



INDUSTRIAL TRANSFORMATIONS AND  
RESTRUCTURING

**MIROGLIO GROUP**

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# MIROGLIO GROUP

Founded in 1947 in Alba, Italy

Production of fabrics and garments

Structure - more than 40 companies

Total net revenues (2005) of 924 million €

Net profit (2005) of 13 million €

Employees around 8.000

# THE FUTURE

1. R & D of new products, in cooperation with the Technical University of Milan
  - Nanotechnologies
  - Yarn with high resistance
  - Fabrics for luxury items

# THE FUTURE

## 2. Revaluation of the human resources

- Improving the existing structure and organisation
- Employing new high profile employees
- Training the current employees to improve their performance

# THE HISTORY

## SITUATION

Competition on the global market, the Chinese challenge

Closure of major historic clients

- Closing down of non competitive productions
- Opening of new production sites – in addition, not in substitution to the existing ones
- Bringing the production closer to the new markets
- Entering in new market segments – the wool yarn and fabrics production

# RESTRUCTURING

## Closing of factories

- Italy South
- Italy North
- Germany

# ITALY NORTH

Closing down of a part of factory in Saluzzo, Cuneo  
Highly specialised workers – 44 employees

- Agreement with the trade unions for the application of social instruments (cassa integrazione)
- Miroglio relocated 18 empl. in other companies in the region
- Project with the Region and private and state companies for the training of 26 employees, assisting them to open their own activities or find jobs in other companies

# ITALY SOUTH

## Closing down of a factory in Atella, Potenza

- Agreement with the trade unions for the application of social instruments (cassa integrazione and mobilita)
- Miroglio relocated employees in other companies in the region
- Project with the Regional Employment Office for the training of employees, assisting them to find jobs in other companies



# GERMANY

## Closure of a printing factory in Ravensburg

- Social plan negotiated with the Factory Council for 210 employees
- Transfer company – constitution of a company in loco by an existing Transfer company
- Temporary contract of 12 months, 80% of the net salary, paid by the Company, the Regional Employment Office and a special European Fund

# BULGARIA

## TRADE UNIONS

- Negotiations for Collective Company Agreement since 2001
- Consultation and participation – new role
  - in the management of certain problems – absenteeism, flexibility, productivity
  - restructuring

# European Workers Council of Miroglio (EWC)

- Establishing of the EWC in 1996
- Training during the EWC in 2003 upon request of the trade unions

# Joint training actions financed by the European Commission

Training of the trade union representatives with the participation of the European Workers Council of Miroglio (EWC)

- Sofia (Bulgaria) : 10 – 12 March 2004  
“The rights of information and consultation: knowing for sharing”
- Sofia (Bulgaria) : 18 – 20 April 2005 “The rights of information and consultation and the improvement of working conditions”

# Joint training actions financed by the European Commission

- Sofia (Bulgaria) : 4 – 7 June 2007

“The Information and the Consultation Rights in the Processes of Restructuring of Multinational Companies”

# PARTNERS

## Partner organisations to the project:

1. The European Works Council of Miroglio
2. The European Trade Union Federation of Textile, Clothing and Leather (FSE-THC /EIF-TCL)
3. EURATEX
4. Bulgarian Industrial Association
5. SMI-ATI Federazione imprese tessili e moda italiane – Italian employers' organisation

# PARTNERS 2

Organisations that support the project and have declared their interest :

1. Ministry of Labour and Social Policy of the Republic of Bulgaria
2. IG Metall, Germany – German trade union
3. Federation of Light Industry of the Confederation of the Independent Trade Unions in Bulgaria
4. Federation of Light Industry of the Confederation of Labour “Podkrepa” in Bulgaria Bulgaria