

SoDiMa Survey_Innovative Companies

The following semi-structured interview is addressed to a panel of at least 15 Innovative firms operating in the manufacturing sector across 4 European Countries, namely France, Italy, Slovenia and Spain.

The survey is structured as follows:

- Section 1 – Innovation & technology: impacts on skills & work organisation
- Section 2 – Industrial/Employee relations
- Section 3 – European Social Dialogue: insights and comments
- Section 4 – Company profile

Completion of the survey is simple and fast (it should take about 10 minutes).

*Campo obbligatorio

About the project. SoDiMa - Social Dialogue for the Future of Manufacturing is a project co-funded by the European Commission, Directorate General of Employment, Social Affairs & Inclusion VS/2019/0028 Budget Heading 04.03.01.08, Industrial Relations and Social Dialogue.



Section 1 – Innovation & technology: impacts on skills & work organisation

1. In your opinion, during the past 5 years, which have been the main drivers of change in EU workplaces? *

Seleziona tutte le voci applicabili.

- Organisational model
- Technology (machines, ICT systems)
- Products or services
- Servitisation
- Legal framework
- Environment changes
- Altro: _____

2. During the past 5 years, has your Company made substantial investments to digitize the production process/its main activities? *

Contrassegna solo un ovale.

- Yes
- No *Passa alla domanda 4.*
- Don't know *Passa alla domanda 4.*

3. What kind of digital technologies did your Company introduce? *

Seleziona tutte le voci applicabili.

- Advanced Manufacturing Solutions (e.g. autonomous robots)
- Additive Manufacturing (e.g. 3-D printing)
- Augmented Reality
- Simulation
- Internet of Things
- Cloud Manufacturing
- Big Data and Analytics
- Cybersecurity
- Cyber Physical Systems/Digital twins
- Altro: _____

4. Is your Company willing to invest in digital technologies in the future? *

Contrassegna solo un ovale.

- Yes
- No
- Don't know

5. Which main benefits did your Company get or expect in the future to gain from the use of digital technologies? Please, rate the following aspects *

Contrassegna solo un ovale per riga.

	No improvement	Low improvement	Medium improvement	Improvement	Significant improvement
New services to customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customisation of products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduction in delivery schedules and flexibility in response to a customer's request	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better integration between customers and suppliers in the exchange of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labour Productivity improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wellbeing at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time-to-market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costs reduction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health & Safety at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. How have jobs changed in your Company with the introduction of digital technologies? *

Contrassegna solo un ovale.

- New jobs have emerged
- Old jobs have disappeared
- Old jobs have been enriched by new tasks
- Don't know

7. Please, provide examples *

8. How has the content of work changed in your Company with the introduction of digital technologies? *

Contrassegna solo un ovale.

- There has been an increase in the cognitive content of work
- There has been a decrease in the cognitive content of work
- Don't know

Passa alla domanda 10.

Passa alla domanda 11.

9. Please, describe it: *

Seleziona tutte le voci applicabili.

- Problem-solving
- Decision-making
- Suggestions for improvement
- Analysis of data
- Increased relations with colleagues (e.g. within working groups)
- Other (please specify:)

Passa alla domanda 11.

10. Why? (i.e. simplification of tasks) *

11. As for your personal experience, please rate the following information *

Contrassegna solo un ovale per riga.

	Strongly disagree	Disagree	Maybe	Agree	Strongly agree
Completely new technical skills are required to deal with new technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tackling the lack of digital skills is just one part of the solution, that needs to be complemented with the development of other technical and behavioral skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Modern workplaces require workers to perform different tasks, thus improving their versatility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My Company finds difficulty in supplying vacancies with professional profiles/talents with the necessary skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. If your Company finds difficulty in supplying vacancies with professional profiles/talents with the necessary skills, please, explain why (i.e. no schools curricula) *

13. How did your Company respond to workers' lack of necessary skills? *

Contrassegna solo un ovale.

- Job rotation *Passa alla domanda 15.*
- Training programmes *Passa alla domanda 14.*
- Selection of new professional figures *Passa alla domanda 15.*
- Altro: _____ *Passa alla domanda 15.*

14. Please select the average age of workers involved in vocational training/re-training courses organized by your Company (rating by age group):

Seleziona tutte le voci applicabili.

