

CONCLUSIONS OF THE WORKSHOP

Name of the case study of restructuring	MICUNA, S.L
Country and region	SPAIN
Definition of a responsible restructuring in the wood sector	Adjustment of the production capacity of the company to the economic situation by increasing its competitiveness and flexibility of workers
Role of the stakeholders	Employers: Decision-making Employees: Be proactive in the face of changes Public authorities: Others: External advice for decision-making Structure of the dialogue implemented:
In this case, what could have been done better?	Start the restructuring process as quickly as possible and not wait until it is too late.
Transferability to other cases of restructuring	

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Do and don't in restructuring for the wood sector (recommendations)

With...	DO	DON'T
Timeframe	If the process of change is constant and progressive, restructuring won't necessarily be a hit to the company. Restructuring can be addressed in a long term, which is typical of companies in expansion or maturity phase.	Do not start the process of restructuring in an urgent manner, as this will entail radical changes difficult to accept by the agents.
Dialogue structure		
Human Resources	The management team must have sufficient capacity for leadership to engage the rest of the organization changes. Adaptation of the templates to manufacturing needs, greater variability of wage costs of any type and flexibility of resources.	Do not start the process of adaptation immediately.
Working processes	Reduce the capacity to adapt new production and if it is necessary, stop investments. Optimization of resources and redefinition of tasks, by eliminating those inefficient. Avoid uncontrolled consumption.	To forget to improve the productivity of the company.
Technological changes	Implementation of new technologies adapted to new production systems.	

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<p>Environment</p>	<p>Linking cost savings with energy savings achieves environmental improvement. Reduce the consumption of energy resources through investments into productive processes. Optimization of the company's energy consumption, which translates into cost savings and in the improvement of competitiveness. Reuse waste as a new raw material or for energy.</p>	
<p>Others (specify)</p>	<p>Restructuring is the essence of increasing productivity and the regeneration of companies. It is necessary to maximize the return on the processes carried out.</p>	

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