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Processing Complexity with Emotional, Sensorial and Spiritual capacities

## **ProCESS Project**

# **WORK PACKAGE 2: PREPARING THE COMPANY CASES**

## **Deliverable 2.2**

# **12 Complex Management Cases Written**

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## 1. Case Keski-suomalainen 2021: How to foster new learning culture to boost sales?

### 1. Introduction of the company

Mediatlo Keski-suomalainen is a Finnish communications and media corporation originally located in Central Finland in Jyväskylä. The company has a long history. It started with one newspaper over 150 years ago. At the moment, the company has more than 90 different media brands nationwide. The total revenue for the latest accounting period was 206.8 million euros, and the profits were 4.9 million euros. The company employs approximately 6,000 employees.

Mediatlo Keski-suomalainen has a strategy canvas called #renewingtogether 2022. The strategy demonstrates the company's state of mind and includes a roadmap on how to achieve the target state of mind. The strategy canvas acknowledges the challenges the company faces and offers solutions for how the challenges will be addressed. It also consists of value-based criteria that are locally national, customer-centric operations, and functions that support locality and are boldly renewable. The company's core value is responsibility in all its operations. Keski-suomalainen's target is to sell more, and in a bigger picture, it's linked with sales teams' competencies and the strategy.

As an organization, Mediatlo Keski-suomalainen has strong B2B sales units. The company's B2B customers consist of diverse advertisers. Amongst them, there are small companies with only a few employees but also large chain customers with big advertising budgets. Overall, the needs of advertisers' look very different. The combining factor is the need for media space in order to gain more reach and awareness among their customers. The company has five regional companies, which are Kaakon Viestintä Oy, Savon Media Oy, Keski-Suomen Media Oy, Etelä-Suomen Media Oy, and Mediatlo Esa. All regional companies are profit centers, and they have their own sales departments. In addition, the company has a national service portal called Meks. Meks also has its own sales department, and its purpose is to offer all Mediatlo Keski-suomalainen's business services in one place.

The strategy of Keski-suomalainen has emphasized growth through acquisitions, which has led the company to possess a very versatile product, brand, and service range. 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, and printing and distribution services. The company also has a real estate business, and it organizes some well-known events.

### 2. Company context

Mediatlo Keski-suomalainen has major competitors such as Sanoma Media, Alma Media, Clear Channel, and JCDecaux Finland. However, the company's product and service categories create a steady demand, and the company gives customers the opportunity to get everything with one contact only.

Nowadays, Mediatlo Keski-suomalainen is a market leader in publishing regional and local newspapers. It is also Finland's largest news and free paper publisher by the number of titles. The company's business area is widely spread, and it covers a large part of Finland's most populated areas (Figure 1).



Figure 1. Mediatulo Keski-suomalainen's business area

Although the company has grown through acquisitions, the regional companies have preserved their own practices and management styles. Some of the regional companies are very traditional and hierarchical, and typically, the sales managers in regional companies have a high social status. The company may have a “lower” status in the group hierarchy, yet it is a listed company and led by a group management team. Joint work is organized into activities that are managed at the management level. The goal has been to find all the synergies between practices, systems, and manners to make the whole organization as effective as possible.

At the moment, the company’s greatest challenges are related to the overall change in consumer buying behavior and media usage, the impact of future generations on consumer behavior, and different regulations and policies regarding privacy and targeting. As a sales-focused organization operating in a very competitive field, the company is also challenged by the following question: how to maintain the efficiency of salespersons and the competitiveness of products?

### **Target of the company**

In recent years, many organizations have emphasized competencies and the development of competencies. Competent staff is a major resource for companies and a significant way to keep the business successful and profitable. (Kovalainen, Leppänen & Toivanen, 2012.) Responding to competence needs in a changing environment is, indeed, a critical factor for competitiveness and economic success (Sitra, 2019).

For employed people, the workplace is the most significant learning environment (Sitra, 2019) where competencies can be developed. Keski-suomalainen’s goal is to strengthen its B2B sales training by renewing and unifying its training methods. This is realized as a project. In the first phase of the project,



new training possibilities are piloted in B2B sales. Later, the purpose is to broaden the utilization of new training models in other departments as well.

The enabler for developing sales competencies and creating new training methods for B2B sales is a brand-new digital platform offering a learning management system and learning tools. The digital platform is a major financial investment. Technically, the platform was ready for use in May 2021. However, offering training is not the only idea since the company wants to support continuous learning, workplace training, and self-oriented learning and, eventually, create a whole new learning culture for the company. In the learning and competence framework, the key factors (white) and stakeholders (black) are presented below (Figure 2).

