

CONCLUSIONS OF THE WORKSHOP

Name of the case study of restructuring	ZANINI ALCIDE SNC
Country and region	ITALY, VENETO, VERONA, CERA
Definition of a responsible restructuring in the wood sector	<i>Preserve history, value, knowledge of the company, trying to innovate in a more responsible way, focusing also in controlling cost production.</i>
Role of the stakeholders	<ul style="list-style-type: none"> - Employers: unwillingly they had to make some workers redundant. - Employees: those who had been made redundant finally got aware of the difficult situation; those who remained in the company contributed actively and tried to support the process. - Public authorities: in a initial phases of the crisis (started 30 years ago) authorities tried to create networks (with trade unions) and made direct interventions (expositions, fairs) Now public actors support economically some companies who try to innovate. - Others: Trade Associations represent “old fashioned” firms, not able to introduce innovative solutions and the capacity to collaborate among the different types of associations (the regional district that should be able to create guidelines and support closed in 2012 due to the lack of building a network. Structure of the dialogue implemented: public actors and associations should rethink their approach towards companies, supporting

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	<p>them in a more structural manner . Impose possible solutions have not provided the expected results, therefore their support services have to be revised.</p>
<p>In this case, what could have been done better?</p>	<p>Local craftsmanship association should support the companies to adapt to the ever changing market, providing tools to effectively managing the changes . Topics could be: management, lean production, environmental sustainability (certifications)</p>
<p>Transferability to other cases of restructuring</p>	<p>Several other companies also face a intergenerational change. Younger family members take over the companies and start to transform the management to face the global challenges. How to manage this process successfully and what are the critical factors to consider are insights that could be shared among other cases. The role of associations – they should be more supportive</p>

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

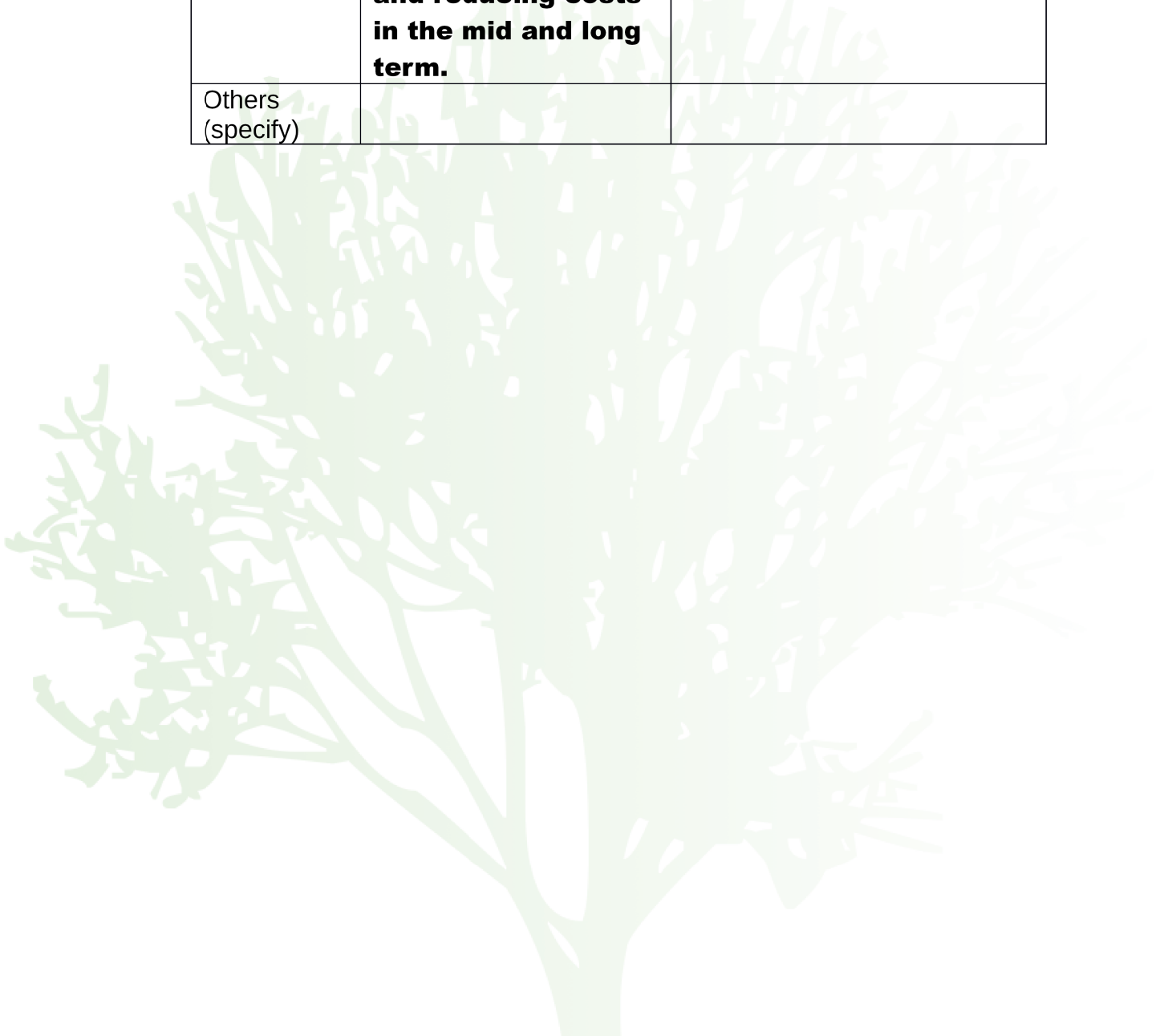
With...	DO	DON'T
Timeframe		
Dialogue structure	Involvement of local institutions and any other stakeholder.	Don't be afraid of asking support to institutions. Institutions shouldn't say what to do but build a dialogue with the companies involved.
Human Resources	Invest in training and empowerment.	Don't be afraid of asking help to people if you're in difficulties
Working processes	Involve the whole staff to the innovation processes. Analyse the processes also with the help of experts to define critical aspects and a plan for improvements.	Don't keep people unaware of necessity of change; don't be afraid of telling what should be done
Technological changes	Technological changes should be planned in advance, because they need time to be implemented.	Don't wait the recovery to come, it may never come unless I bet on it

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Environment	<p>Adopt a more sensitive approach to sustainability. Show how it can help to save money and reducing costs in the mid and long term.</p>	<p>Don't present the certifications as a mere need to approach foreign markets but as an opportunity.</p>
Others (specify)		



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