



INWORK - A European study to identify and share the best practices of the industrial relations of Craft enterprises sectors: representation beyond administration, the possible leadership of SME

Report of the International Conference to exchange and transfer the best practices

Alessandria (Italy), 17-18 October 2013

DELIVERABLE 7



Participants

Consorzio Unione Artigiani Valenza - CNA (Italy)

Maranzana Giacomo
Calvi Cristina
Malvezzi Massimiliano
Pagella Enrica

Interfusion Services –IF (Cyprus)

Konnari Yiannis

Balkan Middle Class Offices - BMCO (Bulgaria)

Markova Stela
Vasilev Emil

DEKUT Research and Innovation NPO - DEKUT (Hungary)

Kovacs Zsigmond

Labour Institute - INEGSEE (Greece)

Lampousaki Sofia

Associazione ISES – ISES (Italy)

Falanga Carmine
Forgione Dolores
Andrea Ferrari

External Experts

Duarte Salvador – President of the Confederación de Trabajadores Autónomos de Catalunya (**Spain**)

Rayman-Bachus Lez - Senior Lecturer, London Metropolitan University Business School (**UK**)

Fontefrancesco Michele Filippo - Researcher - Università degli studi di Scienze Gastronomiche – Università degli Studi di Torino (**Italy**)

D'Anselmi Paolo - Alfa Consulting controlli e benchmark (**Italy**)

Iaia Luca – CNA Nazionale (**Italy**)

Pianta Laura – CNA Piemonte (**Italy**)

Stakeholders

Bulgaria

Mariana Kukusheva (Agri-food sector – Stakeholder)

Cyprus

Nicos Evmides (Jewellery sector – Stakeholder)

Michalis Georgiou (Jewellery sector – Stakeholder)

Greece



Tezapsidou Eleni (Jewellery sector – Stakeholder)
Rachmanidis Giorgos (Jewellery sector – Stakeholder)
Pateras Antonis (Jewellery sector – Stakeholder)

Hungary

Szabo Attila (Agri-food sector – Stakeholder)
Feksz Gergely (Agri-food sector – Stakeholder)
Vasarhelyi Szilard (Agri-food sector – Stakeholder)

Italy

Molina Elisabetta (Jewellery sector – Stakeholder)
Prati Pierluigi (Agri-food sector – Stakeholder)
Ortalda Ariaga Luigi (Agri-food sector – Stakeholder)



MINUTES

17 October 2013

Meeting venue: ISES Office – Corso Felice Cavallotti 15, 15121 Alessandria

14.00 – 14.30 Arrival and registration of the participants, Hosting organization welcome, Teams' presentation

Giacomo Maranzana (GM) opened the INWORK's pre-meeting. She introduced himself and CNA team, he welcomed the partners in Italy and wishing the best staying in Alessandria.

Carmine Falanga (CF) Project Manager of INWORK introduced himself and welcomed the partner's representatives thanking them for the collaboration and all the results achieved with the project. CF presented the history of the project and the meeting goals. CF thanked also the partners for the selection of the project stakeholders. CF introduced the external experts coming from Spain, UK and Italy and for their contribution in the conference preparation and implementation.

All the partners presented their self and the stakeholders selected in their countries.

14.30 – 15.10 Presentation of the Conference agenda and main objectives

Carmine Falanga (CF) presented to the participants the conference agenda and the expected results of this event. He also introduced to the partners the interviewers that were empowered to manage two interviews with the stakeholders representing the Agri-food and Jewellery sector.

15.10 – 17.15 INWORK SWOT Analysis and Results presentation

CF gave the floor to **Dolores Forgione (DF)** who presented the SWOT Analysis and the aims of this activity in the framework of INWORK project evaluation. Then, the session continued with an in depth SWOT analysis of the entire project. The partners and external experts expressed their ideas concerning the Strengths, Weaknesses, Opportunities and Threats of INWORK in its first 11 months of activities.

