or founder who takes care of the HRM duties. Accordingly, we would suggest addressing especially the **small (micro mainly) companies** that would benefit the most and have generally invested the least in this area so far. These are mostly companies that have been existing for a long time, and as a difference to start-ups, where workplace innovation is an important topic, these companies are often lacking workplace innovation. However, it has to be said, that these companies, who might need workplace innovation the most, are also the companies which might be the most difficult to involve. Not only they have not invested much in workplace innovation, **they might not have the time to invest**, and some of them might even consider workplace innovation the least issue they are facing. It would therefore be very important to consider this when designing the training, and keep the **single modules or training sessions very short and flexible**. However, all small to medium companies that have been existing for a long time would be the target group, since, as it seems, they are the ones who have invested less in workplace innovation.
Hungary	Hungary defines SMEs using the standard criteria provided by the European Union. An SME is an enterprise with **fewer than 250 employees** and which has an annual **turnover less than or equal to EUR 50 million**. Within this umbrella there are three different categories: **medium-sized, small, and micro-businesses.** These categories are defined by turnover and number of employees. Particularly, within the SMEs an owner, president, manager or supervisor is considered as representative of the employer's side of the target group. Group of employees consists of workers that have already passed the trial period (if

	available) part of the labor contract and is regularly working with a work contract of unlimited duration.
Slovenia	Definition of the target group in Slovenia followed by MIITR and SSGZ is **small and medium enterprises** SMEs that have **less than 15 employees/staff members** are with priority. According to the European criteria, there are four sizes of companies in Slovenia. Micro company, small company, medium-sized company and large company. In the Workplace Innovation Survey, we have obtained the largest sample from medium and large companies, although the focus is on SMEs. A small company is a company that is not a micro company according to the previous criteria and that meets (at least) two of the following criteria: - the average number of employees in a financial year does not exceed 50, - net turnover does not exceed EUR 8 000 000, - the value of assets does not exceed EUR 4 000 000. Medium-sized company or medium-sized enterprise: the average number of employees during the financial year does not exceed 250, net turnover does not exceed EUR 40 000 000, the value of assets does not exceed EUR 20 000 000. A large company is a company that is not a micro, small or medium-sized company according to the criteria set out above. In any case, large companies are required to prepare a consolidated annual report. If one of the described features applies for the company then it is considered to be identified as the target group. Particularly, within the **SMEs a manager or supervisor as representative of the employer's group.** A Group of employees consists of work with a minimum 6 months of work experience in the particular company/enterprise.

1.2. Existing Programs in Each Partner Country

An overview of relevant local, regional, national programmes/resources/trainings for SMEs that promote workplace innovation

BULGARIA

Title	Summary	Link
Innovation and Business Support Program	**ARC Fund** (Applied research and communication fund) contributes to and supports the development of information society policies in Bulgaria. This is being done through policy analyses in such fields as telecommunications, electronic media, and ICTs; drafting and proposing policy documents to responsible government agencies, and performing analytical work commissioned by Bulgarian and international organizations, including the World Bank, European Commission, or other major international agencies. An analytical unit (IT Group) operates as part of ARC Fund's Information Society Program since 2001. The group involves experts with diverse backgrounds in IT, telecommunications, social sciences, economics, business, and law, thus emphasizing the cross-thematic nature of the information society. Its current research interests focus primarily on issues of e-government/e-governance,	http://www.arcfund.net/index.php?id=2312

	information and infrastructure security, ICT for development, e-economy, and e-readiness, among other themes. Taking advantage of its strategic partnership with the Center for the Study of Democracy and Vitosha Research Agency (http://www.csd.bg/ http://www.vitosha-research.com/), ARC Fund is also actively involved in drafting specific legislation (e.g. the Electronic Document and Electronic Signature Law), and collecting empirical data on different aspects of IS development through public opinion polls and social surveys. ARC Fund's web-development unit specializes in web-based services and applications that demonstrate the value of ICTs in support of democracy, good governance, civil society empowerment, and small business development. The group operates a number of portal sites, including Southeast Europe Online (http://www.southeasteurope.org/), Bulgaria Development Gateway(http://www.bgrazvitie.net/), Anticorruption.bg (http://www.anticorruption.bg/) and Bulgaria Online (http://www.onlinebg.com/). It involves several IT engineers, database programmers, web-developers and graphic designers. A third layer of ARC Fund's information society activities focuses on promotion, awareness and training. Since 2001 ARC Fund operates the e-Bulgaria Information Society Promotion Office, a stand-alone unit run in partnership with the Ministry of Transport and Communications. The office provides information and consulting services to businesses, public administrations, NGOs, academic institutions, and individual citizens. The overall goal is to raise IT awareness and skills, and create incentives for a wider spread of innovative business practices and IT applications. In support of its mission to be one of the driving engines behind information and knowledge society developments in Bulgaria, ARC Fund also serves as secretariat to the Internet Alliance for Economic Development, and Bulgaria Development Gateway - two major initiatives fostering wider use of Internet and related technologies to the benefit of Bulgaria's economic and social development. ARC Fund is also a founding member of the Coalition 2000 - Bulgaria's flagship anticorruption initiative.	
Innovation Strategy of the Republic of Bulgaria	One of the main strategic goals Bulgaria has set in the process of her accession to the European Union is enhancing the competitiveness of Bulgarian industry and improving its ability to withstand the competitive pressure of the European and world markets. The Innovation Strategy provides the exact measures to achieve these goals based on the understanding that the industry's competitive advantage could be achieved by developing, implementing and disseminating innovation, providing leading competitive position in the international markets, meeting in advance new needs of national and international consumers. The draft Innovation Strategy of the Republic of Bulgaria and its implementing measures has been developed with the support of the Government of the Netherlands under the PSO Pre-accession Programme. The Innovation Strategy is the result of extensive research and analyses of a huge volume of information:	https://www.mi.government.bg/en/themes/innovation-strategy-of-the-republic-of-bulgaria-14-287.html

