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SOME PROPOSALS FOR THE PREPARATION OF THE SECOND PHASE OF THE PROJECT

After eight months, it is now possible to note that the project has successfully begun : all the cases have been launched together with the methodological tools. The objectives of the contract have been identified and the work on the general framework of this research has also been launched from Terry's analysis on the basis of the Dublin observatory, some documentation data and the general -so called- theoretical papers.

We have started team work, which has proved to be important for the elaboration of results as, for instance, for the typology. The COPIL has been very fruitful from the perspective of innovative results drawn from the discussions.

At present, we need to think about the second phase of the project, which will be very difficult for the following reasons:

1. We will have to deal with the specificities of the cases, according to country / region, sector, firm size. We will have first an important difficulty linked with the **comparison of cases**, because we need to understand why a particular case is interesting, innovative (etc.) in relation with a case from another firm / group or another region and country.
2. We will have a huge quantity of material and we also have to use prior researches on restructurings in Europe. The work on the documentation and the key words used have proved that the question of restructurings in Europe is in close relation with the most important issues of European governance, strategies of public authorities, whether national or European, social policies and national or European labour laws and economic strategies of firms facing globalisation. So we have a very difficult challenge together with very high expectations from the European Commission.
3. We have to organise the way to produce “useful” synthesis, in terms of ideas and concrete propositions, based on the analysis of the 28 cases, related to general subjects.

Following our last COPIL and after a discussion on these issues within the COMEX, I am sending you some proposals to answer the main identified difficulties:

1. THE ISSUE OF COMPARABILITY

The **institutional and legal framework of the case must be understood**. In accordance with our June COPIL discussions, Jean-Jacques Paris has written a note of recommendations on the subject and country surveys, so that the restructuring context of the case could be understood by a consultant / researcher coming from a different country than yours.

You will find this note attached.

2. THE ISSUE OF DEALING WITH THE QUANTITY OF MATERIAL

As you know, the name of the persons in charge of the case will be mentioned in the report and each researcher will have the opportunity to be in touch with this person to ask questions for the purpose of his/her own synthesis.

THE ISSUE OF MAKING “USEFUL” SYNTHESIS

1st step : identifying relevant topics

We have to identify relevant topics for the synthesis through the 5 main conferences. This will be done **after the first analysis of the cases from the end of September**. We think that a proposition could be done after the COMEX of **October** in relation with your propositions and the specific subjects of the researchers.

2nd step : gathering proposals to launch “mixed” groups of analysis (researchers / consultants)

Once the subjects have been identified, there are two possible ways to make these synthesis (after a very useful meeting with our Swedish partners in Sweden the 21st June)

- **Creating small groups of analysis** on a subject to be analysed by researchers (related to subject) when possible.
- **Creating couples** of researchers / consultants when possible (based on a selection of a theoretical paper in close relation with a case: e.g.: external policies of EU and a case on textile or European policies on liberalisation of electricity and Electrabel).

To be discussed

At this stage it is already possible to identify some small groups on the question of the economic and management framework of restructurings in Europe thanks to Terry’s analysis and the theoretical papers already made by our Swedish partners.

These synthesis groups should be organised on the **leadership of the researcher** who will present a synthesis (leader proposed and researcher making a synthesis).

M.A Moreau or Esther / Mireille or Hugues, will also be in the sub group (repartition) to do the coordination.

Each group will have to identify the **specific subjects included in the theme** and the **main general conclusions drawn from the cases**, with a good approach of comparison. **It is clear that we will see how to distribute the competences of the consultants in relation with the cases and make proposals or recommendations to add other researchers.**

Here are some suggestions for groups to meet before Christmas (the others should be organised after Christmas).

1. **General economic framework of restructurings in Europe** based on the new framework of the international division of Labour and the new framework of national / sectoral division of labour.
 - Eskel Eskil (NIWL) : general paper
 - Possible participants : Terry and Hugues
 - Possible meeting: COPIL in November – 1st day –
2. **Identification of firms’ strategies**
 - Niklaas (NIWL) : general paper
 - Possible participants : Andrea (or other colleague from the Netherlands) Pietro, Pascal Nonat (Alpha)
 - Possible meeting: COPIL in November -1st day –.
3. **Institutional and political context of restructurings**
 - Henrick (NIWL) : general paper + Karine Caunes (IUE) : paper on the institutional mechanisms of European funds

- Possible participants: Philippe Pochet (or Ramon), Jean-Jacques Paris (Alpha), Andrea (or other).
- Possible meeting : COPIL of November -1st day -

4. Territorial Dynamics

- Serafino Negrelli (Seveso) : general paper
- Guido Boni (IUE): labour law
- Catherine Speiser (IUE) : structural funds
- OSE (Ramon or other researcher) : employability
- Sodie (Alpha), GITP (to be precised), Hendrick (NIWL)
- Possible meeting : COPIL in November or November / December (in Milano)

5. Structure of corporate governance and actors ‘ dynamics

- Goodijk : general paper
- Bruno Mestre (IUE) : legal aspects
- Hendrick : institutional and political aspects
- Frederica Cadarossa (IUE) and Borjn Lunquist (IUE) : impact of research and development
- Alpha (Jean-Jacques Paris), S. Negrelli (or other researcher from Seveso)
- Proposition of meeting: first day of COPIL in November (pm)

6. Typology (next step)

- Conference in January : to be organised by a group
- Proposals to be made by Terry (Alphametrics) and Hugues (Alpha)
- Claire Marzo (delegated by F. Vasquez), MA. Moreau (IUE)
- Meeting in November or December.
Possible date : December 19th after the COMEX

Groups to be launched after Christmas

7- European actors and policies

- Beginning of January ?
- In Florence ?
- Researchers of IUE, Seveso, OSE

Other groups to be organised (to be discussed in October / November):

- National Actors and partnerships
- Collective bargaining and restructurings
- Social treatment of restructurings
- Others

We will be happy to have **your reactions** and your **propositions** as soon as possible.

We also need to know precisely the name of the researchers of your team who would like to present a synthesis (and their field of research) and if any, the name of the **consultants who would be interested in presenting a synthesis.**

Thanks a lot - looking forward to hearing from you