



WORK-IN-NET

Background, Partner, Objectives, Implementation

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WORK-IN-NET

Labour and innovation: Work-oriented innovations – a key to better employment, cohesion and competitiveness in a knowledge-intensive society





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Strategic objectives

WORK-IN-NET supports the establishment of the European Research Era by:

- Establishing sustainable channels of communication and effective tools of co-operation between national programme managers and institutions and fostering the formulation of collective, strategic ambitions on an international level with regard to work-oriented innovations.
- Increasing awareness about the importance of research in the field of work-oriented innovations as a contribution for a dynamic knowledge-based economy with more and better jobs; to strengthen the policy impact of research in this field and integrate the topic on the level of EU-funded research (FP7/8)
- Promoting complementary, synergetic and co-ordinated research and research management efforts in innovative areas of workplace development in Europe with corresponding approaches of companies' management, social partners and public bodies.

Project abstract

Work-oriented innovations and, in particular, the interactions between a skilled workforce, enlightened management strategies and extended development coalitions are key-factors for the EU' s successful realisation of the objectives of the Lisbon European Council to become "the most competitive and dynamic knowledge-based economy in the world, capable of sustainable growth with more and better jobs and greater social cohesion".

To cope effectively with these strategic challenges, the fragmented national research and development activities increased by a North-South and West-East divide in Europe shall be engaged in a structured WORK-IN-NET process from improving co-operation and co-

ordination to joint and transnational activities. The consortium consists of senior programme managers of 10 leading public funding agencies and ministries from 7 countries, who are managing their programme activities in close interaction (advisory boards and diverse committees) with the main stakeholders from science, economy and society.

The objective of the WORK-IN-NET is to create an internal research market on work-oriented innovations by a systematic exchange and stepwise integration of research objectives and approaches which will be realised by a broad range of instruments from fora of programme makers and electronic databases via joint evaluation and benchmarking processes to the implementation of co-operation arrangements and agreements on joint research activities in the field of work-oriented innovations especially laying the foci on

- human resource management for improving the quality of working life, the innovative human potential and labour productivity,
- corporate social cultures for implementing innovative work organisations in an increasing knowledge-intensive economy,
- broad development coalitions for implementing sustainable regional innovation systems with job-creating and positive cohesion effects.

1 State of the Art

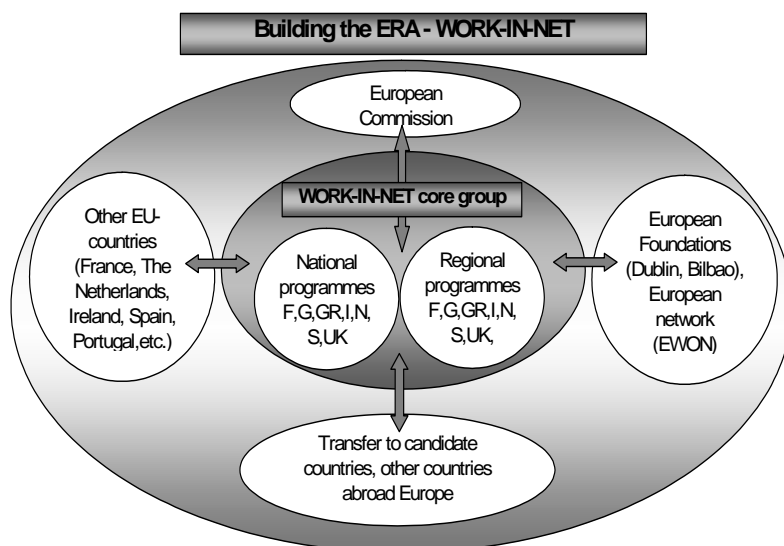
Work-oriented innovations are a key-factor for a successful progress of the European Employment Strategy (EES) more closely aligned to the new strategic goal set up at the Lisbon European Council “to become the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion”. As the economy becomes more knowledge-intensive, competitive advantages in deregulated and internationalised markets rely increasingly on the creative capacity and high commitment of employees which depends strongly on the companies’ innovative organisation of work and co-operation with the wider social environment. Thus anchored in a broad set of interactions, work-related innovations generating new knowledge are gaining importance as “high-road”-engines of sustained economic growth.