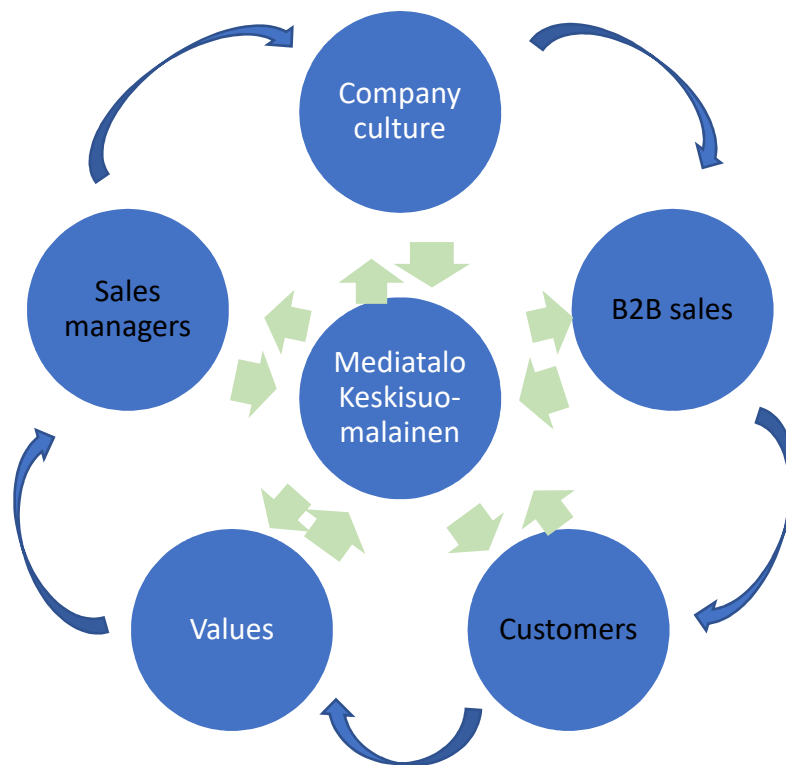


Figure 2. Different influencing factors and stakeholders in the learning and competence framework

Mediatalo Keskisuomalainen aims to sell more and make the sales processes more streamlined. The purpose is also to improve the quality of the sales work and to make the sales work easier by offering tools and training to support sales work. The B2B sales department is responsible for sales work, and this department needs training and tools. However, the B2B department is constantly busy with their job and daily routines, so it is important to be able to carry out the training and the adoption of digital platforms without stealing too much time from the actual sales work at the same time. The sales organizations' structures are presented below (Figure 3). Note that there might be slight differences between the regional companies, but they are not relevant for this case since all the sales departments have similar operations and processes.





Figure 3. The company’s sales organizations

Sales directors lead their own sales units, and they have a key role in change management and in communicating the need for change to salespeople. It is also a sales director’s task to support the creation of a learning culture and each individual’s self-oriented learning path while, at the same time, make sure that sales meet the budgeted sales targets. The sales director reports to the regional sales director.

Salespeople include account managers and sales specialists. Their titles differ based on the size of their customer base, but their job description doesn’t differ: they sell Mediatalo Keskiuomalainen’s products and services and help B2B customers with media solutions.

One major stakeholder is the customer. The learning and new competencies developed through learning should have a positive impact on the value that customers are experiencing. The outcome of learning should lead to a scenario where customers get added value and the company gets better results.

Organizational climate includes shared beliefs and values that an organization has (Janz, Wehterbe, Colquitt, & Noe, 1997; Schneider, 1990). Organizational climate plays a key role in forming the behavior of employees, and it affects employees’ perceptions of knowledge management. (Chen & Lin, 2004; Long 2000; Sveiby & Simons, 2002.) Indeed, every organization has a culture, and it cannot be separated from other factors (Kuusela, 2015.).

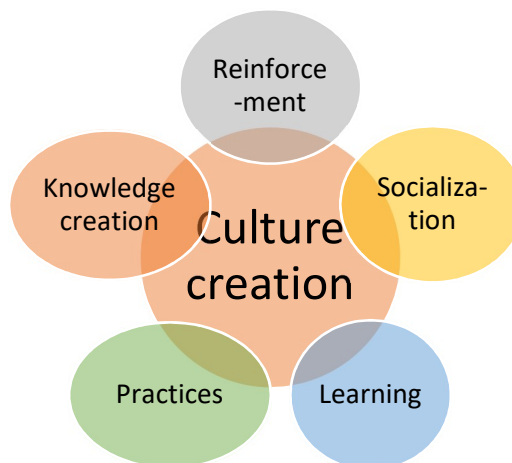


Figure 4. Culture creation (modified from Kuusela, 2015)



The factors in culture creation (Figure 4) are socialization, learning, practices, knowledge creation, and reinforcement. The experience of a culture is created by acting together. Every employee grows to become a community member through socialization. Supervisors in workplaces are role models who align with how it is desirable to act. (Kuusela, 2015.)