	• Inventory of the Bulgarian national innovation system; • Review of the regulatory framework, national strategy and policies on scientific and technological development and innovation; • Scientific, technical and innovation potential of the national industry for the period 1998-2000 (a result of a survey); • 10 examples of innovative Bulgarian companies; The Innovation Strategy sets out ten measures for its implementation, organized into two main groups: Financial and Non-financial instruments for impact. Pending is the development of a new Innovation Strategy.	
Operational programme "Innovations and Competitiveness" Bulgaria	Small and Medium Enterprises (SMEs) are the main target group of the OPIC 2014-2020. The Programme's strategy, as a part of the implementation of the EU structural and investment funds (ESIF) in Bulgaria, is closely related to the Investment for growth and jobs goal and Bulgaria's contribution to "Europe 2020" targets. Part of the Programme's budget was shifted to the Operational Programme SME Initiative. ***Main objectives*** The ERDF support under OPIC 2014-2020 aims at addressing the needs, overcoming the challenges, and seizing the opportunities for development of Bulgarian economy. This will be done by engaging in smart growth (under priority axes 1, 2) and sustainable growth (under priority axes 3, 4). The Programme also aims at achieving a complementary effect in terms of inclusive growth. Only priority axes 1 and 3 are allowed for large enterprises, while most of the Programme's support targets SMEs. ***Funding priorities*** The Programme is focused on five priority axes: • Technological development and innovation • Entrepreneurship and SME growth capacity • Energy and resource efficiency • Removing bottlenecks in security of gas supplies • Technical Assistance Expected impacts: • Increase the share of innovative enterprises of the total number of enterprises by 10% • Support more than 9000 enterprises through grant support and financial instruments • Employment increase of 19.6% in supported enterprises • Mobilise more than EUR 1 billion in private investment	*https://ec.europa.eu/regional_policy/en/atlas/programmes/2014-2020/europe/2014bg16rfop002*

	• Increase the export volume of goods and services by SMEs and SMEs' productivity • Contribute to reducing the energy intensity of the economy • Build a gas interconnector between Bulgaria and Serbia contributing to the development of energy infrastructure and security of supply in the country.	

GREECE

Title	Summary	Link
Entrepreneurship of Western Greece	The region of Western Greece has developed a programme to promote workplace innovation in SMEs by developing policies and initiatives for actions that can be undertaken and integrated in SMEs. The region of Western Greece has developed policies to promote new terms in SMEs: • Innovation Entrepreneurship • Cooperative clusters • Creative Businesses • Green Businesses • Extroversion/ Internationalisation • Business ICT In order to achieve this workplace transformation, region of Western Greece provides guidance and economical support in order for SMEs to build and establish customised infrastructures with business incubators, innovation and technology centres, to develop innovation-oriented support instruments in terms of research, R&D expenditure, transfer of know-how and technology and science parks, to promote networking and clusters, to develop systems thinking and action in the field of regional innovation policy (promoting cooperation between business, policy, science and other actors, such as transfer institutions, networks and clusters) while other goal is to support start-ups with targeted instruments in the start-up and development stages, as well as for individual sectors.	https://www.pde.gov.gr/ependyseis/initiatives.html
Action 3a.1.4.1.1 HELLENIC REPUBLIC REGION OF THESSALY	The Action concerns the support of investment projects of small and medium-sized enterprises (SMEs) in the Region Thessaly for their modernization or expansion through technological and non-technological upgrading, with utilisation of supporting technologies or innovation, to improve productivity, quality and innovation at enterprise level. The Action seeks to contribute to the production of new/innovative/evolved (improved) products, services and policies in the workplace. More specifically, it funds: • Investment in assets: Building facilities, Machinery - Equipment, • Investment in fixed assets, Equipment, Machinery, Equipment, • Machinery and equipment, Knowledge rights and their exploitation for more efficient production of products and services,	https://www.epixeiro.gr/

	• Branding, • Training and education, • Technological upgrading through increased use of ICT. • Aid for consultancy services. • Assistance for participation in exhibitions. • Promotion of innovation and assistance for workplace innovation.	

GERMANY

Title	Summary	Link
KMU-innovativ (innovative SME)	This program is issued by the **Federal Ministry of Education and Research**. The following short summary illustrates the program: In many areas of cutting-edge research, small and medium-sized enterprises (SMEs) are pioneers of technological progress. With KMU-innovativ, the BMBF aims to simplify the application for and approval of funding for SMEs. A central pilot service helps with all questions, and binding processing deadlines provide planning security. KMU-innovativ is integrated into technology fields that are particularly important for Germany's future. Some of the different topics of the offered programs (second link) are: ● Information and communication technology ● Interactive technologies for health and quality of life ● R&D in different areas ● Efficient use of resources and climate protection	https://www.bmbf.de/bmbf/de/forschung/innovativer-mittelstand/kmu-innovativ/kmu-innovativ_node.html last access 05/2022 https://www.foerderinfo.bund.de/foerderinfo/de/foerderung/bund/kmu/kmu-innovativ/kmu-innovativ_node.html last access 05/2022
Förderdatenbank (database about all programs available for companies)	This database offered by the **Federal Ministry of Education and Research** allows for detailed research of existing programs for companies. A consulting service (*Lotsendienst*) helps all companies, including SMEs to define their needs and to find the program to satisfy them.	https://www.foerderdatenbank.de/FDB/DE/Home/home.html last access 05/2022
Mittelstand Innovativ & Digital (SMEs innovative and digital) Service of the Chamber of Industry and Commerce)	The Mittelstand Innovativ & Digital (MID) funding program from the Ministry of Economic Affairs, Innovation, Digitalization and Energy of the State of North Rhine-Westphalia is divided into three subprograms: While three variants of the voucher funding MID-Digitalization, MID-Analysis and MID-Innovation enable companies to call in external support on a project basis for consulting, development and implementation services tailored specifically to the company, a university graduate can be hired with the help of the MID Assistant.	https://www.ihk.de/nordwestfalen/innovation/foerdermittel-ki-4517220 last access 05/2022