1.1 State of the Art: Double-edged international findings on work-oriented innovations

International studies, e.g. those of the Massachusetts Institute of Technology (MIT) in Boston, have proven that changes in work, organisational patterns and human resource management practices may create substantially different conditions for the improvement of labour productivity and product quality, company flexibility and customer satisfaction, innovation capacity and competitiveness.

The reason is that these performance factors mainly depend on the scope and content of an active and extensive intra-firm involvement of employees combined with systematic

staff training, new forms of work organisation and inter-firm co-operation between manufacturers and their clients (e.g. developers, suppliers and dealers) often demanding external expertise in a regional context of consultants, research institutes and training facilities.



Though there is ample empirical evidence in favour for such work-oriented entrepreneurial approaches. The findings from the EPOC-surveys (on Employee direct Participation in Organisational Change) published by the European Foundation for the Improvement of Living and Working Conditions in Dublin (1999)

demonstrate that companies following such a determined 'high road' innovation strategy are still relatively thin on the ground in Europe. Likewise, case studies by Business Decisions Limited (2002) commissioned by the DG for Employment & Social Affairs show that only around 10% of workplaces in EU Member States can be considered as systematic users of new forms of work organisation. Correspondingly, national experience of many European countries confirms that growing problems of work-life-balances, occupational health, competence development and work performance are linked to or may even be responsible for insufficient organisational innovation, slow productivity growth and declining competitiveness.

1.2 State of the Art: Fragmented national programmes on work-oriented innovations

Neither has the promotion of work-oriented innovations gained major foothold in science and technology policies compared with the various programmes to promote product and production technologies. The present situation of national programmes, which support workplace research and development in Europe, is still fragmented. There are many efforts to support the development of work organisation in Europe, but the activities are rather unevenly developed and distributed among EU member states (Brödner & Latniak published 2002 by DG for Employment & Social Affairs):

- successive national programmes in Norway, Sweden, Finland and Germany which are still running;
- an experience of research, development and transfer activities in France, Belgium and Denmark, but at present no ongoing programmes;
- newly emerging activities like in Austria, Ireland and Italy, initiated by national ministries or regional bodies;
- no established activities hitherto in EU-member states like Spain and Portugal or in the new member countries with the exception of some activities in Greece and Poland.

In addition to the north-south and west-east divide, most of these activities except those in Northern countries have been rather modest in terms of their financial budgets, particularly compared to technology R&D programmes. Furthermore, it has been very difficult to compare the different national R&D funding activities in this area owing to differences in their conceptual frameworks and methodologies.

1.3 State of the Art: Work-oriented innovation approaches of the Commission

The fragmented national profiles of work-oriented innovations have got no basic, at best

accidental support by innovation policies in Europe which have been fostered by successive Framework Programmes, Structural Funds and Community Initiatives with respect to a broad range of demands, especially those of adaptation to industrial change by employees, small and medium-sized companies and regions.

But, since the middle of the 90s, strong efforts of the Commission to overcome the deficiencies of an insufficient work-oriented, social and interactive impetus on innovation have been initiated by Green Papers and Communications. Here, the Green Papers on Innovation (1995), Living and working in the information society: People first (1996), Partnership for a new organisation of work (1997), European Framework for Corporate Social Responsibility (2001), Entrepreneurship in Europe (2003) as well as the European Employment Strategy with its yearly adopted guidelines, national action plans and reports are especially to be mentioned.

Accordingly, the Commission Communication on Innovation Policy (COM (2003) 112 final) updating the Union's approach in the context of the Lisbon strategy identifies, in addition to technological innovation, "organisational innovation" which "reflects the recognition that new ways of organising work in areas such as workforce management (such as positive action to involve all employees in order to make work organisation a collective resource for innovation)".