In the best-case scenario, learning is a daily part of the culture because an organization develops only through learning. Organizations need to learn to develop and maintain resilience and readiness for change. An organization and its employees need to react to changes in customers and in their environment. According to Nonaka and Takeuchi (1995), an organization creates new information to make profit and to maintain its competitive advantage. (Kuusela, 2015.)

### 3. Description of the case problem and challenges

Information is a fundamental concept in knowledge management and organizational learning. Information and knowledge are difficult to explain, and there is a lack of understanding of the relationship between them. Information has many relevant descriptions: 1) information is relevant for someone to analyze, 2) information can be seen as processed data, 3) information has a context and forms the basis for knowledge and 4) information consists of different messages. In addition, information is a message that has a meaning, implication, or action. It consists of current and historical sources. Information's purpose is to help with decision-making or problem-solving. (Liew, 2007.)

The large organizational size of the company brings about some challenges with communications and people because everyone might not know everyone. There is a lot of information to process and distribute. However, despite the challenges, it is relatively easy for the staff to have a conversation with management. Critical feedback can be given at a low threshold, and it is even considered desirable.

The company has an intranet that contains basic information regarding HR, IT, and the media group itself. The intranet provides information about the company's current topics from all regional areas. It is the most important place for internal communications. It also provides shortcuts and links for internal systems. The intranet gives an overview of the basic tools and information for all employees.

The company has many tools for providing information and storing it. Microsoft Teams is in daily use, and there are a lot of channels, documents, and information for different purposes and teams. Some of the specific information can only be found through employees. This type of information could be expert knowledge, passwords, or some specific information that has not been documented anywhere. There is a lot of tacit information and knowledge in the company.

The new training platform is meant to be the first place to store information on the development of the competencies of salespersons. Its role is to be a unique tool to help salespeople to grow, evolve, and learn. It contains important materials such as digital product files, videos, learning modules, and all material related to training. The course materials are always available, and employees can easily return to all material stored on the digital platform.



Organizations must learn how to solve or cope with challenges from different perspectives that represent different stakeholders. In practice, it is about the organizational ability to handle different paradoxical situations in daily life in a productive way. (Cameron & Quinn, 1988; Lewis, 2000; Czarniawska, 2005; Andriopoulos, 2009).

There are four key paradoxes in this case:

1. The market raises new training needs that must be met for the company to remain competitive, but there is no structured plan on how to ensure this at every organizational level and at the group level.
2. The company invests in a new digital learning platform to make learning easier and more efficient but change management and learning culture are missing.
3. Sales management desires that budgets are met in the short run but forgets how competence can help build long-term profitability.
4. Salespeople want to learn, and they are aware that they need to learn, but the learning culture is missing. In addition, they are busy with their daily work.

At the moment, the company culture is not actively developed, and the company does not use the company culture as a management tool. The company's management style is traditional and hierarchical. It is unpredictable how the culture of the company supports the change because the culture differs in different areas and the values do not necessarily lead the behavior.

Also, the company's learning culture is missing, and management should be involved in its creation and lead the change of culture. It is evident that investing in a digital learning environment is not enough in its own right and will not bring the desired results if the learning culture is missing.

The company's employer brand is not actively and systematically developed for internal or external target groups. The company does not have modern, transparent communications, ways of working, or employee benefits. Internal communications stress the "from the company to the staff" ideology. The company does not have a marketing and communications director, which is manifested by the fact that communication is not planned for the long term. However, the employees who work for their own regional company also need to cooperate across regional and departmental boundaries in their daily lives or on projects.

B2B sales goals are to acquire new customers and grow the volume of sales for existing ones. Regional companies have their own sales organizations, values, beliefs, and practices, at least partially. They easily fall into their own silos. Sales strive for continuous customer relationships, and they appreciate all customers.

Sales managers lead the sales and ensure that budgets are met. Management styles can vary remarkably, even though supervisor training is the same for every manager in the company. Sales managers are very important, and they have powerful influence possibilities. They create and support healthy competition between regions. They have very strong opinions, but their role in creating and preserving the learning culture and supporting self-oriented learning is missing. Most sales managers do not belong to the "new generations" (generations Y or Z), so their conception of modern marketing, sales, and competitive



advantage factors is traditional. It is unpredictable how sales managers will adopt the new processes, but it is obvious that the change can only be implemented through managers.