HUNGARY

Title	Summary	Link
Economic Development and Innovation Operational Programme	The programme aims to stimulate the economies of the less developed regions in Hungary. Its most important priorities are the competitiveness of small-and medium sized enterprises, research and innovation, and employment. The programme also aims to develop the tourism industry, enterprises' energy efficiency, and information and communication technologies. Moreover it will stimulate the use of financial instruments to cover other objectives, like increasing renewable energy production and improving the energy efficiency of households and public buildings. The Programme will focus on different main priorities: • Increasing the competitiveness and productivity of SMEs • Research, technological development and innovation • Infocommunication developments • Energy • Employment • Competitive labour force • Tourism • Financial instruments	https://ec.europa.eu/regional_policy/EN/atlas/programmes/2014-2020/hungary/2014hu16m0op001
(NKFIH) – Hungary	The National Innovation Office (NKFIH) is the governmental body responsible for research, development and technological innovation in Hungary (under the direction of the Minister for National Economy). NKFIH is responsible for: science, technology and innovation policy development, launching national initiatives for its implementation; science, technology and innovation policy related information, analysis, including the statistical databases on research, development and innovation programmes and activities, and research and development and infrastructure; international and European cooperation in science, technology and innovation policies and programmes; stimulating investments in field of research and development; enhancing innovation capabilities and stimulating innovation activities of small and medium-sized enterprises, and the promotion of incubating young innovative enterprises; stimulating the transfer of domestic research and development results to international markets; supporting networking and research cooperation at national and international levels; encouraging adaptive and non-technological innovation activities mainly in small and medium sized enterprises.	www.nkfih.gov.hu

SLOVENIA

Title	Summary	Link
ZAP FITCORP	ZAP FITCORP is one of the leading Slovenian organisations in the field of analysis, planning and implementation of activities to enhance the well-being, health and work capacity of employees. 0+ years of health promotion activities in work organisations, employee health check-ups, development of specific health requirements for work and risk assessment, sickness absence management and management of costs related to ill health in the work organisation, motivation of employees to take care of their own health, implementation of active breaks, employee and manager education and training, and other activities in the field	https://vajanadan.si/
Inovativni management v turizmu	The INNOVATIVE TOURISM MANAGEMENT Master's programme has been designed in partnership with the French business school IEMI to respond to the needs of the growing and challenging tourism industry. Experts in the field of tourism were therefore involved in the preparation of the curriculum. The programme is aimed at students who wish to upgrade their knowledge of tourism trends and modern tourism challenges. The programme content enables students to work in the most demanding positions in the tourism sector upon completion of their studies. The programme is designed for those who want to play a visible and leading role in this fast-growing and dynamic field.	https://www.almamater.si/inovativ management-v-turizmu-c25
Innovation barometer	The level of innovation maturity in the public administration is an important indicator of how prepared the public administration is for development and upcoming changes, and where further incentives for development are needed. The Inovativen.si project has measured innovation maturity for the 4th year in a row, with 27 authorities already involved, and with the adoption of the Copenhagen Manual methodology from 2021, the results are also internationally comparable. The documents contain the results of the analyses of the measurement of innovation maturity in public authorities for 2021, 2020, 2019 and 2018.	https://www.gov.si/zbirke/projekti programi/inovativnost-v-javni-upra si/inovacijski-barometer/
SMEmPower Efficiency - A comprehensve approach to energy efficiency in SMEs	The objective of the project is to “Empower” SMEs to undergo energy audits and implement their proposals. A holistic methodology has been chosen to address different barriers based on three dimensions, i.e. Individual, Organizational and Institutional.	https://www.stajerskagz.si/projekti pristop-k-energetski-ucinkovitosti-v srednje-velikih-podjetjih-smempow

SRIP - Circular Economy Strategic Innovation Development Partnership, Innovation Cluster	The aim of the project is to improve the core competences, productivity, creativity and innovation of the employees of the companies/members of the partnership and to strengthen the partnership and thus the competitiveness of the Slovenian economy through non-formal forms of training in the key area of S4 - Networks for the Transition to a Circular Economy.	https://www.stajerskagz.si/projekti center-krozno-gospodarstvo/

1.3. Professional development target group

An overview of popular/effective training formats that are used for the professional development of the target group (i.e. managers & supervisors) in each partner country

BULGARIA

Training Format	Description/Relevance for target group
Conferences, business events and public discussions	Cycle of conferences and events on certain topics related to the set objectives. High-level speakers in different fields making presentations and leading to discussions with the representatives from the target groups. Exemplary schedule: • Digital transformation and societal disruption after the Covid-19 crisis. • The next technological wave? The technology waves are reassessed from a historical perspective – today's lessons from the past. • Work, organization and management: workplace innovation to support digital transformation. • Change of technology and the need for on-going change for the demand of skills. • Platform economy. • Working conditions in the context of digital transformation. • Importance of green practices: Ecosystems and Industry 4.0
Promoting efficiency in employee's time management and daily work process by introducing interactive methods	Introduction of innovative approaches towards the employee's skills to manage their work time in the most effective way. A weekly challenge of listening to podcasts on a variety of topics related to successful business management that is supposed to boost staff members' time management. During the time employees spend going to and away from work they might be encouraged to optimize their free time in exploring new ideas and skills. Once a week the team gathers at lunch for a brainstorming session in which they share what impressed them most and what ideas they would implement in the workplace. The president then chooses the most creative idea and allows one of the employees to practice being a manager for the rest of the day. That is considered to be highly encouraging for the staff members as they will be able to better understand the manager's responsibilities and also creates team spirit.

GREECE

Training Format	Description/Relevance for target group
Seminar/ Online Seminar/ Training Programme	"High emotional intelligence is considered essential in the modern workplace" & "Guide for Managers: help your team communicate more effectively" two seminars organized by Thrive Greece directly related with the profile and the responsibilities of Workplace Innovation Manager. Thrive Greece offers training programmes and conducts business-related seminars based on innovative methods of managing and mentoring employees as well as improving workplace conditions in an innovative way.
Short Workshops	Crowdpolicy Open Innovation: Bootcamps are short workshops during which participants are asked to solve a problem using modern development methodologies such as lean, design thinking, agile etc. Participants, who may be business executives or belong to candidate teams for accelerator selection, are introduced to new technologies which they are asked to integrate into their workplace. The team structure differs from the typical one, aiming to familiarize themselves with new collaborative lean methodologies. This is the first step for executives in an organization to come in contact with and understand modern methodologies for developing business models and products that promote innovation. In the Bootcamp process, participants follow a specific approach to the problem they are working on and want to address.