2. Objectives of WORK-IN-NET

2.1 General objectives: Improving cooperation and coordination

Thus, the systemic approach to innovation nowadays dominating policy discussions (OECD: Managing national innovation systems, 1999) is not any more in contradiction to improving working conditions; on the contrary it converges in the context of more and

more knowledge-driven economies with quality of working life programmes. Therefore, in the European framework, WORK-IN-NET refers to the innovation approaches of the Commission and diverse national experience, intends to overcome the fragmentation of work-oriented innovation activities in a European research perspective, in order to cope with the lasting innovation, productivity and employment challenges for Europe. These combined objectives provide a strong rationale for co-ordinated and joint efforts in the field of work-oriented innovations with the foci on:

- innovative human resource management for improving the quality of working life and labour productivity,
- corporate social cultures for implementing innovative work organisations in a knowledge-intensive economy,
- broad development coalitions for implementing sustainable regional innovation systems with job-creating effects.

To progressively cope with the integrated demands of high quality of work, innovative organisational design and job-creating networks the limited activities of single national programmes have to be co-ordinated and overcome by joint activities.

The members joining the WORK-IN-NET initiative have basic knowledge about the partner programmes e.g. through bilateral staff meetings, multilateral workshop participation and long-term European networking, but there has been hardly systematic information exchange or cooperation on a strategic level, and not at all joint and transnational activities. These targets of the ERA-NET scheme are in such a developmental stage in the area of work-oriented innovations because they demand

- not only closer and institutionalised cooperation between the key-players in ministries, funding agencies and the research community,
- but also the implementation of strategic interactions with social partners and intermediary organisations influencing basically the area of work and company development.

Therefore, it is of major importance that WORK-IN-NET will take place in an institutional context where the dynamic balance between civil society, social partners and state interests is concerned. Thus, this mission will also be reflected by an industrial relations perspective as well as by a new theoretical approach on innovations, growth and sustainability, which is an integrated part of a triple helix perspective, where universities, companies and public bodies are combined in a dynamic and creative process. Furthermore, the process of network learning ranging from information exchange to joint transnational activities has to include a broad range of interrelated topics: starting with differences of objectives, strategies, activities, management and budgets in the national and regional programmes – distinguishing the diverse roles of stakeholders and interest groups as employer and employee organisations, societal and public bodies - looking at the respective cultural context and tradition, e.g. labour legislation and systems of vocational education. The complex social dimension of WORK-IN-NET demands a threefold interaction perspective in a kind of “variable geometry” which reflects the various public promotion structures for work-oriented innovations in Europe:

- The national and regional participants of WORK-IN-NET build up a working structure with effective procedures which foster the whole process of delivering concrete deliverables targeted towards potential joint and transnational activities.
- In addition, an exchange of knowledge will be established with important national activities and organisations which do not meet the eligibility criteria so far, e.g. in Denmark (DTI), France (ANACT), Ireland (IPC, NCPP) and the UK (WRF), and furthermore with important European institutions in this field, especially the European Foundation for the Improvement of Living and Working Conditions in Dublin and also the European Agency for Safety and Health in Bilbao.
- Finally transfer activities to other countries in South and East Europe without funding

structures and promotion activities may be envisaged (e.g. by transfer in training seminars) to broaden the impact of WORK-IN-NET by stimulating new national programmes or activities.