These were the main findings of this analysis:

Strengths

- Good and heterogeneous partnership
- Relevant stakeholders involved in the project



- Clear project structure and methodology
- Consideration of the craft enterprises problems
- Collaboration with craft SMEs
- Contacts with the main institutions to collect data and information
- Wide sharing of knowledge among the project partners
- Stakeholders interest in the project field

Weaknesses

- Project too short (only 12 months)
- Lack of trade unions representation
- Lack of data or fresh data about craft SMEs
- Low budget
- Actual economic and financial crisis tackled the project implementation

Opportunities

- Cross cooperation (lessons learnt)
- Creation of new collaboration with CRAFT sector representatives
- Exchange of business idea
- Networking activities with SMEs from different countries

Threats

- Globalisation is tackling the craft sector
- Data not used in the right way
- Lack of interest of the Trade unions

17.15 – 17.30 **Coffee break**

17.30 – 18.30 **Final Technical and Financial Report preparation (questions and answers time)**

CF outlined the main rules of INWORK in the field of project administrative and financial management. In particular, **CF** showed to the partners the documents that the partners have to collect for the preparation of the final report.

Stela Markova (SM) asked a clarification about the costs for the participation in the final conference of the Bulgarian stakeholders given that it occurred that one stakeholder did not participate in the project meeting.

CF explained that it is important to attach an explanation letter and a declaration explaining the situation of force majeure.

Sofia Lampousaki (SL) asked clarifications about the per-diem regulations and rules for reimbursement.



CF explained that per diem covers meals, accommodation and local transports costs and that the reimbursement has to be in line with the partners internal usual practices on travel costs (flat rate or real costs reimbursement). **CF** invited the partners to attach a copy of the partners internal rule attesting their usual practice on travel costs.

SM asked clarifications about the eligible costs for the project meetings given that it can occur that staff not mentioned in the Grant Agreement participated in the final conference.

CF explained that only staff members indicated in the Grant Agreement can participate in the project meetings. However, participants not belonging to the official project staff were in the budget mentioned as external experts.

17.30 – 18.30 Pre-Meeting closure and greetings

CF thanked the participants and invited them to start the final report preparation.

18 October 2013

Meeting venue: Camera di commercio di Alessandria (Chamber of commerce of Alessandria) - Via Vochieri, 58 - 15121 Alessandria – Sala Castellani

The international conference was aimed to present the study results and to share experiences and best practices and involve counterparts, stakeholders and other EU countries. The conference gave the floor to discuss the issues tackled by the project and saw the participation of relevant counterparts at EU level the London Metropolitan University, the Confederación de Trabajadores Autónomos de Catalunya (Spain), Università degli studi di Scienze Gastronomiche (Italy), Alfa Consulting controlli e benchmark (Italy) and some representatives from CNA Nazionale (Italy).

9.30 – 09.55 Registration and Introduction

Giacomo Maranzana (GM) (Consorzio Unione Artigiani - CNA Valenza) the representative of the hosting partner organization, welcomed all the participants. GM gave the floor to **Laura Pianta (LP)** (CNA Piemonte), she welcomed the partners, external experts, stakeholders and other participants in the final conference and presented briefly the situation of the CRAFT enterprises based in the Piedmont Region.

Andrea Ferrari (AF) (Associazione ISES) welcomed the participants and wishing the best staying in Alessandria.

Carmine Falanga (CF) gave the floor the authorities that participated in the conference.

09.55 – 10.15 Greetings from local institutions



Gian Paolo Coscia – President of the Chamber of Commerce of Alessandria

Paolo Filippi – President of the Province of Alessandria

10.15 – 10.35 Presentation of the project: activities, objectives and achieved results

Carmine Falanga (CF) (ISES) presented to the audience:

- The programme “Industrial Relations and Social Dialogue 2012” main aspects;
- Project objectives;
- Project results;
- The partners and their role in the project;
- Project work plan.

10.35 – 11.10 Presentation of the “Study about the identification and analysis of the best practice of the industrial relations of Craft enterprises sectors in Europe”

CF gave the floor to **Cristina Calvi (CC)** (CNA Researcher), she presented to the participants the results of the survey conducted in the project countries. In particular, CC presented the:

- main characteristics of the pilot research: OBJECTIVES
- main characteristics of the pilot research: METHOD and RESEARCH TECHNIQUES
- questionnaires structure
- results of the analysis of the collected data
- conclusions.

