

REWIND

Newsletter 2

In this issue, we dive into the heart of our project – **Relaunching enterprises through worker's innovation and new dynamics (REWIND)**. Our focus is on revitalizing businesses by empowering workers and employees, transforming them into cooperative entrepreneurs.

Reinforcing Business Ownership Transfer to Workers

Our main goal is to strengthen the capacity of vocational education and training (VET) professionals, enabling them to support the transfer of business ownership to employees. This initiative, known as **Workers Buy Out (WBO)**, is pivotal in addressing business crises, renewals, or succession challenges.

Training plans are introduced that specifically address WBO themes, emphasizing the adoption of cooperative models to navigate challenges such as business crises, renewals, or a lack of successors.

The objective of this work package is to empower VET professionals to deliver comprehensive, modular actions that are either fully accessible online or exclusive to online platforms. This encourages self-directed learning by employees and can blend various learning modalities such as face-to-face instruction, distance learning, and advisory or coaching sessions, available both individually and in group settings.

A significant component of this training is on new knowledge to cope with the changes brought about by the massive use of ICT and on transversal and non-cognitive skills essential for addressing the evolving challenges faced by cooperatives and social enterprises.

The methodology for this training is strengthened by the active participation of the target beneficiaries at every development stage, from creation and testing to evaluation. This includes methods such as online consultations, discussion groups, individual and group interviews, video interviews, and more.

Our training is divided into **7 key modules**, each comprising an 8-hour theoretical part and a 2-hour practical session using case studies.

The 7 modules are as follows:

- ◆ **Module 1: Critical Thinking for Strategic Decision Making.** A new scenario for market focusing on critical/strategic thinking, on the capacities to collect/interpret/process information from the context.
- ◆ **Module 2: Socially Responsible Businesses.** Business models focusing on logics that support the creation/distribution/collection of value from a corporate social responsibility perspective.
- ◆ **Module 3: Organisational Models.** Models of evolving organizations-internal organizational characteristics of democratic and participatory entrepreneurial structures of employees, the system of external stakeholders, the participation of users in the creation of social value.
- ◆ **Module 4: Transfer of Business Ownership.** the characteristics of cooperative enterprises in WBO processes, transfer of ownership to employees for companies without successors, cooperatives / social enterprises engaged in a generational renewal of management.

- ◆ **Module 5: Methodological and Process Innovations.** Focus on the redefinition of key processes to make them more adapted and responsive to the technological challenges of the digital age.
- ◆ **Module 6: ICT for Process and Product Innovation.** How ICT can support the creation of new products/services or modify existing ones in a perspective of diversification/enlargement of the offer.
- ◆ **Module 7: System Innovation.** Complexity in terms of the roles of the actors/their relationships/ skills alliances between companies/R&D centres/training centres, with flows of relations between public and private entities.

*The Workers Buy Out is an innovative national, regional, and local instrument whereby workers acquire ownership and control of a company which is facing closure. By creating a cooperative, the employees wear the clothes of cooperative entrepreneurs, going from simple employees to company managers. Successful WBOs help avoid unemployment and create new jobs; they preserve wealth, professionalism, and skills. The business stays on the territory.

Active Participation and Methodology

We emphasize the active participation of our target beneficiaries in every stage - creation, testing, evaluation. This includes:

- ◆ Online consultations
- ◆ Discussion groups
- ◆ Video interviews and more

Experimentation in Five Countries

A vital part of our project is the experimentation activity conducted in **France, Greece, Italy, Spain, and Sweden**. These activities focused on testing and refining our training modules in diverse European contexts, ensuring their adaptability and effectiveness across different cultural and business environments.