GERMANY

Training Format	Description/Relevance for target group
Presence Training, hybrid training, online-training offers and coaching	Self-management, self-organization, communication: the new approach to work is hybrid, in the office – but shared desks – and in the home office, so what they need is the capacity to self-manage their work and tasks. Communication is another important topic, because communication has become hybrid too, presence, but also online meetings, online events, collaboration with co-workers who are in remote places. It might be important to learn how to organize short training sessions or workshops in the company, in order to be able to share relevant knowledge with the employees and co-workers.
Presence Training, hybrid training, online-training	Training on new software and/or software updates, new apps that have been introduced and are being used

HUNGARY

Training Format	Description/Relevance for target group
Blended Training Format by the European Institute of Innovation and Technology - Hungary	Trainings available for the target groups: • MSc and Phd education • Postgradual trainings, entrepreneurship skills • Alumni and career management • Summer universities, thematic workshops • Exchange of researchers, mobility • Using EURAXESS network to receive and send researchers
Corporate Training Programs in Budapest **-5-days-courses** **-2-days-courses** **-2-weeks-courses** **-online-courses**	• Fleet Safety Management • Latest Trends in Strategic HR Management • Project Planning, Scheduling & Control: International Best Practices • Negotiation Skills: Mastering the Art of Deal Making Strategies

SLOVENIA

Training Format	Description/Relevance for target group
Blogs **Seminars, workshops and trainings**	There are several Blogs e.g. Human research agency Poti (see: https://www.agencija-poti.si/Izobrazevanje/Vsa-izobrazevanja/ArtMID/638/ArticleID/262/PRODUKTIVNO-in-INOVATIVNO-delovno-okolje-in-timsko-delo) publishing online training blogs and suggestions for managers on how to develop "nicer working environment" Within our search we have perceived several training formats, which are mostly dedicated to the managers, or those leading human resources. Seminars are provided by Human resource companies or higher education institutions (universities). See (https://fov.um.si/sl/sodelovanje-z-okoljem/center-za-izobrazevanje-svetovanje/seminarji/metode-tehnike-v-ergonomiji) - a seminar about Methods and techniques in ergonomy. Some seminars were perceived in an organization of Slovenian Government (see: https://www.gov.si/novice/2021-11-02-spletni-seminar-ergonomija-na-delovnem-mestu-in-staranje-zaposleni/) - Online seminar about Ergonomy at working place and aging; also Association of Works Councils of Slovenia prepared a seminar (see: https://www.delavska-participacija.com/events/upravljanje-s-stresom-na-delovnem-mestu/) about Ergonomic improvement of working places. It is important to note that these seminars are including fees, ranging from around 200 EUR and above for 1 day seminar or training.

2. Case Studies in Each Partner Country

Prepare a brief summary of how many case studies were conducted, what type of SMEs they are (sector, size), and what the focus of the case study analysis was.

2.1. BULGARIA

Summary Case Studies
Five (5) case studies of Bulgarian SMEs have been conducted during the months of April and May of 2022. The profile of the chosen SMEs includes two (2) within the IT sector, one (1) operating in the field of restaurant distribution and supplement, one (1) company providing sport data and statistics and one (1) self-starting company that provides coach training and consultancy services. The focus of the case studies was on the level of **newly introduced innovative approaches** that aims to imp**rove and develop the particular SMEs business structure, enhance employee's productivity** within the daily work process and **boost the effectiveness** both in **managerial and staff terms.**
Most important learnings from the case studies
By the examples of **digital revolution** given by the case studies WIN project gains added value as the training materials and curriculum will be based on the **modern business trends**. The main workplace innovation example (case study 1) was defined to help by providing automatic access to information on bank accounts that will optimize processes, reduce costs and make it possible to introduce and develop artificial intelligence in the business, enables businesses to modernize legacy processes, accelerate efficient workflows, strengthen security, and increase profitability. Last but not least **digital transformation** can positively influence workplace innovation as significant benefits are **increased productivity, effectiveness** and **general wellbeing of the staff members** and the daily work process. The introduction of **green practices** in the workplace will align SMEs with the global trends and enhance the staff members to take an active action against climate change. Any green solutions bring added value for the SMEs as well as any "green businesses" bring added value for the national economy system. The cupfee (case study 2) is a great example of innovative approach for the successful integration of green practices in the workplace as the everyday use of plastic cups can be replaced with those kinds of edible cups that are 100% eco-friendly and help reduce plastic pollution, gas emissions and food waste. Other great examples of **green practices** that can be integrated in the daily workplace flow are: • Install and encourage the use of a recycling bin • Only boil as much hot water as you need • Switch off the lights or power when not in use Case study (4) brings added value for WIN project as it shows an example of **home office workplace innovation** that improves the working conditions and replaces the real office environment in a very effective way. The method within this SME is providing **additional items and financial supplement** in order to optimize and improve home office conditions for the staff members and employees. The company has bought additional 200 laptops and

computer screens with all the necessary devices for the home office work process. A financial supplement for every employee that works from a distance is supposed to cover the additional electricity and internet bills. Apart from the technical and financial optimization, every week is scheduled an online staff meeting with the supervisors that tries to maintain the team spirit, inspire the staff's work, increase productivity and set short term goals.
Within case study 5 a weekly challenge of listening to podcasts on a variety of topics related to successful business management has been introduced as that is supposed to boost staff members' time management. During the time they spend going to and away from work they were **encouraged to optimize their free time in exploring new ideas and skills**.
Each Wednesday the team gathers at lunch for a brainstorming session in which they share what impressed them most and what ideas they would implement in the workplace. The president then chooses the most creative idea and allows one of the employees to practice being a manager for the rest of the day.

