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Project Acronym ProCESS
Project Full Title Processing Complexity with Emotional, Sensorial and Spiritual capacities

Press release – First round of Complex Management Cases Studies

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ProCESS Project aims to develop an original and innovative methodology to deal with complex management cases through alternating sequences of mobilization of Sensory, Emotional, and Spiritual (SES) intelligences, in addition to rational capacities. In this process, students learn to better feel and sense complex situations (and not only understand) and dare to “step out of the box” to solve them. During the three-year implementation of ProCESS, a set of **12 complex management case studies** are developed and proposed to the students for solving. A total of **192 students** participate in **three training rounds** from all partner universities. In the first training round, 4 such cases are developed in collaboration with the following four partner companies: Sanofi, De KLAUSEN, Mediatalo Keskisuomalainen and Latvijas Pasts.

Sanofi is one of the leaders in the pharmaceutical market. With a presence in 90 countries and 100,000 employees, the company had sales of €36 billion in 2020, of which €5.5 billion were invested in R&D. 500 Million people are protected every year with a vaccine from Sanofi Pasteur, the vaccine division. The case study proposed by **SANOFI** addresses the challenge of increasing Flu vaccines coverage rate. The objective is to have all different Health Care Professionals working together for the patient benefit. The students should analyze what information to share, when, how?; what innovative communication tools, or way of working could be created/used among professionals, patients and caregivers?. The results of the study aim to contribute to a better level of collective protection that limits the circulation of influenza viruses and at the same time support the Health Authorities to control winter epidemics.

De KLAUSEN is a business growth consulting company that uses intensive consulting, training and coaching techniques for this purpose. The company's clients are both multinational and Romanian entrepreneurial companies, especially of medium size. A challenging project is to increase by 25% per year the business of the Romanian company KLAUS-ELGEX, Cluj-Napoca, a company with 125 employees and a turnover of over €23 million. KLAUS-ELGEX is one of the national leaders in electrical solutions and equipment, industrial automation systems, electric drives and lighting systems. It should be noted that in the last 4 years (2017-2020) turnover, profit and productivity of labour have stagnated. The health crisis of 2020 brought new challenges for KLAUS-ELGEX due in particular to the impossibility of face-to-face communication. As a general business context, the main challenge and at the same time the future solution is digitization,

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noticeably the digitization of sales. ProCESS project will help in this regard by searching and finding the most valuable solutions in order to increase the efficiency of the company in the digital area.

Mediatalo Keskisuomalainen is a Finnish communications and media corporation having a history back to 150 years ago. Due to the company's growth, it is nowadays a major provider of printed and digital newspapers, digital advertising, research services, marketing and communications services, graphic production together with printing and distribution services. The company has a new strategy called #renewingtogether 2022, which highlights customer-centric operations and functions that support locality and are renewable. However, the company faces great challenges related to overall change in consumer buying behavior and media usage, the impact of the future generations on consumer behaviour, and different regulations and policies regarding privacy and targeting. The ProCESS project will tackle these complex challenges bringing together Mediatalo Keskisuomalainen and the four universities.

Latvijas Pasts is the largest postal service provider in Latvia, its main activities are traditional postal services as well as express mail, delivery of subscribed publications and unaddressed advertising, retail of goods and press, financial services, freight forwarding, philatelic services, etc. The total revenue for the latest accounting period was 93.1 million euros and the profits were 2.3 million euros. The case study proposed by **Latvia's Pasts** focuses on developing new solutions that facilitate the transition from a classical bureaucratic management (processes, orders, traditions, etc.) to a result-oriented management style (where, for example, KPIs are defined, customer satisfaction is measured, values are defined, etc.). The analysis aims to find solutions on how to vitalize the company values developed in 2017. The challenge is to assess the values and develop a strategy to turn the values into a living mindset contributing to organizational effectiveness and success.

These case studies will be proposed for solving to **64 students** in the fall semester of 2021 in close collaboration with companies coaches and academic coaches of the universities. During this process, a set of training sessions (**24 SESS workshops**) and **winter schools** are organized, these activities prepare the students for using the innovative ProCESS methodology in finding solutions to the proposed complex management cases. This way, the universities will educate future managers able to tackle complex business situations and provide them with skills that go far beyond the scope of rational problem solving.

Contact:

Christophe PONS, Project Coordinator
Lyon Catholic University, Lyon, France
cpons@univ-catholyon.fr

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