Current national programmes of the core members of WORK-IN-NET

Country	Institution	Main Activities/Programmes
Finland	Ministry of Labour – TYKES, Finnish Workplace Development Programme (FWDP)	<ul style="list-style-type: none"> - Work organisation - Workplace innovation - Learning networks
	Work Environment Fund (FWEF)	<ul style="list-style-type: none"> - Work environment - Industrial relations, productivity
Germany	Federal Ministry of Education and Research (BMBF), Germany with Project Management Agency of BMBF at DLR (PT-DLR)	<ul style="list-style-type: none"> - Competence, Health and Employability - Sustainable Company Development - Equal Opportunities and Demographic Change - New Ways of Implementation and Transfer - Interregional Alliances
	Regional Ministry of Economy and Labour, Nordrhein-Westfalen– MWA, G.I.B.	<ul style="list-style-type: none"> - Work oriented modernisation
Greece	Ministry of Development, General Secretariat for Research and Technology	<ul style="list-style-type: none"> - Competence - Work and Health programme
Italy	Regional Government of Emilia Romagna, Istituto per il Lavoro	<ul style="list-style-type: none"> - Regional development networks - Work environment - Health and safety - Regional social quality label
Norway	Research Council of Norway – (Norges forskningsraad)	<ul style="list-style-type: none"> - Value Creation 2010 (Employee participation)
Poland	Ministry of Scientific Research and Information Technology	<ul style="list-style-type: none"> - Regional Innovation Strategy “RIS” - Pilot Foresight Programme “Life and Health” - Goal-oriented Projects for SME’s
Sweden	Swedish Agency for Innovation Systems- VINNOVA	<ul style="list-style-type: none"> - Work Life Development for Sustainable Growth - Dynamic Labour Markets and Organisations - Efficient Product Development
	Swedish Council for Working Life and Social Research – FAS	<ul style="list-style-type: none"> - Work, chemical and physical hazards - Work, family and welfare - Stress, work and health - Labour market, qualification and discrimination

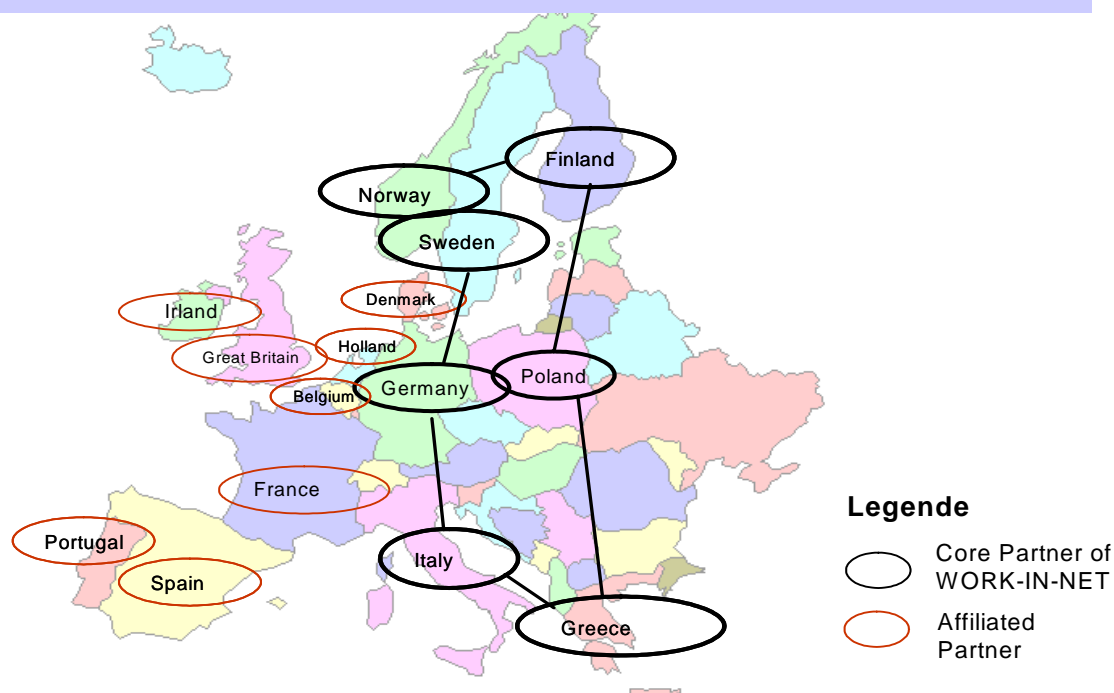
2.2 Specific objectives of WORK-IN-NET: Selected thematic missions

