

# INTERGRAF

International confederation for printing and allied industries a.i.s.b.l.

**PRESS RELEASE**

**9 July, 2010**

**Brussels**

## **Good change management the key for socially responsible restructuring**

**The EU-funded project on socially responsible restructuring for printing companies has highlighted some initial results. The research so far suggests that the current situation is structural and may be caused by a combination of overcapacity, changing market requirements, technology and economic downturn. A fundamental change in the industry is inevitable. Only those with ability to manage change and identify new opportunities will prosper in the long-term.**

The steering group for the project on Socially responsible restructuring for printing companies gathered in London on 6<sup>th</sup> July to discuss the interim results of the study. Facta Consult, the project's designated researchers, explained that although printing companies share many of the same challenges, it seems that large organisations have different responses to restructuring than small and medium-sized companies. Whereas SMEs are more likely to have the flexibility to see and seize opportunities to move their business into new areas, large companies are less able to change their business model because of the high level of capital investment.

In the current crisis in the printing industry, job losses and other significant changes to employment will continue to be inevitable, including the consequences on individuals and their families. Across the board, socially responsible companies will engage in workforce and succession planning, and assist employees to deal with the consequences of change, either in changed job roles, or through equipping people to find alternative employment outside the industry.

The company and union representatives have identified a number of solutions and strategies for dealing with the structural changes in a socially responsible manner. These include developing a proactive dialogue between all stakeholders at plant, company, national and European level; building a diverse, transferable knowledge and skills base; consulting staff and their representatives as part of the decision-making process; and building trust between employers and employees through open dialogue. In order to secure the industry's future, it is vital to seek new forms of cooperation across the communications industry. To meet future employment needs, the printing industry must present itself as more attractive to young people by positioning itself at the heart of the communications sector.

These interim results are based on the discussions at two workshops, individual interviews and an online questionnaire. The research study, to be delivered at the end of the project, has a dual purpose: the analysis part will serve as a policy document to lobby national and European decision-makers. The toolkit and the best practice case studies will act as practical guidelines for companies.

Facta Consult will present the findings of the study on November 23<sup>rd</sup> 2010 in Brussels at the project's final conference. The event is open to all Intergraf associations, UNI Europa Graphical and affiliates, and company and employee representatives. Interpretation will be available in

German, Italian, French and English. The project will cover the travel and accommodation for many participants.

The one-year project is a joint initiative involving Intergraf, KVGO (Netherlands), Assografici (Italy), bvdM (Germany), trade unions FISTEL-CISL (Italy), UNITE (UK), VER.DI (Germany) and UNI Europa Graphical. It is funded by the European Commission's DG Employment.

Project website: [http://www.intergraf.eu/responsible\\_restructuring](http://www.intergraf.eu/responsible_restructuring)

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