

## Case study

### Interview with the SME representative

**1. Indicate in which subsector the company belongs:**

The SME representative who participated in the case study belongs to the furniture manufacturing sector. It is a leading company in Spain in the manufacturing of cribs and children's furniture.

**2. Indicate number of employees before and after restructuring**

**Before:** 180 workers

**After:** 105 workers

**3. When did the restructuring process take place?**

The restructuring process took place between 2009 and 2011.

**4. Did the company join its forces or incorporated in another company?**

The company carried out a process of concentration of its various businesses.

**5. What was your motivation to implement the restructuring of your company? (for example more profitable or more environmental friendly)**

The main reason the company began the process of restructuring was to reduce costs, mainly personal costs. In addition, a series of actions aimed at improving environmental management focus on energy savings were made.

**6. How did you do it? Describe some of the main steps of the process (add more if needed):**

**Step 1:** The first step consisted of business concentration. Reduction of outsourcing and the work done by the supplier industry, the company assuming said tasks.

**Step 2:** The second step was the gradual elimination of all overtime work of the employees of the company

**Step 3:** The third action made was not to renew some of the work contracts done.

**Step 4:** Recent steps taken by the company in its restructuring process were the conduction of a layoff timework and the introduction of flextime system establishes at the State Convention of Wood.

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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 ?**

Yes, it has been necessary for workers to acquire new skills, become more versatile and flexible. This year the company developed a training plan aimed at retraining its workers to acquire new skills within the company.

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

Yes, in the process of restructuring the company featured an external consulting firm that advises us at all times in the different steps to be undertaken.

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

No. The only source of funding was the result of energy saving, obtained through various efficiency measures.

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

The main result from the restructuring process has been the continued functioning of the company.

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

Yes. The cost reduction was one of the main objectives to be achieved in this process.

**12. Did the employees become more productive?**

Yes, during this process it was possible to increase the productivity of workers by increasing efficiency in processes.

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

Most of the departments had conducted a redefinition of tasks, eliminating those that were inefficient. In the Department of Administration a record of temporary employment regulation was made. In other departments of the company the only thing necessary was to implement flexible hours.

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

Yes, generated sawdust in the production process such as waste wood are crushed, is used as an energy source in the boiler, which heats the oil heating system polish and oven drying the finished product.

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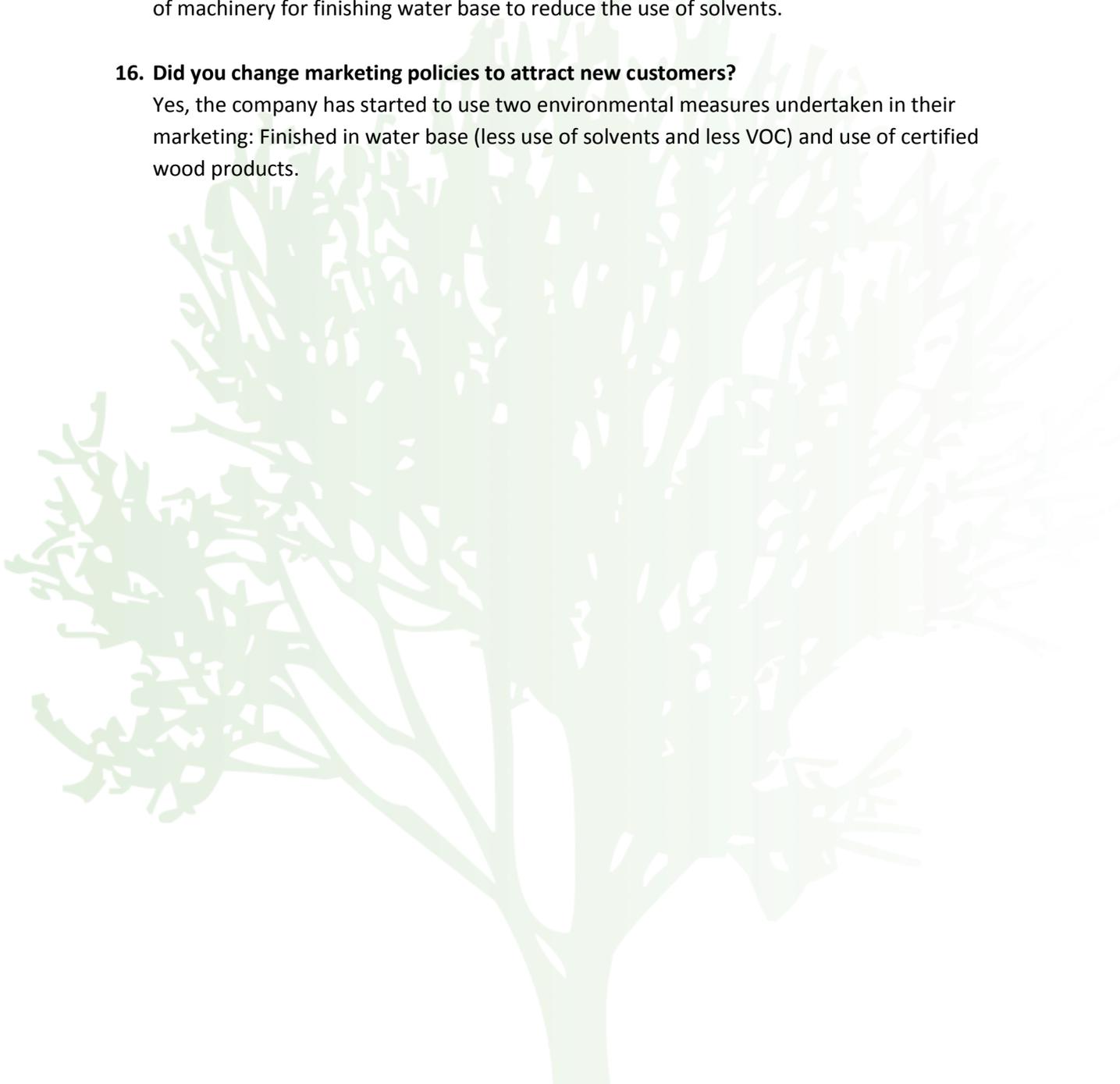


**15. Where some new machines bought?**

Yes, the company has continued to acquire machinery, thinking mainly about reducing costs, but also in improving environmentally. The main machines that have been acquired in recent years have been: used up paint system, machinery for the internal performance of cartons, wood waste crushers, solar panels, changing the led lighting system acquisition of machinery for finishing water base to reduce the use of solvents.

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

Yes, the company has started to use two environmental measures undertaken in their marketing: Finished in water base (less use of solvents and less VOC) and use of certified wood products.



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