Sales skills and knowledge levels vary. Salespeople may recognize the need for training, but they do not necessarily see the bigger picture when it comes to the benefits of training and learning. Moreover, they do not have time to think about the links between learning, culture, and results because they are expected to sell more and acquire new customers, concentrating on the outputs. There is occasional resistance to change among this group of employees. Engaging sales in a new way of training supposedly takes time because the change is big. Without strong change management, it is unclear whether the salespeople embrace self-oriented learning. Actions regarding the change should be continuous.

Digital unit and product managers need to strengthen sales teams' know-how and support them in succeeding in sales. The digital unit and product managers are responsible for digital product development and sharing knowledge on digital products with the sales unit. They expect that salespeople adopt all new features and benefits concerning digital products and help with the changes, which are usually quite comprehensive.

Customers appreciate clever solutions and desire better results, but customer types vary a lot. They range from small advertisers who use only one media to advertisers with broad advertising needs and major budgets. Customers value target group knowledge and analytical skills. They expect that expert salespeople can suggest solutions, use creativity, and make quality conclusions with the help of data. Especially small customers want to do business with the same contact person every time they need to contact the company.

There are many cause-and-effect relationships related to this case. Some of them are unclear, but it is fair to expect that if the company invests in quality training, it will have some effect on competencies. It is predictable that the adoption of the platform will improve training frequency, quality, and continuity. The learning platform should make learning easier because it helps find all the information needed in one place where salespeople can easily retrieve the material on the company's products. The platform also offers flexibility for in scheduling learning.

However, before the platform can be fully adopted, in-house training is needed. One major missing cause-and-effect relationship is the connection between the training investment and revenue measured in euros. It is also unpredictable how information is adopted and how effectively it turns into knowledge in the learning process. Investing in employee training has an impact on well-being, learning, motivation, and commitment, but the question is: on what level? Involvement is probably the best way to engage. The training provided must be long-term and goal oriented. The company needs to consider how competence is monitored, what kind of feedback is given, and how the results are utilized in improving sales results.

The problem in this case is large. Keeping in mind 1) all the information presented above 2) the paradoxes related to the case and 3) the challenges with the main stakeholders, the company should be able to answer the following questions:



- How can the company create a whole new learning culture?
- How can the company develop competencies to support the target of increasing sales and eventually revenue?

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## 2. Case Klaus-Elgex 2021: How can the use of digital technologies boost sales?

### 1. Introduction of the company

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 those of medium size.

KLAUS-ELGEX is one of the national leaders in electrical solutions and equipment, industrial automation systems, electric drives, and lighting systems. Since 2004, KLAUS-ELGEX has been offering solutions for energy efficiency and productivity improvement, proposing customized solutions tailored to the business. The company now has 125 employees, and it is considering a possible increase in personnel in the team, both technical and sales. For employee development, KLAUS-ELGEX planned a continuous training program that will include employees from all departments, regardless of the level of training, and offer courses for skills development (engineering training, sales, logistics, etc.).

A challenging project is to increase by 25% per year the turnover of the business of the Romanian company KLAUS-ELGEX, located in Cluj-Napoca. The company has a turnover of over €23 million. It should be noted that in the last four years (2017-2020), turnover, profit, and productivity of labour have stagnated. The company wants to increase its competitiveness and improve performance. This will ensure continuous business development in the medium and long term, with an annual turnover growth of more than 25%. Since the beginning, the company's management has had a continuous focus on performance, with the main motivating values being quality delivery of products and services as well as respect for long-term partnerships. The company has focused on the diversification and accreditation of its services according to international standards, as well as the expansion of the distribution and development activities of the sales team.

Although the financial results successfully confirm the development strategies, the diversification of activities and the regional expansion of the company have led to an exponential increase in problems related to efficiency, communication, and coordination, especially in the management and sales areas.

### 2. Company context

At the national and international level, there is currently a multisectoral crisis, with the most affected economic sectors being the basic ones: automotive industry, car construction, industrial installations, and real estate. Any crisis is, at the same time, an opportunity. The winners of the crisis will be the ones who will find smart solutions based on technology.



During 2020-2021 (in the emergency and alert state established at a national level in Romania), the company reorganized the activity of the production and delivery departments by implementing a system of shift work with the aim of reducing sanitary risks, promptly meeting customer requirements, and meeting delivery deadlines. The slowdown in customer activity has also led to the temporary suspension of certain projects for KLAUS-ELGEX, but for a short period of time.

