

Case study

Interview with the SME representative

1. **Indicate in which subsector the company belongs:**
The firm works in the furniture sector, on site manufacturing (no subcontractor).
2. **Indicate number of employees before and after restructuring**
Before: 9 people (3 partners and 6 employees)
After: 3 partners and 1 accountant employee
3. **When did the restructuring process take place?**
Restructuring took place two years ago in 2012
4. **Did the company join its forces or incorporated in another company?**
The company remained on its own
5. **What was your motivation to implement the restructuring of your company? (for example more profitable or more environmental friendly)**
Worked as a subcontractor for a big firm and when the crisis began we were compelled to work more for less money. Furthermore the clients wont give the firm the necessary time to adapt and fulfill the new requirements. Furthermore we could not afford the increasing expenses of Italian taxation. Finally the previous partners and two of their most valuable workers retired
6. **How did you do it? Describe some of the main steps of the process (add more if needed):**
Step 1: Some people retired; two others were made redundant
Step 2: We resigned from the contract with a big clients
Step 3: We decided to work on demand, providing our services directly on market
Step 4: We decided to invest in networking (create links with the craftsmanship associations) and in self-empowerment of the younger partners
Step 5: We decided to move towards the web and to implement their communication on social media underway

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7. The restructuring of a company demands new skills acquired from the workers. Was training given to all the workers of the company ?

The younger partners after the retirement of the previous ones, went into a big process of personal empowerment as he participated in training courses with the topics of management, communication and marketing. With great passion he took part part in the Board of Directors of the major craftsmanship association in Verona and in the Veneto Region. He became more conscious of the market needs not only at local level, but also at regional and national level. He is still working a lot on his process of personal development and empowerment because he is aware that now the firm relies on him. He now feels stronger and more prepared, especially in the so called soft skills of communication, entrepreneurial attitudes, problem solving etc.

8. Did you have experts consulting you during the whole process?

Yes, we were supported by the Association of Craftsmanship (Confartigianato Verona) with several training courses and the firm was accompanied by consultants and advisors of the Association.

9. Was this process funded by any organization/company?

It has been funded by the Association not directly with money, but by providing us services and consultancy for free

10. Did the restructuring have any results? If yes which are they?

This process begun about a couple of years ago, the firm is still on difficulties but we are confident that the choice to produce on demand and investing in high quality and tailor made services for the final consumers is going to be the winning factor.

11. Did you notice reduction of costs in the company?

Due to the fact that the processes initiated only two years ago we do not have enough data to justify either a balance or an outlook for costs.

12. Did the employees become more productive?

Yes indeed as new skills were implemented and their increase of consciousness about strength and weakness of their business made the three partners more confident in their development.

13. How did the departments of your company change (if they did) after the restructuring?

When there were many workers in the firm, they used to be more specialized in the different processes; nowadays, the people remaining have got to deal with different problems and have to find different solutions.

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14. Is wood waste used as a source of energy in your company?

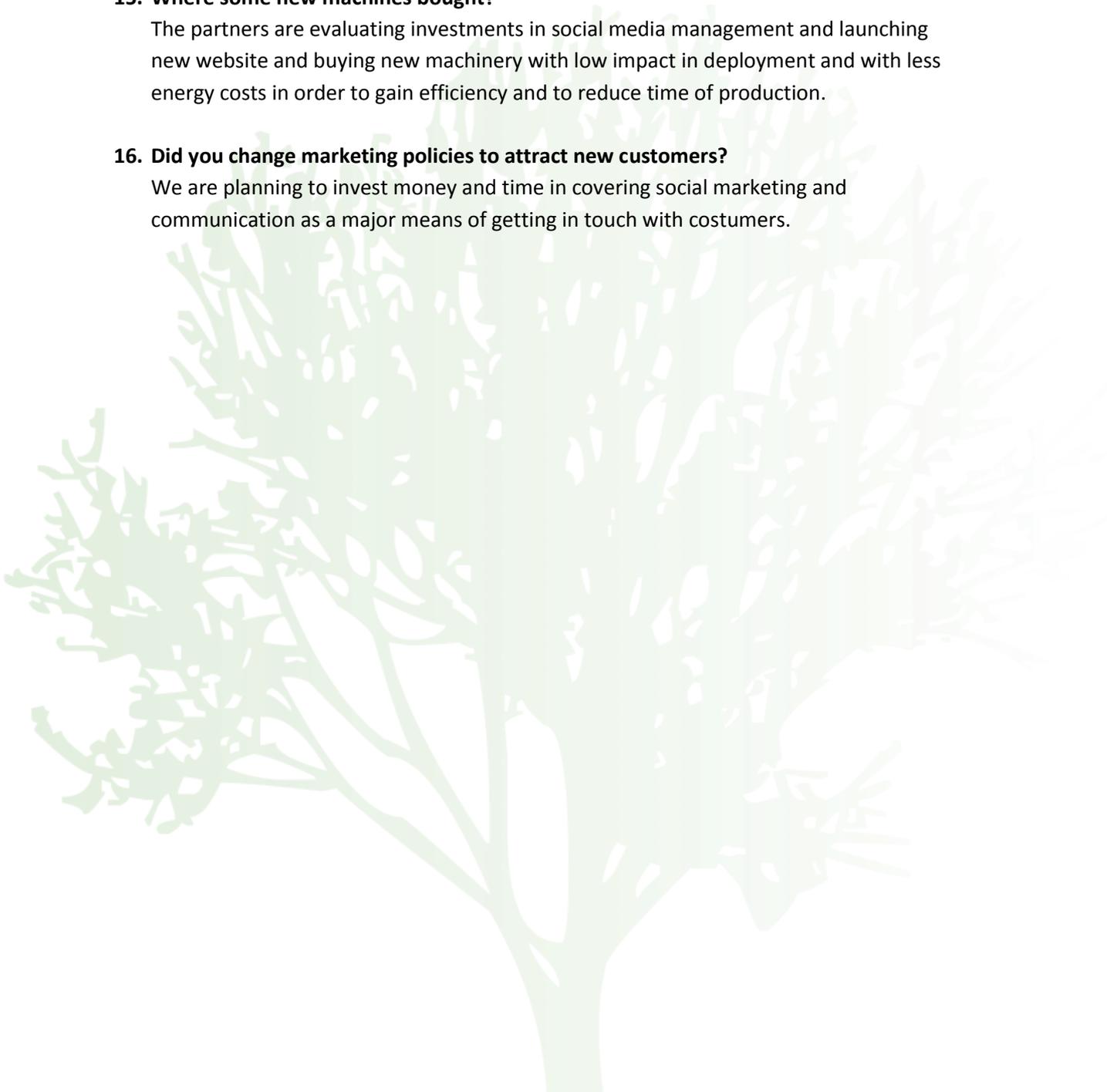
Not yet but we will introduce sustainability in processes and products as a means of costs reduction and as a means of attracting costumers very sensitive on green issues.

15. Where some new machines bought?

The partners are evaluating investments in social media management and launching new website and buying new machinery with low impact in deployment and with less energy costs in order to gain efficiency and to reduce time of production.

16. Did you change marketing policies to attract new customers?

We are planning to invest money and time in covering social marketing and communication as a major means of getting in touch with costumers.



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