

## Case study

### Interview with the SME representative:

1. **Indicate in which subsector the company belongs:**  
Furniture manufacturing
2. **When did the restructuring process take place?**  
2010
3. **Did the company join its forces or incorporated in another company?**  
Self - restructure
4. **What was your motivation to implement the restructuring of your company? (for example more profitable or more environmental friendly)**  
To improve social and environmental impact, so that the manufacturing process was carbon neutral
5. **How did you do it? Describe some of the main steps of the process (add more if needed):**  
Step 1: Upgrade facilities  
Step 2: New equipment  
Step 3: New department to oversee the changes
6. **The restructuring of a company demands new skills acquired from the workers. Was training given to all the workers of the company ?**  
Training was undertaken for people using new equipment and the new production schedule has been cascaded across the company
7. **Did you have experts consulting you during the whole process?**  
An internal team was create to oversee a three year implementation programme
8. **Was this process funded by any organization/company?**  
Self-funded from reinvesting profits

In partnership with:

With financial support  
from the EU



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

The flow and production systems within the business were improved and significantly improved the working environment for employees. It was achieved environmental accreditation ISO14001:2004. Company has also been awarded the Furniture Industry Sustainability Programme (FISP) and the Furniture Industry Research Association Ergonomics Excellence Award.

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

The production method has become more efficient

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

Yes as they were given more opportunities to contribute to the future direction of the company and they were happy to be working in a safer environment

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

A CSR (corporate social responsibility) team was put in place. Emissions, waste and energy consumption were substantially cut.

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

No. The facility employs the use of a heat exchange system

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

New technology was acquired

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

A carbon friendly products is used in marketing policy as a instrument to capture new markets