2.2 GREECE

Summary Case Studies
During the desk research, each Greek partner had to conduct **five case studies**. The analysis of the case studies was focused on the workplace innovation, the development of small and medium-sized enterprises, the establishment of innovative policies, and the digital transformation. Four of the companies are SMEs and they were selected due to the fact that they have already been awarded by Great Place to Work®Institute Hellas as Best Workplace. Aiming to have a comprehensive and broad-based sample, the sector and the size of the case studies were different. The first case study is for an SME with 27 employees that develop an innovative software that helps shipowners and ship management companies. Following this, the second case study focused on a different sector, KAFKAS company with more employees and with expertise on electronic equipment. The third case studies reflect the vision of an entrepreneur to be fully activated in the tobacco labour market. **Co-working** space is a new term which aims to describe an innovative way to work and therefore the fourth case study is both a SME and an innovative workplace that accommodates SMEs, individuals, gig workers and companies. A well-known pasta(food) industry in Greece having a human-centered character is the next case study as one of the policies is to fund each employee's will to attend courses for qualifications. Citrix firm has been included as a case study due to the priorities and the policies that have been established regarding the diversity, equity, inclusion and a culture of belonging. The next firm has been operating in the sector of markets since 1976 and it was analysed because it is the first firm in Greece that has been awarded for workplace innovation. The case study of AbbVie company could be a great example for WIN project due to the policies related to human rights and workplace safety. NetSteps is a SME that developed rapidly and is mainly staffed by women, while the average of employees' age is 28 years old. Last case study is Vodafone Greece which has been awarded as Top Employer for 2021 and provides innovative tools and learning methods for the employees' training.
Most important learnings from the case studies

All case studies could be valuable for WIN project as they indicate the guidelines that the partnership should follow in order to develop purposive material and techniques. Analysing the material from the desk research and the literature review, partners will be able to identify WIN **manager' skills and responsibilities.** Following the mapping of workplace innovation through the case studies, it is foreseen that WIN project will bridge the gap in SMEs regarding innovation as well as establish a new job position for Workplace Innovation Managers. At the same time, WIN project will equip the stakeholders with simple and innovative solutions in order to increase employees' productivity and wellbeing.

2.3. GERMANY

Summary Case Studies

A total of **eight case studies** have been conducted. **Two case studies are based on interviews** with a focus on what the companies have undertaken in the former years in terms of workplace innovation. **The other case studies are the result of desk research**.
The sectors covered go from IT services and software development, to consulting, to the sanitary sector, and include manufacturing (supply chain for the industry) as well. The company sizes go from 25 to 250 employees.

In order to get as many different insights as possible, the case studies focus on what has been done to innovate the workplaces, such as **new technological devices, digitalisation, healthy workplaces, and flexibility of the workforce in terms of working hours and home office.** Focus has also been put on the **corporate culture and work organisation**, and specifically how employees and workers have been directly involved in workplace innovation through active participation, empowerment and flat hierarchies. One case study shows how all employees have been actively involved in the design of a new office building, and how they could make suggestions about their future workplace.
From the case studies conducted emerges as well that **the quality of the workplace perceived by the employees is directly linked to the efforts to innovate the workplace** undertaken by the companies. In one consulting firm which had invested a lot in workplace innovation in terms of new devices, computers, screens, ergonomic workplaces, and training to keep up with the latest software versions used by the company, the employees prefer to work in their office together with their colleagues, even though they are allowed to work from home.
Moreover, interesting examples on corporate culture are also evident in another case study on a company working in the sanitary sector, that shows how **customers can be directly involved in innovation**. This offers the opportunity not only to improve competitiveness on the market, the company gets firsthand information on the customers needs and expectations, but it is an example of a coherent approach of active involvement, either through external customers, or the workforce, which can be considered the internal customers.

As a conclusion it can be said that there is **not one sole model, formula or method to achieve workplace innovation.** There are rather different ways and means of achieving a healthy and effective **mix of structural and cultural practices** that enable employees to participate in **organisational change and renewal.**

Most important learnings from the case studies

One of the most important learnings is that radical and disruptive innovations can be promoted with mission-oriented approaches. Furthermore, in order to foster systemic transformation so to contribute to solution according to defined missions, two strands have to be considered: on the one hand, there should be **emphasis on defined missions**, with **clear targets to serve as mid- to long-term orientation** for stakeholder's activities; on the other hand, there should be **promotion of know-how in key enabling technologies** and **systemic infrastructures** to be able to sustain a frontrunner position.
The needs are also important, so to take into account the regulatory framework, not just emphasising research and innovation.

The case studies have also shown that **innovative firms increase employment** and, in general, innovation tends to result in **better quality jobs and high satisfaction of the workforce**.
At the same time, it should be said that it creates **greater disparities in society by disproportionately creating higher-end jobs for higher-skilled workers**. This means that, left to itself, without compensatory actions, innovation will increase disparities in society. In other words, innovation should not be relied upon to **increase social inclusion in the labour market and provide a broad spectrum of employment opportunities**.

A logical two-pronged policy approach would be to ensure that as many people as possible can acquire higher skill-levels that match the demands for the jobs that innovation tends to create, while at the other end, securing the existence of jobs that lower skilled workers can enter the labour market with and develop in. Firm internal competence-development and job-ladders as well as external training will be needed to ensure that labour capabilities match future job demands.

Finally, the case studies also showed that **organisational culture** is one of the most important aspects of workplace innovation. Whenever the **workforce is directly involved**, not only all levels of workers are included, but all needs are heard and can be taken into consideration when innovating.
The more people are involved the more the perceived quality of the workplace increases, which reduces the turn over and makes the company attractive for the workforce on all levels.
A **great place to work** is one of the most important factors to keep the workforce **motivated**, **attract highly qualified** employees, and **improve competitiveness** on the market.

2.4. HUNGARY

Summary Case Studies
Three (3) case studies of Hungarian SMEs have been conducted during the months of June and early July of 2022. The focus of the case studies was on the level of newly introduced innovative approaches that aims to improve and develop the particular SMEs business structure, enhance employee's productivity within the daily work process and boost the effectiveness both in managerial and staff terms.
Most important learnings from the case studies
The learnings from WIN project PR1 desk research provided a polar overview in terms of innovative approaches towards workplace innovation. Case Study 3 depicted how introducing **sustainable green solutions** will enable organizations who recognise these changes and take action to **reorient their strategic directions** have the potential not only to protect but to enhance their reputations and positioning for future success. In fact, it will become a license to operate for most firms and institutions. Being a sustainable company means to understand and actively manage the environmental, social and governance ("ESG") impact along your value chain and ensure that your company's business model will remain viable in the future. The United Nations 17 Sustainable Development Goals provide a framework and guidance for this. Companies need to focus on those aspects which are most important to them. On the other hand, providing organizations with expert knowledge and capacity certified on a project basis (short- and medium-term), in a cost-effective manner - primarily in the areas of engineering, IT, HR, and marketing will equip the SMEs with **digital solutions** that are capable of leveling up any self-start company. Build a professional workshop and knowledge bank for the employees and provide challenging projects for the partners/customers to the professionals to join the team, according to their interests and motivation will enhance the digital effectiveness and boost the services' quality.

