



Company case studies

Lessons learnt

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Sample of company cases (1)

Sector	Company	N° employees	Private/public
Manufacturing	Sopharma Group	2.274	Private
Manufacturing	Voit Automotive GmbH	1.000	Private
Manufacturing	Otis GmbH & Co.OHG	370	Private
Manufacturing	Spanish Naval*	4.953	Public
Manufacturing	Lamborghini	1.754	Private
Manufacturing	Volkswagen Autoeuropa	5.800	Private
Manufacturing	Swemantech*	115.000	Private
Postal services	Bpost group	33.934	Public

* Fictional names

Sample of company cases (2)

Sector	Company	Nº employees	Private/public
Postal services	Bulgarian Post Plc	10.020	Public
Postal services	La Poste Group	251.219	Public
Port logistics	Hamburg Hafen und Logistik AG	5.900	Private
Financial services	Insurance Spanish Group *	4.379	Private
Financial services	Monte Paschi di Siena	25.666	Private
Financial services	Portuguese bank*	3.610	Private
Tourism	Hotel Alban*	13	Private

* Fictional names

Dimensions of the analysis

Dimensions	Items
I. Characteristics of the company	<ol style="list-style-type: none">1. Branch of activity2. Size3. Ownership (public/private)4. Industrial relations
II. Restructuring linked to digitalisation	<ol style="list-style-type: none">5. Motivations6. Way of adoption of new technologies7. Lines of digital transformation
III. Labour impacts of restructuring linked to digitalisation	<ol style="list-style-type: none">8. Job destruction9. Job creation10. Job change11. Job shift
IV. Role of social dialogue in shaping restructuring linked to digitalisation	<ol style="list-style-type: none">12. Participation of workers' reps13. Outcomes of social dialogue

Restructuring linked to digitalisation

No technological determinism

- The **digital transformation** of a company may be shaped and implemented in various ways, and with very **different outputs**

Digitalisation is not the only factor for change

- **Digitalisation** is one main **factor of change** to the big firms, but **in most of the cases there can be found other drivers for restructuring**

The way of adoption of technological innovations is key to understand their real impacts

- Most of the companies analyzed **implemented new digital technologies within the framework of the existing business and production structures**

Labour impacts

Job destruction

- The impact of digitalisation on job losses has been **reduced so far** (higher influence of other restructuring factors)

Job creation

- Job creation linked to an **increasing demand of activity and emerging digital profiles**, but also limited so far

Job change

- The most relevant impact is the **transformation of tasks and the rising of new skill requirements**. Also, both negative & positive effects on labour conditions

Job shift

- Just 1 case reporting the **use of platform work**

Role of social dialogue: participation of workers' reps

Limited	Reactive	Anticipatory
Sopharma	Spanish Naval*	Hamburger Hafen and Logistik AK
Bulgarian Post Plc	Lamborghini	Spanish Insurance Firm*
Volkswagen Autoeuropa	Monte dei Paschi di Siena	Voit Automative GmbH
Portuguese Bank*	Hotel Alban*	Otis
	Bpost-NBX	Swemantech*
		La Poste Group

* Fictional names

Role of social dialogue: main topics linked to digitalisation of company collective agreements

Training

Working time

Work organisation

**Participation of workers in
the adoption of
technological changes**

Role of social dialogue: innovative experiences (1)

“The future of industrial worker”

- **Company level agreement** at “Swemantech” group
- Expand **work content** at the **shop floor** in order to adapt **new technologies**
- “**Learning to learn** new things”

Role of social dialogue: innovative experiences (2)

Project “Work+Innovation”

- Project launched by the trade union Confederation **IG Metall**
- **Proactive** approach to support **co-determination** in restructuring process linked to **digitalisation**
- **Training** on industry 4.0 and co-determination and implementation of projects

Policy pointer n°3



Adapting structures and promoting an enrichment of the contents of social dialogue to challenges raised by digitalisation



Thanks for your attention

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