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ANTICIPATION ON A LOCAL LEVEL

Maud STEPHAN / Jörg WEINGARTEN



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Summary

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- B. Local impact of restructuring
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2. Recommendations for successful local revitalisation

- A. A common approach
- B. Networking
- C. Typology of tools

3. Why is it necessary to anticipate?

- A. Two levels of anticipation
- B. Positive impacts of anticipation



Structural changes

- Local and regional effects on the economy and employment as a result of companies' restructuring and decline in certain sectors
- Local development and revitalisation as a permanent task



Local impact of restructuring

Predictable effects on local economies

Tradition & key roles in the local scheme

Collective identity, connectivity, solidarity

Pressure for local compensation measures

Legal Framework



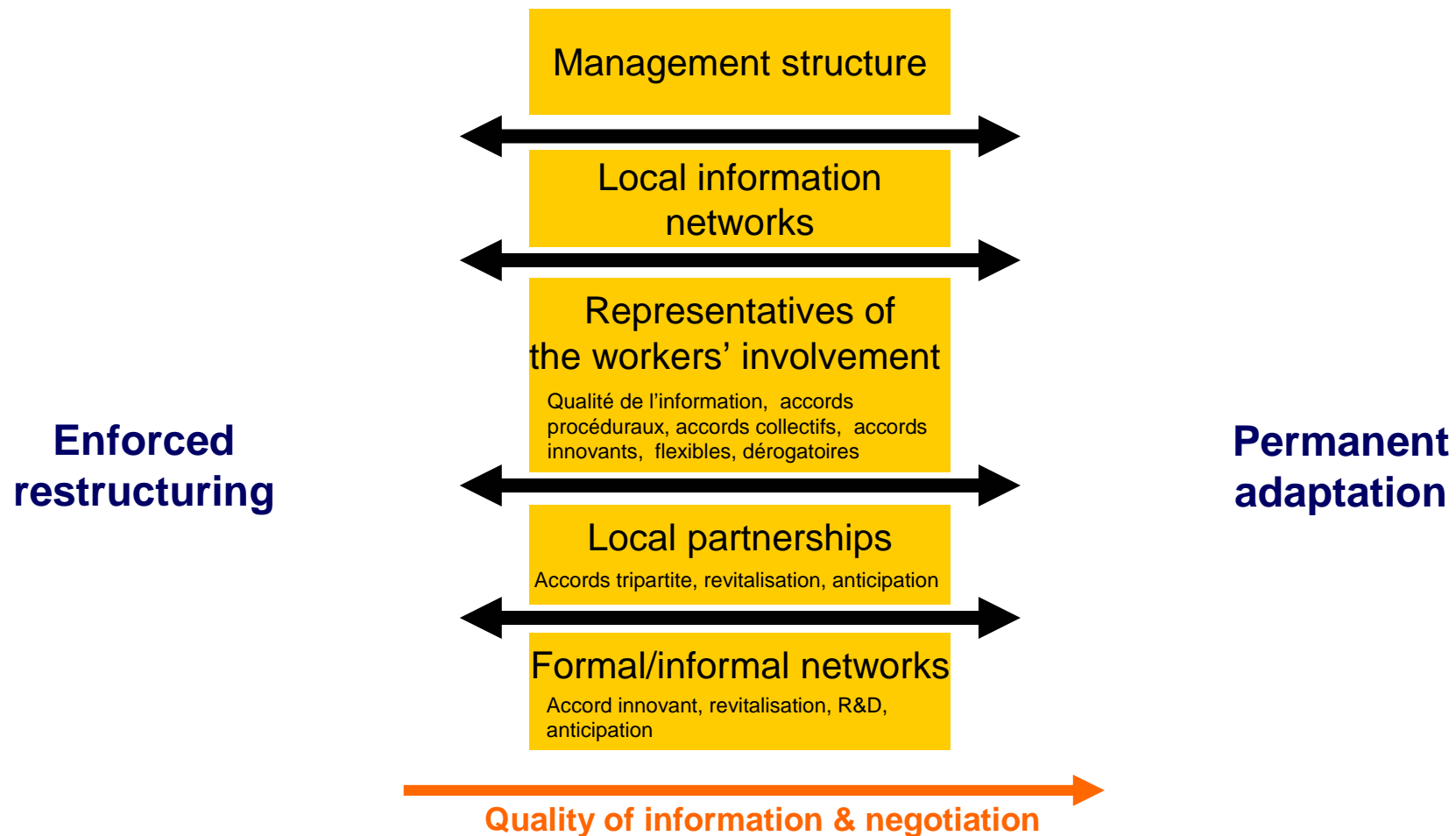
Local impact of restructuring

Lessons learned from  case studies

- **Strong socio-economic identity** of the company and employees **with the area** and a high social reputation of the company (Sabaf)
- Instruments of territory revitalisation are developed when companies **combine economic decisions with ethic value** (Sabaf) or the social partners are aware of their responsibility
- High attention paid to **corporate governance** and socio environmental sustainability (Sabaf, Thomson)
- Established tradition of negotiation exists (KomNet, Arcelor)