2.5. SLOVENIA

Summary Case Studies
6 case studies of Slovenian SMEs have been conducted during the months of April and July of 2022. The focus of the case studies was on the level of newly introduced innovative approaches that aim to improve and develop the particular SMEs business structure, enhance employee productivity within the daily work process and boost the effectiveness both in managerial and staff terms. In order to get as large a sample as possible, the sectors and the size of the case studies were varied. The first case study concerns an SME with 16 employees offering healthy food, nutritional supplements and natural cosmetics. This was followed by a second case study focusing on a different sector, company Šamu Turs, deals with passenger

transport. The third case study concerns a large company, Gorenje, which is the leading manufacturer of small and large household appliances on the Slovenian market and covers 3% of the market in Europe. They are a strong company with good established practices, but this does not stop them from developing further with special programs such as sparks, which allow everyone to participate in the implementation of innovations. MESI is a company that is working to digitise and help other companies embed innovation into the technology they create, but they also have a focus on **improving employee satisfaction** in the workplace.

Most important learnings from the case studies

All the case studies could be valuable for the WIN project as they provide guidance and examples of good practices and the willingness of companies to implement workplace innovations. By analysing the material from the desk research and literature review, partners will be able to identify the skills and responsibilities of the WIN project manager. Following the review of innovation in the workplace through the case studies, it is envisaged that the WIN project will fill the innovation gap in SMEs and create a new post for innovation managers in the workplace, thus contributing to the further development of the company. WIN will equip interested companies or individuals with simple and innovative solutions to increase employee productivity and well-being.
On the other hand, providing organizations with expert knowledge and capacity certified on a project basis (short- and medium-term), in a cost-effective manner - primarily in the areas of engineering, IT, HR, and marketing will equip the SMEs with digital solutions that are capable of levelling up any self-start company.
Build a professional workshop and knowledge bank for the employees and provide challenging projects for the partners/customers to the professionals to join the team, according to their interests and motivation will enhance the digital effectiveness and boost the services' quality.

3. Field Research

3.1 Summary

Please include in the summary the sample size, when and how the interviews were conducted.

It was not an easy task to engage companies to participate in the survey and share their expertise. Important feedback received was on **lack of time**, **heavy workload, and stress**, and therefore no interest in participating in the survey.

While we think that it would be particularly essential for many micro and small enterprises to have an innovation manager in the workplace in order to remain competitive in the marketplace, it is also they who, in most cases, have little or no time to devote to these tasks or positions. It will be difficult to convince them that this investment of time will pay off in the long run, as they do not have the time to begin with.

Most of the companies that answered the questionnaire were micro and small companies (10) and some were medium or big companies (2). Three quarters of them do not have an

innovation strategy for the workplace. Nevertheless, all of them think the satisfaction level of their employees is very high, high or neither high nor low.
Since the answers received in the questionnaires are submitted to the subjectivity of the managers, it should be taken into account when evaluating the results that they might not reflect the reality, as managers often tend to evaluate the situation in their own company and the circumstances of their employees differently, or have divergent perspectives.
It would be interesting to have the opinion not only of managers but also of their own employees in order to expand the view of the actual conditions and to approach the facts of the case more closely. In addition, 66,7% of the participating companies apply the policy of **BYOD (Bring Your Own Device).**

The vast majority of the companies show that the major issues affecting daily business are related to the **lack of planning skills**, but at the same time other deficiencies are to be found in almost equal measure in **technical knowledge**, **management improvement**, **level of productivity and business strategy**. Furthermore, most of the companies agree with the fact that flexible work can improve employee stress levels, employee engagement and/or employee loyalty; and only the 16,7% of the companies participating in the questionnaire think that this factor is moderately important.
The percentage of responses related to the most effective elements for the daily work process is highly varied, even though e-platforms, Workflow Automation Software and collaboration tools are the most common answers.

Finally, concerning the companies' idea of the "perfect Manager", they gave different responses, but the common features are that a good Manager should have a **cooperative leadership style**, a **good communication skill and innovativeness**. A "perfect manager" should also be **emphatic both with employees and clients**, and should also be able to find a balance between the needs and demands of employees as well as the company's goals.

3.2. Questionnaire Analysis of Each Partner Country

BULGARIA

What are the necessary skills that need to be addressed within the WIN training course?
Lack of technical knowledge and lack of planning skills are the most common issues for companies. Moreover, the physical workplace should be improved to better the working conditions. Also, the necessary skills that need to be addressed in order to improve Workplace Management are at a managerial and technical/digital level. That includes leadership and coordination abilities and on the other hand digital skills boost in order to introduce a more accessible and sharing workplace environment.
What is the most appropriate format for the training material and learning contents to meet the target groups' needs?

Cycle of conferences (both online and face-to-face options) and events on certain topics related to the set objectives.
High-level speakers in different fields making presentations and leading to discussions with the representatives from the target groups.
As a very effective approach is considered to be digital workshops that can boost digital skills of staff members by introducing valuable online tools such as: Portal for all internal data; Virtual Assistants; Workflow Automation Software; Desk & Workplace Management Solutions in order to establish good digital manner within the daily work process.
Appropriate training and learning content is considered to be in the format of packages of digital learning resources designed based on the concept of micro-learning: short and coherent learning nuggets delivered in multimedia formats aiming to promote blended learning methodologies. That will significantly contribute to the development of the target group's digital skills and make them more familiar with the digital environment.

