

**Partner’s details**

Jānis Balodis, KAforHR Project Manager of „Vides Dizains”, Ltd.

**1. The workplace innovation you implemented (short description):**

.....1. Corpworking for SMEs.....

.....2. Nonmonetary motivations to ensure employees satisfaction with workplace .....

**2. What was the main motivation for choosing this one?**

.....1. We had to move to a new office and by using co-working spaces we were able to ensure more flexible rent conditions and rent smaller main office. Also, we didn’t need to by new office technology as so-working spaces are well equipped. Taking into account that our new office is located outside the center of city our employees can choose to work from co-working space 4 times per week (we pay for it). One day per week they can work from home or from the main office. Employees are satisfied that they can look for a co-working place near their homes and not to spend so much time travelling to/from work.

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.....2. We already practiced several types of non-monetary innovation in our company, such as: Freedom to choose tools for work (for example MAC or Windows); Flexible working hours (You can start your work from 11:00 and work longer in the evening instead); Birthday gift from the company; Various informal team building activities (Christmas parties, hockey team, boat trips etc.).

Following examples provided by KAforHR we decided to start some additional activities, such as “Brown bag” breakfasts or lunches, or free office lunches twice per month, which we dedicate for discussing particular subjects related to our work activities, such as the KAforHR project and its implementation or aspects related to developments in areas relevant for our work (innovation in energy efficiency, design of golf courses, etc.). Sometimes we also try to invite local or foreign experts from outside to share useful information with us. This is quite important that all our employees participate in these reunions.

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**3. Do employees and managers have the capability and willingness to engage in workplace innovation implementations?**

.....Yes, in both cases these work place innovations were easy to implement. This could also be related to the fact that we had to move to a new office and restructure our activities. This helped to introduce changes much easier and faster.

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**4. What effects from implementation did you expect at the time of its introduction?**

.....1. We expected that this change will help to make our work more efficient and save office costs, which was indeed achieved. Our clients are also satisfied that we are better accessible by cars and provide free parking near our new office. We also wanted to make sure that our employees will stay with us and not decide to look for other jobs closer to their homes.

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.....2. Team building and communication with each other has become more important taking into account that people are not seeing each other every day (part of employees are in the main office and other part is working from co-working spaces). Therefore, this was important to invent some new non-monetary innovations to make sure that people can communicate and exchange regularly. Both good practices (innovations) appeared to be very useful and very connected.

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**5. Did you estimate the potential benefits connected with the workplace innovation implementation?**

.....Yes, we have made some calculations related to the rent of our new office and possibilities to use co-working options. Based on this we decided how much money we can spend for co-working spaces. Implementing additional non-monetary motivation measures were very much related to this new situation. These activities also help us to monitor and evaluate work productivity and satisfaction with new working conditions of our employees.

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**6. Did you identify and evaluate the risk before implementing the workplace innovation?**

.....Yes, of course. The biggest risk in our opinion was that we will not be able to monitor, how employees are spending their working time and if they are as dedicated to their work tasks as if working from the office. We have asked employees to report regularly to our secretary about their daily routines and inform us immediately if there are any changes in their schedules. Also, we have Skype meetings with our employees time by time.

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**7. Were calculated the resources necessary for the implementation? (e.g. human, financial resources)**

..... Yes, we have made some calculations related to the rent of our new office and possibilities to use co-working options. Based on this we decided how much money we can spend for co-working spaces. Implementing additional non-monetary motivation measures were very much related to this new situation. These activities also help us to monitor and evaluate work productivity and satisfaction with new working conditions of our employees.

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**8. What results/outputs of workplace innovation’s implementations were achieved?**

.....We achieved more efficient workers and saved office costs, more satisfied clients and employees. Both invented innovations helped to achieve better results as they are very much

related.

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**9. What was the most influenced factor within implementation? (positive/ negative)**

Factors	-2 (strongly negative)	-1 (little negative)	0 (neutral)	1 (little positive)	2 (strongly positive)
employers attitude towards this type of workplace innovation in your country					X (This relates to our company not the whole country.)
employees attitude towards this type of workplace innovation in your country					X (This relates to our company not the whole country.)
organizational culture in SMEs in your country					X (This relates to our company not the whole country.)
relations between employees and dialog between employees and managers					X (This relates to our company not the whole country.)
age structure of the workforce			X		(This relates to our company not the whole country.)
legal conditions (give the examples)			X		(This relates to our company not the whole country.)
competitiveness environment (give the examples)					X (Employees have to be more independent and, thus, more competitive.)
other factors (give examples) .....			x		(This relates to our company not the whole country.)

**10. What were most important barriers in WP's implementation? (organizational, financial, cultural etc. or others)**

.....In both cases implementing innovations required some additional organizational and managerial work in the beginning. As we have started working in new conditions only starting from September, 2019, we don't know what will be the long term impact. Probably, there have also been some cultural difficulties as older employees haven't been keen to choose to work in co-working spaces despite even longer travel to work in a new office. They have stayed in the main office, where they feel more comfortable.

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**11. How does an implemented workplace innovation reflect, and respond to, external economic, social or environmental challenges? (in your opinion)**

.....We can't judge yet as we have started implementing these innovations only around three months ago.

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**12. After implementation:**

- a. How do you estimate the whole implementation process? (e.g. in the scale: easy-complicated- very difficult)
- b. Would be the decision the same about choosing the practice to implement?
- c. Do you think, implemented solution will be kept in the future?

.....a. easy.....

.....b. yes.....

.....c. probably yes, but we have to be flexible in order to thing about new opportunities and innovations to be implemented and/or to replace the old ones.

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Jānis Balodis, Project Manager of „Vides Dizains”

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