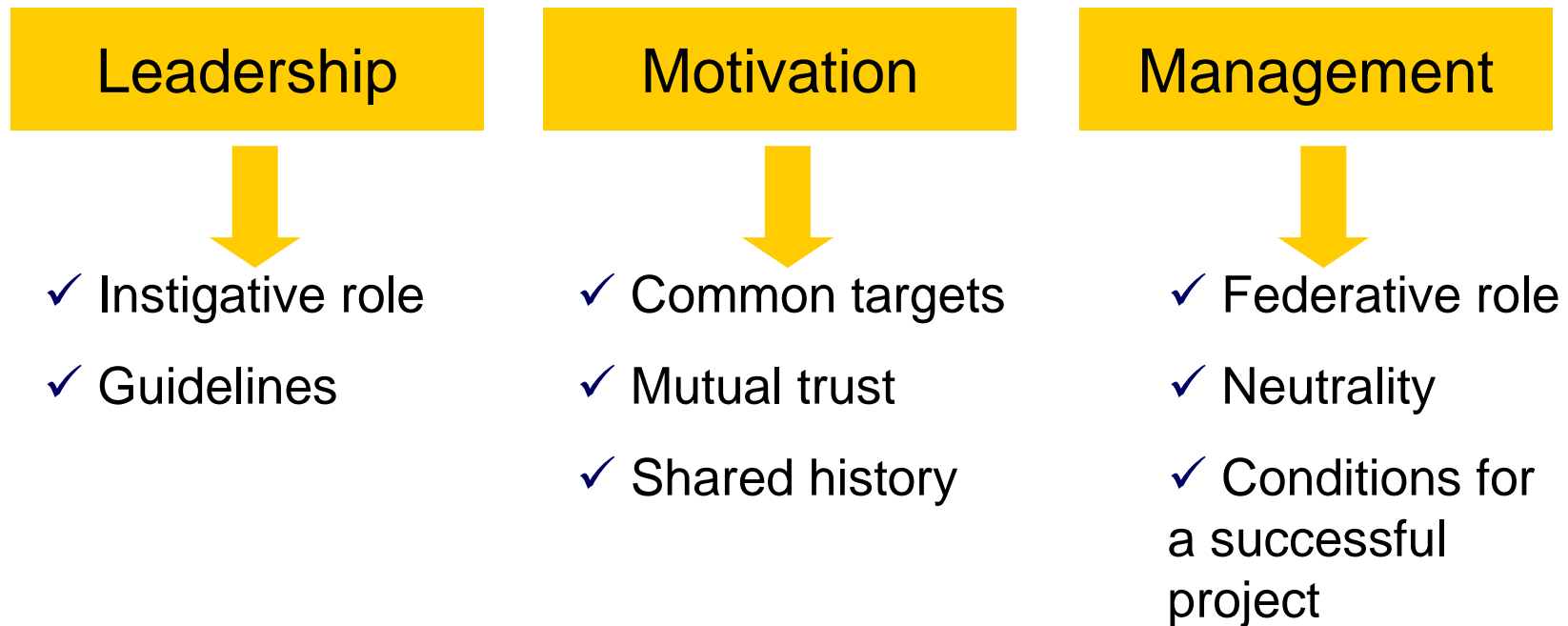


Decision-making criteria in local areas



A common approach

- Creating interactions amongst different stakeholders to build a common local approach



- Leading projects step by step in order that the first aims may be reached at an early stage

Networking


- A network or workgroup including political representatives, companies, trade-unions and local agencies




