



# **Company case studies**

## **Lessons learnt**

**Fernando Rocha. Fundación 1º de Mayo**  
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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	N° 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"><li>1. Branch of activity</li><li>2. Size</li><li>3. Ownership (public/private)</li><li>4. Industrial relations</li></ol>
II. Restructuring linked to digitalisation	<ol style="list-style-type: none"><li>5. Motivations</li><li>6. Way of adoption of new technologies</li><li>7. Lines of digital transformation</li></ol>
III. Labour impacts of restructuring linked to digitalisation	<ol style="list-style-type: none"><li>8. Job destruction</li><li>9. Job creation</li><li>10. Job change</li><li>11. Job shift</li></ol>
IV. Role of social dialogue in shaping restructuring linked to digitalisation	<ol style="list-style-type: none"><li>12. Participation of workers' reps</li><li>13. Outcomes of social dialogue</li></ol>

# 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 processes 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**

[frocha@ccoo.es](mailto:frocha@ccoo.es)

[www.diresoc.eu](http://www.diresoc.eu)