What type of training approach should be used in order to ensure the highest participation in this program?
Type of training approach that should be used in order to ensure the highest participation in this program is blended training. This hybrid learning,as an approach to education that combines online educational materials and opportunities for interaction online with traditional place-based methods with ensure high interest from the target group and also will significantly contribute to the development of the target group's digital skills and make them more familiar with the digital environment. Those training formats will ensure the opportunity for open discussion on certain topics despite that not all of the participants appear physically.
What is the most effective way for the evaluation of the training material and the project's outputs?
Stakeholders and external evaluators are considered as very important for WIN project as they are supposed to provide their valuable feedback of the project's training materials. They will be able to share their ideas on similar and impactful strategies for the introduction of the Workplace Innovation Manager professional profile. To initiate and encourage a 2 way-discussion between the partnership and the project's target groups, general public, policymakers, and other stakeholders. This kind of discussion enables the input and feedback from the target groups into the project results, which ultimately will facilitate their future adoption/integration.
What other existing resources can be exploited in order to maximize the effectiveness of the project's results?
Great existing resources that can be exploited in order to maximize the effectiveness of the project's results are the following links that refer to programmes on national level and also other projects co-financed by European funds. The topic of workplace innovation is highly important for the development of a strong private sector economy that needs different approaches and many efforts in a variety of training. BEYOND 4.0: Inclusive Futures for Europe BEYOND the impacts of Industrie 4.0 and Digital Disruption/ BEYOND 4.0 (https://www.beyond4-0.eu/)

Hidden innovation: Analysis of research and innovation activity that remains uncovered by official statistics **http://www.arcfund.net/index.php?id=2312**

Innovation and Business Support Program **http://www.arcfund.net/index.php?id=2312**

Innovation strategy of Republic of Bulgaria
https://www.mi.government.bg/en/themes/innovation-strategy-of-the-republic-of-bulgaria-14-287.html
Operational programme "Innovations and Competitiveness"
Bulgaria https://ec.europa.eu/regional_policy/en/atlas/programmes/2014-2020/europe/2014bg16rfop002

GREECE

What are the necessary skills that need to be addressed within the WIN training course?
Following the analysis of the findings both from field and desk research, the necessary skills that need to be addressed through the project' material, are the digital skills focused on internal use services, the financial skills in order to prepare SMEs afford the digital and innovative transformation. Also, WIN training course need to address the importance of the following terms: integration of diversity, flexible working time, bring your own device policy.
What is the most appropriate format for the training material and learning contents to meet the target groups' needs?
Considering the needs and the everyday responsibilities of the target group, the most appropriate format for the training material and learning contents is micro-lessons, interactive guidelines, quizzes, short texts, videos, practical examples.
What type of training approach should be used in order to ensure the highest participation in this program?
DEWEY method (Learning by doing) refers to the active involvement of the trainee is in the foreground, proposing as steps the validation of experiences (where already achieved in field research), linking new information to experience (some techniques or tools used now may not be as efficient as today's data), hierarchical classification of the training material, workshops/exercises in order to ensure that the trainee has understood, suggestions to integrate the new information where needed.
What is the most effective way for the evaluation of the training material and the project's outputs?
The most effective way for the evaluation of the training material and the project's results is to pilot them and disseminate them to stakeholders. Furthermore, it would be valuable to get the feedback of VET centers willing to use the training material and SMEs that are willing to establish the best practices and the policies that are going to be developed.

The consortium of WIN project has a lot of experience which renders them appropriate reviewers during the project lifetime. Each partner has to share thoughts and suggestions in order to evaluate the training material and the project' outputs.

What other existing resources can be exploited in order to maximize the effectiveness of the project's results?

The EU has already developed policies related to innovation aiming to support and enhance research and innovation. This website could be a guidebook in order to maximize the effectiveness of project results.

EKT is a research center that presents the most recent indicators relating to business and in particular those indicators that reflect dimensions that are critical for business survival in the competitive international environment, where continuous technological upgrading, access to information, data exploitation, partnerships and networking are required. The website includes a lot of information regarding policies, tools, methods and their effectiveness.

GERMANY

What are the necessary skills that need to be addressed within the WIN training course?

In order to be prepared for the continuous quick changes, as well as a certain unpredictability of the changes the following skills need to be addressed:

- Learning how to learn: self-driven and self-directed learning (engagement in a self-driven "continuous improvement process" of the personal and professional KSA
- Participative approaches including worker and employee empowerment, active involvement
- Cross-functional team building and team work, appreciation and promotion of diversity (culture, gender, generational, different working experiences, and skills)
- How to create a working environment that promotes motivation and learning
- Crowdsourcing (especially for the smallest companies)
- Creative problem solving
- Technical skills / digitalisation
- Continuous improvement
- Train-the-trainer

What is the most appropriate format for the training material and learning contents to meet the target groups' needs?

Hybrid, a MOOC, where they can choose the learning content, they need the most, on-the-job trainings

What type of training approach should be used in order to ensure the highest participation in this program?
Short sessions, always available
What is the most effective way for the evaluation of the training material and the project's outputs?
Online-questionnaires
What other existing resources can be exploited in order to maximize the effectiveness of the project's results?
The EU has a strong focus on the development of WI, therefore there are several innovation-related policies aimed at supporting and enhancing research and innovation: Workplace innovation (europa.eu) In 2016 the EU Commission developed a very useful guide to implement innovation policies at work. This guide should be revised and updated to our times, especially taking into account the lessons learned in the aftermath of the Covid-19 pandemic: DocsRoom - European Commission (europa.eu) In addition, the company Workplace Innovation Europe is dedicated to researching the issue and providing courses and guidance to help companies innovate: Fresh Thinking Labs (workplaceinnovation.eu)

HUNGARY

What are the necessary skills that need to be addressed within the WIN training course?
Having the results from the field research, the evaluation method of average coefficient shows that technological innovation should be addressed as the main priority. The **3.6/5** average score for Hungarian SMEs that agreed to be participants of the WIN project field research shows the necessity of improvement in terms of digital boost both for staff members (employees) and employers.
What is the most appropriate format for the training material and learning contents to meet the target groups' needs?
Considering the needs that both employers and employees face, the most appropriate format for the training material is considered to be micro-lessons, interactive materials that will combine the theoretical with the practical. Also, as a very effective approach is considered to be digital workshops that can boost digital skills of staff members by introducing valuable online tools such as: Portal for all internal data; Virtual Assistants; Workflow Automation Software; Desk & Workplace Management Solutions in order to establish good digital manner within the daily work process.