An instrument for regional monitoring



Local
governance



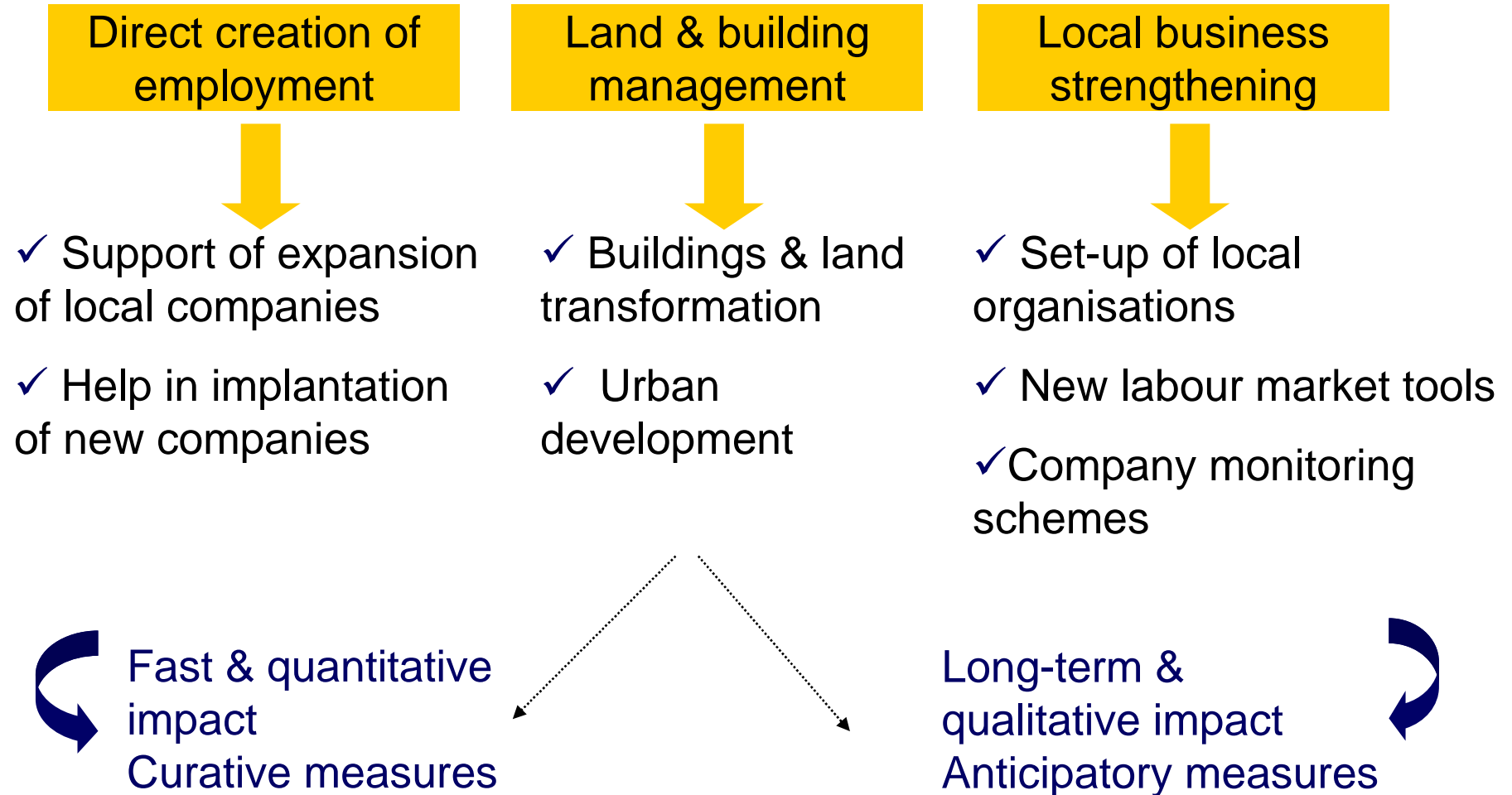
Strategic anticipation
of restructuring
Companies' local
responsibilities



Representatives from
companies should be
encouraged to join
networks and to share
views on economics.

- The *skills network* of Essen

Typology of tools



Two levels of anticipation

Why is it necessary to anticipate ?

To create jobs for people who would be made redundant

To get a better knowledge of the local company needs in skills, recruitments, job types

To allow diversification of local economy

To attract new business opportunities

To prevent company difficulties

**Operational
anticipation**

**Strategic
anticipation**



Positive impacts of anticipation

Dealing with restructuring

- Early announcement of restructurings provides **time** and **space to act**
- Alternative strategies and aid mechanisms for **subcontractors**
- Internal implementation (e.g. within a territorial development agency) **specific restructuring resources to manage change** on local level
- Setting up of multi-actor boards to pilot the restructuring process
- Support measures for mobility and retraining within the local and regional labour market

Early-stage prevention

- Pro-active participation of local authorities can be stimulated by the company giving information as early as possible and committing itself to renewal measures
- If the search for local economic strategies is a **permanent process including different actors**, social solutions in cases of restructuring can be better negotiated between the players.
- **Find solutions local employment alternatives before restructuring occurs.**

And to conclude...

Local monitoring should become

- **more systematic** and oriented not only to identify possible crises on sectors and companies

but also to

- **identify innovative strategies for regional development** and projects of research, technological development and innovation.



Thank you for your attention