11.10 – 11.25 Questions & Answers time

A representative of the local press asked to **Cristina Calvi (CC)** how many companies were involved in the research in Italy, she replied 41.

Salvador Duarte (SD) asked if the interviewed self-employers have a different perception of the economic crisis and representation. CC replied that according to the collected data they have the same perception of the other entrepreneur.

Lez Rayman-Bachus (LB) asked to CC if according to her analysis the younger age of Bulgarian and Hungarian entrepreneurs has a link with the post-communist phase. CC agreed with LB analysis and confirmed it.

Michele Filippo Fontefrancesco (MF) asked to CC if according her research and analysis had a feeling that the companies are facing the lack of trade unions in a specific way? CC replied that the companies prefer to enter in a network instead to be a member of a trade union and the employees are not so confident to declare that they belong to a trade union even if the questionnaires were anonymous.



11.25 – 11.40 **Coffee break**

11.40 – 12.20 **Interview with stakeholders from jewellery sector (Italy, Greece and Cyprus)**

Michele Filippo Fontefrancesco (MF) interviewed the stakeholders from the jewellery sector coming from Italy, Greece and Cyprus. He interviewed:

- **Elisabetta Molina (EM)** – President of the Consortium “Marchio DiValenza” (Italy)
- **Evmidis Nicos (EN)** – Entrepreneur (Cyprus)
- **Antonio Pateras (AP)** – Entrepreneur (Greece)

MF asked to the interviewed:

- Could you briefly describe us the history of your enterprise and its present structure: the number of workers, its production and the markets in which the firm is involved.
- How would you describe the relationship between your enterprise and the territory, the social and geographical milieu, in which it is placed? What are the positive elements that that milieu offers? What are its worst restraints?
- The relationship between a firm and the State (central government and local bodies) is a fundamental element for the life of an enterprise. What are the principal difficulties that your firm experience in relating to the State? Does your firm directly relate to the State or this relationship is somehow mediated through professional associations?
- What is the role of professional associations for your enterprise?
- Another fundamental factor of production is the relationship between firm-owner and workers. Do you personally know all your workers? Are your workers organized in trade unions or professional associations? If it is so, what is the role of these associations in your firm?
- The 2008-12 period has seen a profound transformation of European jewellery industry. What is the experience of your firm? What are the main challenges that your firm has had to face? What are the new horizons that this period has opened to you?

The interviewed had the opportunity to describe it and to share their opinions about the experiences in other countries.

12.20 – 13.00 **Interview with stakeholders from food and beverage sector (Italy, Bulgaria and Hungary)**

Paolo D’Anselmi (PD) interviewed the stakeholders from the food and beverage sector coming from Italy, Bulgaria and Hungary. He interviewed:

- **Pierluigi Prati (PP)** – Entrepreneur (Italy)
- **Marianna Kukusheva (MK)** – Chairwoman of the Federation of bread producers and confectioners (Bulgaria)



- **Vasarhelyi Szilard (VS)** – Entrepreneur (Bulgaria)
- **Luigi Ortalda Ariaga (LA)** – Entrepreneur (Italy)

We asked four small European entrepreneurs what the key issue in their industry is today.

MK says the bigger companies and the supermarkets are crowding the small bakery companies out of the city centers in Bulgaria.

VS says the palinka Hungarian market does not suffer the crisis. The issue for the small producers is lack of networking and inability to work together in order to smooth supply of inputs and a constant flow of product.

PP also did not experience the crisis in specialty wine production in Piedmont, Italy. He says the enemy is bureaucracy, making 25% of cost in hiring and in managing the wineries themselves. **LA** says dairy farmers in Piedmont, Italy companies face financial problems and the key issue is to convince the farmers to integrate downstream and sell besides producing milk and dairy products.

On the issue of the small producers relationship to the large distribution chains, **PP** said he joined a supply chain management network, working with the big branded producers, keeping for himself the specialty, high quality, high price, low volume niche market which also has corners in large scale distribution chains.

MK said they are working along these same lines.

Emil Vasilev asked the question whether the bureaucratic problem is experienced only in Italy. **PP** answered that it is a European problem and the Union does not take into account the specific local characteristics in their regulation.

PD asked whether regulation beyond Europe (the USA, Australia) is less stringent.