The ambitious goals of WORK-IN-NET: coordination of national/regional programme activities as a moving fixed star attracting the exchange with other protagonists in this field and radiating to areas still without organised efforts of work-oriented innovation research policies demand a structured process approach from systematic information exchange towards transnational activities. A cross-border involvement of all partners in concrete dialogue processes, work-packages, specific activities and concrete deliverables is institutionalised within WORK-IN-NET by a participative governance of the programme through the network steering committee consisting of all partners and the overall project management from the very beginning. Accordingly, specific missions of WORK-IN-NET deal with:

- collecting and co-ordinating systematically national issues giving input to the development of joint electronic communication tools on the national/regional research structures in general, but also for specific questions as e.g. the use of quite different research methodologies (in Phase 1: Information exchange);
- organising fora of research programme makers including experts from the respective advisory bodies to identify the problems and opportunities for the next steps of cooperation including the short-term exchange of programme makers and experts e.g. with respect to priorities of evaluating and benchmarking programme management practices (in Phase 2: Strategic activities);
- elaborating with the help of experts from the research community and social partners bilateral and multilateral action plans (reviews, foresight studies, training activities) focussed on the respective thematic priority clusters in the areas of quality of working life, innovative organisational design and job-creating regional settings (in Phase 3: Joint Activities);
- preparing bilateral or multilateral agreements (e.g. the cross-border appointment of experts in advisory committees) and setting up joint procedural arrangements for launching pilot calls (e.g. each country finances own researchers) in selected thematic

priorities of work-oriented innovations, e.g. age-related knowledge development or gender in creative corporate cultures (in Phase 4: Transnational Activities).

Consortium – Partners of the WORK-IN-NET



2.3 Further Objectives of WORK-IN-NET: Impact on European development trends

Still existing deficiencies in Europe are a strong rationale for building up a “variable geometry” of programme networks of excellence which develop step by step the “critical mass” for raising an overall awareness for the need of work-oriented research activities.

- Therefore, the WORK-IN-NET consortium establishes structures, procedures and cultures for durable communication, cooperation and coordination between the existing work-oriented research and development programmes thus contributing to a European research market.

- But, such stimulation of innovation policies includes basically an ongoing involvement of decisive national social players, of systematic exchange with important protagonists in other countries and European institutions and of disseminating further work-oriented activities all over Europe.
- Furthermore, the Commission Communication on Innovation Policy demanding that “the Union must recognise the full scope of the innovation phenomenon” shall be taken up by a work-oriented input into the development of the Framework Programmes forthcoming.

The perception has to be spread of work-oriented innovations as basic cornerstones for matching and designing dynamic industrial change according to European social values without neglecting the competitive edge in newly established markets. These joint objectives - often only contradictorily achieved - are to be reconciled by high-road approaches in a knowledge-driven economy creating better and more jobs.

3 Relevance to the objectives of the ERA-NET

The WORK-IN-NET initiative contributes to the establishment of the European Research Area (ERA) by improving the coherence and co-ordination of national and regional research and technological development (RTD) efforts across Europe in the field of work-oriented innovations from workplace qualities via corporate cultures to regional settings as described in the general objectives. Referring to diverse national and regional experience the initiative tries

- to establish step-wisely the infrastructure for long-term European research efforts in the area of work-oriented innovations gaining generally on importance for employers and employees alike, especially when bridging the gap between management’s striving for profit maximisation and employees’ needs for good working conditions thus, at

the same contributing to better jobs and greater social cohesion as well as to increasing productivity and competitiveness;

- to generate furthermore positive effects for coping with the problems of demographic change by stabilising the employment of the ageing workforce and improving gender mainstreaming at work, and for reducing the social and economic divide between northern and southern, West and East European countries by fostering the awareness for working life issues as increasingly important elements of innovation processes in knowledge-based societies.

