

## Case study

### BOSS Design

Interview with the SME representative:

1. **Indicate in which subsector the company belongs:**  
Uk based international seating industry
2. **When did the restructuring process take place?**  
2000
3. **What was your motivation to implement the restructuring of your company? (for example more profitable or more environmental friendly)**  
We realized that we needed to improve our social and environmental impact, so that our products can be manufactured using carbon neutral processes
4. **How did you do it? Describe some of the main steps of the process (add more if needed):**  
**Step 1:** Investing to facilities and new equipment  
**Step 2:** Create a small department to oversee the changes
5. **Did you have experts consulting you during the whole process?**  
We did internally by creating a team working to a three year plan
6. **Did the restructuring have any results? If yes which are they?**  
We improved the flow and the production systems within the business as significantly improved the working environment for our people. We achieved environmental accreditation ISO14001:2004. We have also been awarded by the Furniture Industry Sustainability Program (FISP) and the Furniture Industry Research Association Ergonomics Excellence Award. We also run an end of life cycle scheme where Boss Design chairs are distributed to less privileged communities around the world.
7. **Did you notice reduction of costs in the company?**  
Yes as we became more efficient in our production methods
8. **Did the employees become more productive?**  
Yes as we have given them more opportunities to contribute to the future direction of the company and they were happy to be working in a safer environment.

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

We modified the departmental structure in order to include CSR team.

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

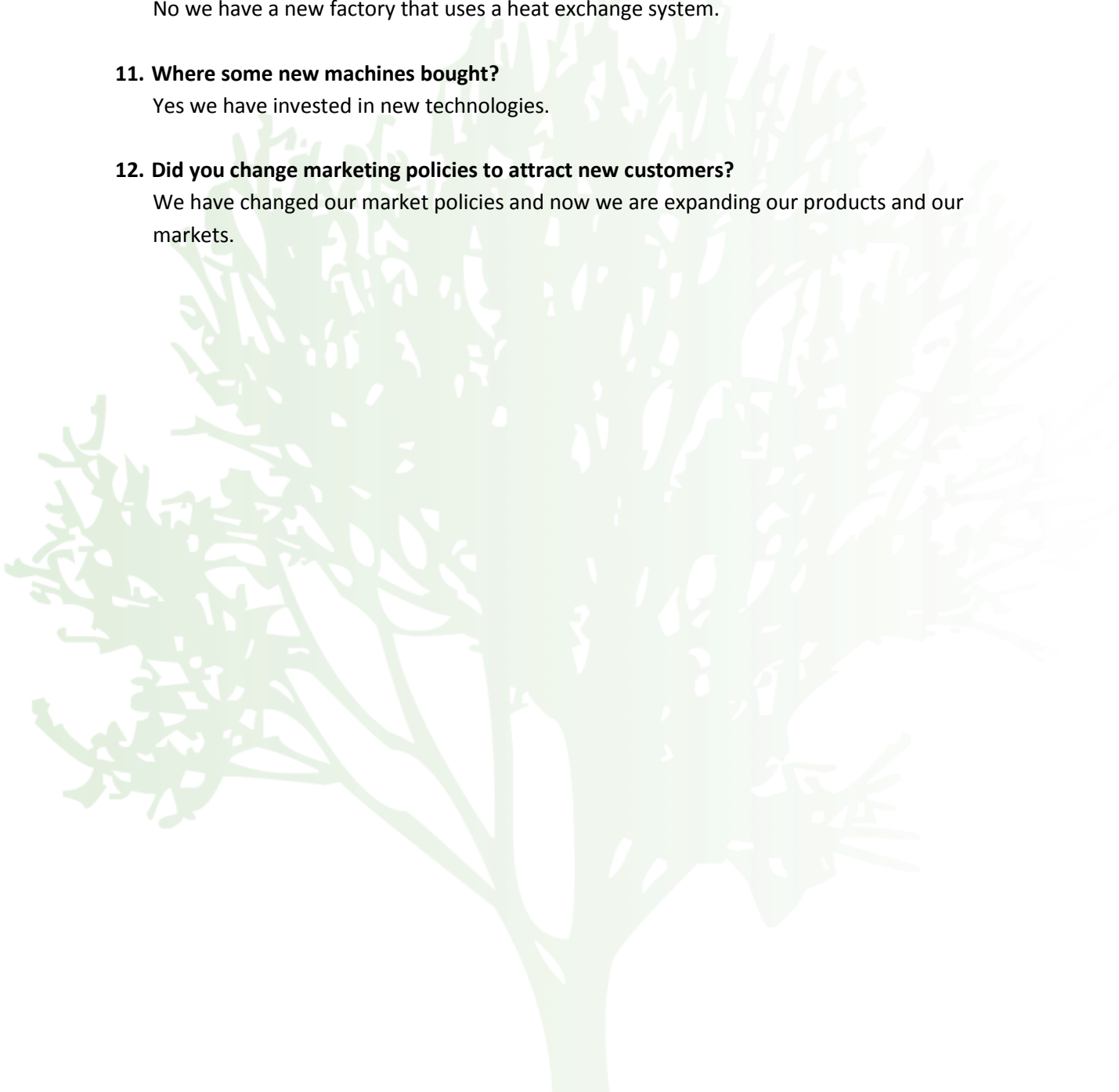
No we have a new factory that uses a heat exchange system.

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

Yes we have invested in new technologies.

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

We have changed our market policies and now we are expanding our products and our markets.



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