At the moment, digital interactions are much more important to customers compared to traditional sales interactions. The company aims to optimize or even change the sales process to adapt to new customer habits and the current economic period. In addition, almost 70% of sales meetings are now carried out by videoconferencing, and more than half of sales managers believe that this approach is more effective than the work models used before COVID-19.

Sales managers will go through the three phases of managing the business effects of the pandemic:

1. navigating the current crisis through immediate solutions and focusing on resistance,
2. planning for the recovery, even partial, of the negative impact
3. reformatting and adapting to the changed business environment that we call the "new normal".

### **Accelerating digital transformation**

The importance of digital channels has also increased significantly for B2B in recent years, and it has accelerated since the start of the COVID-19 crisis. This change in the importance of digital interactions is mainly reflected in customer behaviours. Three things that customers focus on during this period are price, transparency of information, and the consultancy approach supported by online information materials. These priorities are manifested in all sales channels, and they are increasingly emphasized.

To deliver exceptional digital experiences and to encourage loyalty, B2B companies need, at the very least, a relevant online approach to the most pressing points of customer dissatisfaction and frustration. The most common points of dissatisfaction are the duration of the order process, followed by the difficulty in finding products and technical problems related to the order.

### **Era of B2B sales remotely**

The switch to distance selling came out of necessity because the quarantine forced people to stay at home. B2B sellers reacted with astonishing speed and started to work via videoconferencing or telephone. In addition to this adjustment to distance selling, large companies have set up multidisciplinary virtual teams to manage sales operations effectively.

The sharp increase in the use of digital channels leads companies to evaluate not only how to generate a good digital experience but also how to conduct sales interactions to get the best result. Increasing customer experience satisfaction and sales process efficiency are priorities for sales managers. Therefore, they need to focus on how to implement digital sales. In an environment where customer requirements and operational practices have changed overnight, sales managers need a clear vision of what customers want. Only then will their company be able to make the necessary changes and ensure the necessary training for the team members. The transition from traditional face-to-face to remote selling via videoconferencing, webinars, phones, chatbots and other means requires better or different skills from



sales agents. In this new world where we do business remotely, it is important to know how to convey human emotions, empathy, and warmth.

The company's objectives are to offer innovative solutions to increase sales, especially by digitizing sales and adjacent processes, and to remain adaptable and competitive in a world where technology is profoundly affecting all aspects of life. That means that the industry must be the driving force behind new trends. The targeted results the company wants to achieve are the following:

- increasing the competitiveness of the company by increasing the quality of services to clients and adding value, and by streamlining internal activities
- increasing productivity and efficiency of the management process
- increasing the level of performance of the sales force and management team
- developing a culture of teamwork and leadership, fostering the spirit of initiative and responsibility throughout the company
- creating an atmosphere of constructive competition and
- developing the responsibility and mastering the company's objectives by the team.

### **Organizational bottlenecks**

In a first analysis carried out by De KLAUSEN consultants, seven organizational bottlenecks were identified: management team, employee inertia, resistance to change and fear of change (normal in such a situation), integration with existing technology, data security, communication, and business.

Managers have strong personalities (experienced managers with confidence in themselves and with strong opinions that are sometimes expressed in a way that negatively affects others). There were several identified difficulties in employee control and management and deficiencies in interdepartmental communication. Some managers act from their comfort zones, which limits their efficiency and managerial performance. As a result of organisational analysis, it was concluded that the management and sales processes are uneven and non-standard within the company. Used to think and act according to patterns, they show resistance to new processes and workflows based on technology. Although their training is essential, many of them are not available or open to further efforts. The operation of new platforms and technologies with existing channels is considered too difficult and could lead to short-term damage to operational activity (slowdown, longer time, or disruption of the customer experience). While the deployment of newer technologies would be manageable, compliance with security standards and regulations makes the company vulnerable to cyberattacks and makes it difficult to digitize.

The main challenges in the communication area are: internal communication (horizontal and vertical directions – with colleagues, managers, subordinates), normal vs. digital (understanding the specificity of digital communication internally but also with third parties (suppliers, customers, and the market), understanding the basic principles (follow-up, feedback, or dissemination). Another conclusion of organisational analysis was non-unitary sales vision or lack of vision's communication.

From a business perspective, it was found that the main issues are in 3 areas: offering the need to implement working in virtual teams on solid principles, self-commission (self-service is a critical area





where digitization needs to be implemented) and sales process (the process must be defined and adapted for mixed communication (direct and virtual).

### **Success factors and areas of improvement**

The success factors for reaching the objectives were established to be the following: clarity of vision (to be understood both by middle-management and by front-line employees) and the human factor (for increasing a company's productivity, people and technology are in a relationship of mutual dependence). The key is the right mix of human expertise and technology that works in a coherent and flexible operating model with the customer at the heart of the initiatives.