The development of WORK-IN-NET has to be distinguished into two overall aspects. The first are the “**RTD management approaches**”: The members of WORK-IN-NET shall grow closer together on the level of programme-makers in the field of work-oriented innovation by exchanging information on programme management issues, developing new joint tools and standards for programme management and preparing arrangements and agreements for a broad range of joint and transnational activities. The second level are the “**RTD thematic approaches**” focused on overcoming the state of the art of R&D in the field of work-oriented innovations by creating complementary, synergetic and coordinated research activities as an integrated contribution to the Lisbon objectives and employment strategy, thereby supporting European governance and the integration process of candidate countries.

The exchange on the level of “**R&D management approaches**” may be relevant for the development of funding agencies in general, but exactly in the neglected and fragmented field of work-oriented innovation there is an urgent need for stimulating European networking between programme managers and societal stakeholders on transnational and trans-regional level:

- by creating arenas, platforms or fora for contacts, communication and co-operation

opportunities supplemented by workshops and exchange of personnel;

- thus, implementing a long-term process of building mutual trust and commitment combined with and dependent on acquiring knowledge of programme developments and context conditions;
- which will be supported by the joint establishment of electronic tools for systematic information exchange and data processing;
- which will be deepened by evaluating and benchmarking the management of programmes for promoting learning processes;
- resulting in joint strategic approaches and transfer measures, finally in the preparation of institutional arrangements and agreements for joint and transnational activities.

With regard to joint fields for research which will be detected and approved for a joint action plan, followed by the development of joint calls in Europe, e.g. as pilot models between two or three partners in a first step “**thematic approaches**” will be identified, developed and managed in several steps –

- from workshops with respect to identifying new challenges for human resource management, corporate company cultures and regional development coalitions which includes strong interactions between markets, social partners, work-related organisations and public bodies;
- via developing joint strategic approaches for work-oriented innovations in the perspective of a European productivity concept based on cultural diversity which has to compete and co-operate with alternative developments in other countries and regions, especially in North America and Southeast Asia;
- to addressing societal and even environmental issues (e.g. gender-related, sustainability or governance aspects) in the wider frame of an European social innovation model as a broad asset for sustainable and stable economic growth.

4. Implementation Plan

The WORK-IN-NET project will have four “phases” and within phases regular “work packages” (WP), subdivided into tasks (T). The **phases** are (1) systematic exchange of information, (2) strategic activities, (3) the implementation of joint activities and (4) transnational activities. The four phases will complement each other. According to a timetable that is up-dated regularly by the Steering Committee of WORK-IN-NET, an European step-by-step process of growing together in “work-oriented innovations” will be achieved.

Phases

Phase 1: Systematic exchange of information

Within the first phase of systematic exchange the WORK-IN-NET system and the information and work flow especially regarding the co-ordination of national programmes was established (WP 1), identifying the thematic research landscape within national/regional programmes (WP 2) and evaluating the administrative and implementation procedures of national programme managements (WP 3).

- The transversal task of the project organisation team (WP 1) is to co-ordinate the national information flow into the WORK-IN-NET system. Therefore a support system was built up for systematic exchange (T1), the joint electronic information system tool as a platform for joint documents (T2), and organise an initial forum for detailing the following steps of the consortium (T3).
- The initial thematic tasks of identifying the national/regional research landscape (WP2) were achieved by three thematic working and task groups (T1,2,3) who collected a broad range of programme data in the framework of elaborated indicators on general programme descriptions and qualitative details of the research processes in the individual countries.

- The initial analyses of management approaches of administrative procedures (WP3) concentrates on implementation approaches as the involvement of advisory boards (T1), financial modalities e.g. cost-models or legal and contractual conditions (T2) and evaluation and benchmarking activities exchanging also good practice cases of management approaches (T3).

This phase has been successfully completed.

Phase 2: Strategic activities

In the second phase of strategic activities relying on the systematic information (phase 1) the future-oriented opportunities for joint activities (phase 3) shall be elaborated. The strategic approach shall be realised by substantially integrating the project management process (WP4) and linking it to the development of joint approaches for core elements of a work-oriented innovation strategy (WP5) which has only a realistic chance when the knowledge of the different social environments of national management approaches (WP 6) is included.

