

Case study



Zanini Alcide Snc di Zanini Pierluigi & C.

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Interview with the SME representative: Pierluigi Zanini: Owner

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: nowadays: 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)

Several motivations:

-they worked as subcontractor for a big firm: when crisis begun they were compelled to work more for less money. Furthermore the client didn't gave the firm the necessary time to adapt and fulfill the new requirements.

-they could not afford the increasing expenses of Italian taxation

-the older partners (the father and the uncle of Mr Zanini) and two of their most valuable workers retired

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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: they resigned from the contract with the big client

Step 3: they decided to work on demand, providing their services directly on the market

Step 4: they decided to invest in networking (create links with the craftsmanship associations) and in self empowerment of the younger partner

Step 5: they decided to move towards the web and to implement their communication on social media– underway

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

The younger partner (Mr. Pierluigi) after the retirement of the older partners (his uncle and his father, who had been working in the firm for nearly 40 years) went into a big process of personal empowerment: he participated in training courses with the following topics: management, communication and marketing. With great passion he took part in the Board of Directors of the major craftsmanship association in Verona e in the Veneto Region (Confartigianato Verona e Veneto). 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: communication, entrepreneurial attitudes, problem solving, ...

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

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

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

It has been funded by the Association non directly with money, but by providing services and consultancy for free.

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

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

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

This process started a little time ago (two years), therefore Mr. Zanini has data enough to provide neither a balance nor an outlook as far as costs are considered.

11. Did the employees become more productive?

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

12. 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 got to find different solutions.

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

Not yet, even if Mr. Zanini is going to introduce sustainability in processes and products as a means of costs reduction and as a means of attracting costumers very sensitive in green issues.

14. Where some new machines bought?

The partners are evaluating investments in: a) social media management and launching new web site; b) buying new machinery low impact in deployment and with less energy costs in order to gain efficiency and to reduce time of production

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

Mr. Zanini is going to spend himself in the firm not only as a worker but also as a social media manager and he's going to invest money and time in covering social marketing & communication as a major means of getting in touch with costumers.

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