The main strengths identified within the company are: the company and the teams are functionally performant, an ongoing process of clarifying teams and roles and the fact that there is a definite system and evolution/progress. The main areas of improvement are as follows: sales stagnating and even decreasing in some business areas, an inconsistent managerial team, unruly and self-sufficient sellers, and a general attitude against change (resistance).

There are four main challenges identified at the organisational level: digitalisation, market positioning, team structure, and paradoxes or vicious circles. The company has already taken important and decisive steps to position itself as a system integrator capable of running large turnkey projects. Customer service online and the growth of brand awareness on the market have to be considered for implementation in the near future, as the pandemic context shaped new clients' behaviours (distance communication, for example).

The functional team structure of the company includes a regional sales manager, an area sales manager and a product manager. The team is structured by regions, as follows: Cluj, Bucharest, Brasov, and Export. Some paradoxes are: "I don't have time" attitude, CRM – "we don't write, so we don't have data, so we don't write" and "We don't know the products" but we haven't learned the products, so we don't have solutions, so we're wasting time; therefore, we cannot learn, so we lose sales, and we are demotivated to learn products.

A vicious circle is: "We have weak sellers with no potential that we keep in place, so they do not sell and pull the team down; we're afraid we will not find others, so we keep them, and this determines the lowering of the standards of the sales team".

### **Management practices**

Generally, managerial practices are okay, and some management tools are used. The aspects that could be improved are: (1) job descriptions and working procedures should be updated and fully implemented, (2) interference of staff in departments or activities not belonging to them, (3) management methods and techniques used are mostly reactive due to impulses coming from clients, markets, or competition and would be indicated to become more proactive, (4) some tasks are communicated verbally, generating frequent discussions on the responsibility of those who ordered or acted and (6) information flows are sometimes ineffective.



Of the five basic management functions (planning, organisation, coordination, leadership, and control), organization and control can substantially improve. Also, managerial meetings are sometimes one-way, with little involvement of participating managers. Analysis sessions can become ineffective by diverting discussions, a lack of intervention and initiative on the part of the participants, or not following with consistency the implementation of decisions taken during the session. There are also problems with the delegation of tasks. Some managers sometimes use language that is authoritarian or even offensive.

Considering the responsibility area, it was concluded that the main form of transmission of authorities and duties is of an informal, verbal type; this increases the reaction rate but can lead to a reduced possibility of control (because a message deteriorates by at least 30% at the time it is retransmitted and there is no traceability). Also, at the top-management level, operational meetings and periodic (quarterly) formal activities are carried out to analyse the activity and results; it is necessary to stimulate the follow-up of the implementation of the decisions taken.

The decision bottlenecks found during the organisational analysis were, as follows: the sometimes hasty manner in which certain management decisions important to the company are made, poor information of the managers on management decisions, lack of responsibility for the decisions taken, failure to complete the implementation of decisions taken, and the fact that decisions are made but they end up not being respected after a while, people forget about them; this phenomenon can reduce credibility in management decisions.

From the communication perspective, the issues identified were: management sometimes takes impulsive decisions, there are some interdepartmental tensions (disagreements between departments, lack of communication of problems and solutions, poor collaboration), lack of regular meetings with middle management employees (sales managers), where the opinions of each manager could be expressed and the fact that there is not enough information about the deficiencies of the management employees.

Some deficiencies identified in the activity of the organization were: increasing the number of emergencies in a limited time, agitation and a feeling of lack of time, there is no backup for each employee (when someone is on vacation, certain tasks remain undone or unfinished), managers do not evenly distribute the tasks of subordinate employees, which is why activities are difficult and information is lost along the way.

Staff/colleague deficiencies found within the company were the following: individualistic attitude of some colleagues, lack of cohesion between departments, lack of team spirit, the way of working of colleagues that very often leads to strained relations with the client and his dissatisfaction, tendency to hide mistakes, non-use of clear criteria in employment (based on expertise, behaviours and performance), missing to promote employees with potential, and the fact that skilled persons in the top management are not sufficiently involved in the professional integration of new employees.

### 3. Description of the case problem and challenges

The above aspects were noted by De KLAUSEN through the organizational diagnosis carried out in the period 2020-2021. In the next stage specific recommendations and solutions will be generated for KLAUS-



ELGEX. The assignment for students is to suggest ways to increase sales, especially by digitizing sales processes. So, the questions to be answered are:

- How can digitizing the sales processes contribute to increasing sales figures?
- In what ways can digital technologies be leveraged to understand and engage with the target market more effectively, thereby increasing sales?

