

Material 3.3.4m

CASE STUDY N3 ED COMPANY

Ed is one of the oldest companies in the country. It is active in the generation and sale of electrical components. About 150 employees work in the company in three different production centres and five distribution centres.

Considering HRM policies, Ed stands out for the individualized attention to its employees.

During its 135 years of activity, the company has been able to transform this advantage into a true form of competitive differentiation thanks to a constant ability to invest in direct relationships with its collaborators and opened to foreign markets. An example of this approach concerns the management of some crisis situations that forced the company to close two distribution centres in the 2011-2015 period due to a fall in consumption and the technology evolution. This operation involved about 20 employees that were at risk of job loss.

The company proposed these solutions in collaboration with the trade unions, the different industrial sites' management, and the local enterprises networking:

- Relocation in another Ed's site with a professional retraining for the employees who agreed to relocate with their family (the company provided a substantial financial support for rental costs and offered a training investment to develop new skills and competencies)
- New job opportunities in local SME for the employees that could not relocate.