- 16-24 years
- 25-29 years
- 45-54 years
- over 55 years

15. My Company is currently engaged in relationships with local/national: *

Seleziona tutte le voci applicabili.

- VET providers (Schools or not)
- Schools (General education)
- Higher Education Institutions (e.g. Universities)
- None of the previous
- Altro: _____

16. If your Company is not engaged in any relationships with Education & Training providers, please, tell us why:

Seleziona tutte le voci applicabili.

- The collaboration would bring no real benefit to the Company
- Lack of time to set up, implement and maintain the collaboration
- Lack of financial resources
- Due to past negative experiences of collaboration
- Absence of collaboration opportunities
- Altro: _____

17. How has the organization of work changed in your Company? *

Seleziona tutte le voci applicabili.

- Flatter hierarchies (reduction in the number of supervisors)
- Direct employee participation practices (e.g. via continuous improvement groups)
- Centralisation of power and decreased autonomy
- Outsourcing of activities
- Internalisation of activities
- Don't know
- Altro: _____

Section 2 – Industrial/Employee relations

18. How have industrial/employee relations interplayed with digitalization in your Company? *

Seleziona tutte le voci applicabili.

- It has been necessary to initiate negotiations over some crucial topics
- Cooperative industrial relations have allowed to find efficient solutions to critical aspects
- Digital innovation has brought about serious conflicts between management and workers' representatives
- Industrial relations have not affected and been affected by digitalization
- Altro: _____

19. Please, specify the negotiations' main area of reference

Seleziona tutte le voci applicabili.

- Working time
- Workers' skills development
- Organisation of work
- Wage policy
- Welfare
- Altro: _____

20. Please, explain the reasons behind conflicts between management and workers' representatives

21. Please rate the following information *

Contrassegna solo un ovale per riga.

	Strongly disagree	Disagree	Maybe	Agree	Strongly agree
Industrial relations are relevant enabler of technological and organizational innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 3 – European Social Dialogue and final considerations

22. Please, describe briefly your expectations about European Social Dialogue's role within innovations and technological-based changes occurring in the manufacturing sector.

23. Please rate the following information*Contrassegna solo un ovale per riga.*

	Strongly disagree	Disagree	Maybe	Agree	Strongly agree
European social dialogue could contribute to face potential social and work problems related to digitalization of manufacturing through the provision of specific guidelines for Member States.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European social dialogue could contribute to guarantee a fair transition towards digital manufacturing combining new production paradigm with protection of workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
European social dialogue could contribute to set up new schemes of work organization (i.e. working time, smart working) and reskilling strategies shared by social partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. If jobs are changing due to technology and automation, what measures manufacturers could take to solve today's talents shortage while preparing their future workforce for success? *

Please list 2 initiatives already undertaken by your Company or that your Company is willing to start.

Section 4 – Company profile**25. Business name ***

26. Business activity *

Contrassegna solo un ovale.

- Manufacture of food products
- Manufacture of beverages
- Manufacture of tobacco products
- Manufacture of textiles
- Manufacture of wearing apparel
- Manufacture of leather and related products
- Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials
- Manufacture of paper and paper products
- Printing and reproduction of recorded media
- Manufacture of coke and refined petroleum products
- Manufacture of chemicals and chemical products
- Manufacture of basic pharmaceutical products and pharmaceutical preparations
- Manufacture of rubber and plastic products
- Manufacture of other non-metallic mineral products
- Manufacture of basic metals
- Manufacture of fabricated metal products, except machinery and equipment
- Manufacture of computer, electronic and optical products
- Manufacture of electrical equipment
- Manufacture of machinery and equipment n.e.c.
- Manufacture of motor vehicles, trailers and semi-trailers
- Manufacture of other transport equipment
- Repair and installation of machinery and equipment

27. Company size *

Contrassegna solo un ovale.

- Micro enterprise: with less than 10 persons employed
- Small enterprise: with 10-49 persons employed
- Medium-sized enterprise: with 50-249 persons employed

28. Role of the respondent in the Company *

Privacy statement