Note: For privacy reasons, the client's name has been changed. The data mentioned in the case study are real.

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## 3. Case Sanofi 2021: How to improve vaccination coverage rates in France?

### 1. Introduction of the company

Sanofi is one of the leaders in the global pharmaceutical market. With a presence in 90 countries and nearly 100,000 employees, the company had sales of €36 billion by 2020, of which €5.5 billion were invested in R&D. More than half a billion people around the world are protected by one of Sanofi's vaccines every year. Sanofi's vaccines division is based in Lyon (France), with 15,000 employees. 60% of them are dedicated to production and quality. Sanofi is the world leader for flu vaccines and has a portfolio of 16 different vaccines to prevent serious diseases at all ages of life.

Sanofi is a global healthcare leader, and they contribute significantly to global health in various ways. The CSR (Corporate Social Responsibility) strategy called the commitment to Society relies on four pillars: Affordable access, Innovation for vulnerable communities, Planet Care and "In and beyond the work



Place”. The Global Health Unit (GHU) provides 30 essential medicine, without any profit, to the top 40 poorest countries.

Sanofi leverages state-of-the-art technology to accelerate the discovery and development of new medicines. This includes the use of artificial intelligence, machine learning, and data analytics to understand disease patterns, predict treatment outcomes, and personalize patient care. Sanofi is also at the forefront of scientific research, constantly seeking to understand the complexities of the human body and disease.

Maintaining high levels of vaccine coverage rates (VCR) is a major challenge for Sanofi, as it guarantees both high vaccine use, which is essential for its business, and a major public health impact as it secures the protection of the population [1]. At the heart of Sanofi’s work is the patient.

Sanofi understands that solving the world’s most pressing health challenges cannot be done alone. They actively seek partnerships with academic institutions, biotech companies, and other stakeholders in the healthcare ecosystem to drive innovation and deliver better health outcomes.

## 2. Company context

According to the WHO [2], more than two million lives are saved each year through vaccination. Vaccination is both individual protection against a disease (e.g., tetanus) and collective protection when the vaccination coverage is sufficient. This collective protection, called herd immunity, allows people who cannot be vaccinated (immunocompromised) or who do not have access to the vaccine to be protected by those who are vaccinated. This collective dimension, associated with the necessary control of epidemics, explains why vaccination is the competence of health authorities who publish the vaccination calendar and pay for the reimbursement of vaccines.

In our modern western societies, where behavior is increasingly individualistic, the notion of altruism is swept away by the fear of undesirable effects. We have therefore seen a general decline in vaccination coverage for many years, with a rise in beliefs and a loss of critical thinking - a hypothetical individual risk that exceeds the expected collective benefit. The number of vaccinations coverage in total can be seen in the table 1.

Table 1. Vaccination coverage worldwide 2020 [9]

Vaccine	No. (%) of countries with vaccine in schedule	WHO region % coverage <sup>†</sup>						
		Global	AFR	AMR	EMR	EUR	SEAR	WPR
BCG	156 (80)	85	79	68	89	94	87	95
DTP1	194 (100)	87	79	88	87	97	88	96
DTP3	194 (100)	83	72	82	81	94	85	95
HepB BD	114 (58)	42	6	60	35	41	51	84
HepB3	190 (98)	83	72	82	81	91	85	95
Hib3	192 (99)	70	72	81	81	79	83	25
HPV, last <sup>‡</sup>	111 (57)	13	18	44	0	29	3	5
MCV1	194 (100)	84	68	85	83	94	88	95
MCV2	179 (92)	70	36	73	76	91	78	94
PCV3	148 (76)	49	68	76	52	79	27	16
Pol3	194 (100)	83	71	81	84	94	85	94
RCV1	173 (89)	70	36	85	45	94	87	95
Rota, last <sup>§</sup>	114 (52)	46	53	71	53	30	58	2

**Abbreviations:** AFR = African Region; AMR = Region of the Americas; BCG = Bacille Calmette–Guérin vaccine; DTP3 = third dose of diphtheria and tetanus toxoids and pertussis-containing vaccine; EMR = Eastern Mediterranean Region; EUR = European Region; HepB BD = birth dose of hepatitis B vaccine; HepB3 = third dose of hepatitis B vaccine; Hib3 = third dose of *Haemophilus influenzae* type b vaccine; HPV, last = final dose of human papillomavirus vaccine; MCV1 = first dose of measles-containing vaccine; MCV2 = second dose of MCV; PCV3 = third dose of pneumococcal conjugate vaccine; Pol3 = third dose of polio vaccine; RCV1 = first dose of rubella-containing vaccine; Rota, last = final dose of rotavirus vaccine series; SEAR = South-East Asia Region; WHO = World Health Organization; WPR = Western Pacific Region.