- The further integration of the project development process (WP4) will be achieved by interactive communication of the co-ordinators and task leaders with the mutual exchange of programme managers and policy makers (T1), the integration of national data in the Joint Electronic Platform (T2) on strategic innovation approaches presenting the consortium as a learning network (T3).
- The elaboration of core elements for a joint innovation strategy (WP5) starts with identifying complementarities and gaps in research according to the results of the three thematic working groups (T1) which shall be integrated in a comprehensive European-oriented innovation approach (T2) relying also on the analysis and comparison good cases outside the partner countries and Europe (T3).
- Joint strategic innovation efforts demand a thorough knowledge of the structural settings of the national programmes which will be gained by establishing a platform of

good practice models (T1) including evaluation studies on the respective national environments (T2) and regional development strategies (T3), and finally benchmarking reports on R&D approaches in different workplace contexts (T4).

Phase 3: The implementation of joint activities

The thorough knowledge of structural settings and the conceptual work on core elements of joint innovation strategies (phase 2) will spur a broad range of joint activities in phase 3. They shall be based on durable tools for a joint WORK-IN-NET system beyond the era of funding (WP7) connected with a joint action plan as a pacesetter for new integrated thematic and management approaches for work-oriented innovations (WP8) which will pave the way for the preparation of transnational activities.

- The joint infrastructure of the consortium (WP7) will be built up by the following tools which will result in durable channels of co-operation and co-ordination: The special task leaders and the co-ordinators will develop interactively a joint concept (T1) which contains a training and transfer concept for work-oriented innovations (T2) and a joint research-oriented database (T3).
- The new R&D thematic and management approaches for work-oriented innovations (WP8) strongly based on the knowledge gained and strategies developed shall be directed on research areas of mutual interest especially joint evaluation and review approaches (T1), benchmarking of workplace R&D infrastructures (T2) and foresight or impact studies on future challenges for European development (T3).

Phase 4: Transnational activities

The joint activities (phase 3) for establishing joint infrastructures (WP7) and joint action plans (WP8) shall be the basis for enduring promotion opportunities (WP9) and the starting point for the development of a concept for transnational activities (WP10) in phase 4.

Both WPs will be very closely integrated.

- The transnational approach of building up enduring promotion structures (WP9) shall be presented in the final conference to a broad audience and thereby stimulate a European debate on future-enabling high-road innovation strategies in a knowledge-intensive society (T1) which will be backed by the elaboration of training and transfer activities (T2).
- The thematic concept for transnational R&D activities covering the main three themes shall introduce a new quality of networking and joint activities: bilateral and multilateral agreed conditions of funding e.g. of pilot joint calls (T1), implementation of joint evaluation concepts (T2), preparation of co-operation agreements (T3) and the establishment of a Joint Benchmarking Board (T4).

5. Project Consortium

Finland

Finnish Workplace Development Programme, Ministry of Labour

<http://www.tykes.fi>

Work Environment Fund

<http://www.tsr.fi>

Germany

Project Management Organisation in the DLR of the Federal Ministry of Education and Research (**Coordination**)

<http://www.pt-dlr.de>

Ministry of Economy and Labour Affairs of the Land Nordrhein-Westfalen

<http://www.mwa.nrw.de>

Gesellschaft für Innovative Beschäftigungsförderung

<http://www.gib.nrw.de/de/index.htm>

Greece

Secretariat for Research and Technology, Ministry of Development

<http://www.gsrt.gr>

Italy

Regional Government of Emilia Romagna

<http://www.emilia-romagna.it>

Istituto per il Lavoro

<http://www.fipl.it>

Norway

Research Council Norway

<http://www.fosrkningsradet.no/english>

Poland

Ministry of Scientific Research and Information Technology

<http://www.mnii.gov.pl/en>

Sweden

Swedish Agency for Innovation Systems

<http://www.vinnova.se>

Swedish Council for Working Life and Social Research

<http://www.fas.forskning.se>



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