What type of training approach should be used in order to ensure the highest participation in this program?
In order to ensure the highest participation in the WIN project, a blended approach should be introduced. Programs in Budapest provide different options for courses placed on physical venues but also available online. -5-days-courses; -2-days-courses' -2-weeks-courses' -online-courses, all of these training formats are used in variety of events that aim to equip the target group with the needed knowledge and skills and eventually certify the participants.
What is the most effective way for the evaluation of the training material and the project's outputs?
As soon as WIN project stakeholders and external evaluators are considered as very important for successful implementation of the project, they are supposed to provide their valuable feedback. They will be able to share their ideas on similar and impactful strategies for the introduction of the Workplace Innovation Manager professional profile. To initiate and encourage a 2 way-discussion between the partnership and the project's target groups, general public, policymakers, and other stakeholders. This kind of discussion enables the input and feedback from the target groups into the project results, which ultimately will facilitate their future adoption/integration. The tool that will ensure objective and valuable feedback should be a questionnaire that will collect the answers and impressions anonymously.
What other existing resources can be exploited in order to maximize the effectiveness of the project's results?
Economic Development and Innovation Operational Programme (https://ec.europa.eu/regional_policy/EN/atlas/programmes/2014-2020/hungary/2014hu16m0op001)and the National Innovation Office (NKFIH) (http://www.nkfih.gov.hu) are considered as the main pillars of the innovation enhancement within the Hungarian business oriented environment. The Economic Development and Innovation Operational Programme aims to develop the tourism industry, enterprises' energy efficiency, and information and communication technologies. Moreover, it tries to stimulate the use of financial instruments to cover other objectives, like increasing renewable energy production and improving the energy efficiency of households and public buildings. The Programme will focus on different main priorities: • Increasing the competitiveness and productivity of SMEs • Research, technological development and innovation • Infocommunication developments • Energy • Employment • Competitive labour force • Tourism • Financial instruments

NKFIH is responsible for: science, technology and innovation policy development, launching national initiatives for its implementation; science, technology and innovation policy related information, analysis, including the statistical databases on research, development and innovation programmes and activities, and research and development and infrastructure; international and European cooperation in science, technology and innovation policies and programmes; stimulating investments in field of research and development; enhancing innovation capabilities and stimulating innovation activities of small and medium-sized enterprises, and the promotion of incubating young innovative enterprises; stimulating the transfer of domestic research and development results to international markets.

SLOVENIA

What are the necessary skills that need to be addressed within the WIN training course?
Based on the analysis of the findings both from field and desk research, we believe that we need to address the importance of the work environment and digital development and innovation encouragement. The project material needs to include on post-covid changes in the approach to work like working from home and flexible hours. Two important technical tools that are emerging are the company's own e- platform and project management tools, tools for virtual collaboration and Conference rooms with enhanced virtual connectivity.
What is the most appropriate format for the training material and learning contents to meet the target groups' needs?
As regards the target groups, the lectures and workshops provide an interactive way for participants to learn about useful topics in the field and theory. The main difference between a lecture and a workshop is that a workshop is aimed at a smaller number of people and encourages them to actively perform practical tasks (e.g. group discussions, individual reflection, role plays, etc.). A lecture is aimed at a larger group.
What type of training approach should be used in order to ensure the highest participation in this program?
To ensure maximum participation in these programs, we need to take into account whether these courses are during working hours or in leisure time, as this is already a major factor in participation. The online format has proven to be reliable in cases where the participant really cannot attend the course in person. The courses are short (from 2 days course, 5 days course...) as they ensure that the lectures are kept to the essentials. All lessons would consist of 3 parts - lectures, workshops and counselling after lessons.
What is the most effective way for the evaluation of the training material and the project's outputs?
The project's training materials and findings should be piloted and distributed to stakeholders for the best evaluation possible.

We believe that VET centers play an important role by providing feedback that can be used to improve our training material.

They contribute with their knowledge in the field, their ideas, already proven effective practices and strategies. They provoke discussions with the project partners, the target group and the general public.

To evaluate the training materials and project outcomes, each partner must contribute ideas and comments.

What other existing resources can be exploited in order to maximize the effectiveness of the project's results?

Great existing resources that can be exploited in order to maximize the effectiveness of the project's results are the following links that refer to programs on national level and also other projects co-financed by European funds.

- **WE SKILL** good practices - Sector Skills Alliances. The aim of the first project was to develop a common vocational qualification for administrators in the centre of Velenje. The project also included international mobility to promote work-based learning. One of the outcomes of the project was the creation of a European network of skills in the tourism sector in Velenje. The main objective of the second project is to develop transnational curricula and relevant training content. https://weskill.eu/
- **InTraRed** - aims to promote innovation management in SMEs by building new learning partnerships between the world of work and the world of education. VET providers can be a key bridge between SMEs and education. https://www.gzs.si/projektnopovezovanje/InTraRed
- **Towards the application of Industry 4.0 in SMEs -** The 4STEPS project addresses the main challenges of Industry 4.0 as a tool for the new digital industrial revolution, which promises more flexible production, mass customisation, increased speed, better quality and improved productivity. In the target regions, companies are lagging behind in adopting the innovative tools and solutions offered by Industry 4.0. Businesses need to step up transnational cooperation to address these challenges. The main objective of the project is to support the successful implementation of smart specialisation strategies and to introduce Industry 4.0 in all industrial sectors identified by each region. https://www.gzs.si/projektnopovezovanje/4STEPS

4. Conclusion

Although we are dealing with countries with very different realities in terms of WI, the issues that are important to each remain the same, but at different levels.

Investing in **digitisation** issues seems to be the most important point to promote WI, but also having workplaces that promote **healthier practices** and having more **flexibility** in terms of **working hours** and being able to work **remotely**.

In addition, it is important to consider the importance of **corporate culture** and work organisation, in particular how employees and workers have had the possibility to be **directly involved in workplace innovation** through active **participation**, empowerment, and **flat hierarchies.**

It also emerges that the quality of the workplace as perceived by employees is directly related to the workplace innovation efforts made by companies.

It is also important to highlight the investment made in workplace innovation in terms of new devices, computers, screens, ergonomic workplaces, flexibility and training to keep up with the latest versions of software used by the company. These practices promote effectiveness and a sense of belonging to a team and a community. In many cases, due to good physical conditions in the office, employees prefer to go to the office instead of doing home-office.

In every instance, it is important above all to highlight the **role of managers** in promoting practices that allow people to feel comfortable at work, where everyone's voice is heard and where there is the **possibility of learning and growth.**

In conclusion it can be said that there is no single model, tool or method to achieve innovation in the workplace. Rather, there are different ways and means of achieving a **healthy and effective mix of structural and cultural practices** that enable employees to participate in organisational change and renewal and also develop themselves.