PP said regulation is everywhere, the issue is the efficiency of the bureaucracies. Beyond Europe and Italy, bureaucracies are more efficient.

VS said they need authorization to collect wild berries and sometimes by the time the authorization comes in, the season is over!

Further question: assuming government bureaucracies are bad, what do business associations do to cope with this issue?

PP business associations work to support themselves so they supply services to the their associate businesses, but they fail to focus on the issues and negotiate with government.

So there is a vacuum of power in SME representation.

LA adds that marketing is a problem. Marketing was invented in Wisconsin when honey producers stopped putting honey in big jars and started putting it in small jars and putting a label on the jar. McDonald's is the biggest restaurant in the world and you accept eating with your hands there because of marketing

MK says that a high European budget implies high European regulation.

Paolo concludes warning that it has been proven that "starving the government beast" policy (in



the USA, Reagan administration) does not lead to government efficiency nor lowers the government budget in the long run: bureaucracy is a deeper phenomenon, it not a left or right problem; it needs awareness from the businesses that monopolistic government action needs a lot of monitoring from the businesses. Businesses could get a lot of mileage when they gained an awareness of their social value because they are subject to competition whereas public administration is not subject to competition nor to evaluation.

13.00 – 13.25 The Italian CRAFT sector and Industrial Relations

CF gave the floor to Luca Iaia (LI) that presented to the participants the main problems and the situation of the Italian craft enterprises. In particular, he analysed the problem of legality and market competition.

13.25 – 14.30 Lunch

14.30 – 15.00 Industrial Relations in the Bulgarian CRAFT sector: state of the art and future prospects

CF gave the floor to **Stela Markova (SM)** that presented to the participants the:

- local context
- recent events
- main characteristics of the Bulgarian Craft productions
- facts and figures about craft sector
- crisis effects
- strategies to cope the crisis
- employer organisations.

15.00 – 15.30 Industrial Relations in the Cypriot CRAFT sector: state of the art and future prospects

CF gave the floor to **Yiannis Konnaris (YK)** that described to the participants the craft sector in Cyprus , the Industrial Relations, the representations of workers in the CRAFT enterprises and in particular the effects of the crisis on the Cypriot SMEs.

15.30 – 16.00 Industrial Relations in the Greek CRAFT sector: state of the art and future prospects

CF gave the floor to **Giorgos Rachmanidis (GR)** the President of the Pan-Hellenic Federation of Craftsmen Silver goldsmiths Jewellers and Watchmakers that described to the participants the jewellery sector in Greece, the Industrial Relations and the effects of the crisis on the Greek market.



16.00 – 16.30 Industrial Relations in the Hungarian CRAFT sector: state of the art and future prospects

CF gave the floor to **Gergely Feksz (GF)** Plum Road Association that described the situation of Palinka Enterprises in Hungary.

16.30 – 16.45 Coffee break

16.45 – 17.15 Crisis in the City of Gold: Emplacement, industry, and economic downturn in Valenza

CF gave the floor to **Michele Filippo Fontefrancesco (MF)** that presented to the participants his study about the crisis in the jewellery sector in Valenza.

17.15 – 17.50 Industrial Relations in the Spanish and British CRAFT sector: exchange of experiences

CF gave the floor to **Lez Rayman-Bachus** and **Salvador Duarte** that described to the participants the CRAFT sector and Industrial relations in their countries, the crisis effects in these countries and above all the strategies that the companies are implementing to cope the economic and financial crisis and the effects of globalisation on the Spanish and British market.

17.50 Meeting wrap-up and greetings

Giacomo Maranzana (GM) informed the participants that **Filippo Provenzano – CNA Piemonte** was not able to join the conference due to a sick. **GM** thanked all the participants and closed the meeting with the aim of a future fruitful collaboration.

Carmine Falanga (CF) offered his support via internet and telephone any time for all the partners in quality of INWORK Project Manager. He committed himself to send to the partners all the information produced during this meeting for the preparation of the final report and the implementation of the last project tasks.

Meeting presentations

At the following link <http://share.associazioneises.org/INWORK/International-Conference-Presentations.zip> you will find all the power points presentations mentioned in the report.