The current health crisis, with its high vaccination rates, should not mislead us: the population's knowledge of the risk is at its maximum, and the COVID-19 topic has been treated every day in the media for a year and a half. At the European level, numerous initiatives have been set up by the European Commission, such as the Joint Action on Vaccination, to optimize vaccine coverage, harmonize National Immunization Programs, facilitate R&D, and develop industrial independence — a subject that has become key in the discussions on COVID vaccines.

If the COVID pandemic reminded us that vaccination is a major public health tool, it is nevertheless underused, particularly in France. VCRs for common infections such as influenza, HPV, measles, and pertussis are all at levels insufficient to provide optimal protection for the population [3], and the COVID pandemic has further increased these low levels, limiting patient access to doctors' offices due to lockdowns [4].

Of course, there are many factors influencing the decision to vaccinate or not. The act of vaccination implies the consent of the person. Patient information is an important aspect of any care and a source of responsibility for the caregivers, and the transmission of this information is crucial [5]. If a few years ago, the doctor was the reference for medical information and decisions for patients' immunizations, this is no longer the case: information is everywhere on social media. The medical hierarchy is no longer respected by patients, who consider doctor, caregiver, and social media influencer expertise in vaccination at the same level. It is an important point, especially since most of the adult vaccines in France are not mandatory but only recommended [6].

Considering the levels of flu vaccination coverage of the different types of health professionals (doctors, pharmacists, nurses, care assistants, etc.) as a reliable marker of their personal position about immunization, there is a real gradient of knowledge and conviction [7]. This gradient can generate discordant or even opposing discourses and positions, and it is known that conflicting information is the main cause of vaccination refusal.

### **Main challenges for different stakeholders**

Seasonal influenza can cause substantial mortality. A 2017 study found that worldwide, up to 650,000 people die of influenza-associated respiratory disease each year, and up to 72,000 of these deaths occur in the European Region [8].

For the population, ensuring an adequate level of collective protection that limits the circulation of influenza viruses is important. For an individual, it is important to get sufficient protection to avoid getting sick. For the Health Authorities, the control of the winter epidemic is a major issue, as influenza causes approximately 10,000 deaths each year in France and greatly disrupts hospitals and the health system due to an influx of patients into emergency rooms. For Sanofi, finally, guaranteeing the core of its business and ensuring the demonstration of the medical usefulness of its vaccines that can justify their funding by the community is of importance.

### **3. Description of the case problem and challenges**

The improvement of flu VCR, the main challenge for Sanofi, requires the multiplication of places and opportunities for vaccination according to the habits, wishes, and profiles of the patients. Doctors, midwives, nurses, and pharmacists, under certain conditions, may each be required to vaccinate. It is



difficult for a patient to understand his vaccine's journey, especially when each professional has his own level of scientific knowledge, education, language, habits, personal beliefs, and speech to the patient.

A 2019 health law introduced the concept of CPTS (Communauté professionnelle et territoriale de santé) in France to compensate medical deserts, those areas where the population no longer has access to a doctor or a pharmacist because of strongly decreasing medical demography.

These CPTSs are local and regional networks of health professionals of all types, motivated to work together for the benefit of the population of the territory. These networks can benefit from state subsidies to set up ambitious health projects, including influenza vaccination prevention. But because of the characteristics of each category of health professionals mentioned above, to date, no CPTS has been able to set up an effective influenza vaccination program. This observation shows that those organizations are not sufficient to effectively learn how to work together.

The questions to be answered are:

- How can French health care professionals work better together for public health?
- How can Sanofi make health care Professionals (HCP) work together for the patient's benefit?
- What information to share, when, and how to convince the population?
- What innovative communication tools or ways of working could be created and used between professionals and between patients and caregivers?

### Contact information

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## 4. Case Latvijas Pasts 2021: How to bring company values to life?

### 1. Introduction of the company

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. Although Latvijas Pasts is currently the provider of the universal postal service in Latvia, the company has competitors such as DPD Latvija, Omniva, Venipak Latvia, and DHL Latvia (see Appendix).

Issuing postage stamps is an important activity for every independent state and its post. Latvijas Pasts' origins can be traced back to 1918, along with the proclamation of the Latvian state. After the World War II and occupation years, the renewal of the post after the restoration of Latvian independence can be marked with 1992. Since 2004, Latvijas Pasts has been a state joint public limited company. Today, there are more than 600 places for the provision of postal services in Latvia, including post offices, parcel terminals, and delivery points at gas stations, accessible to every Latvian (Figure 1).

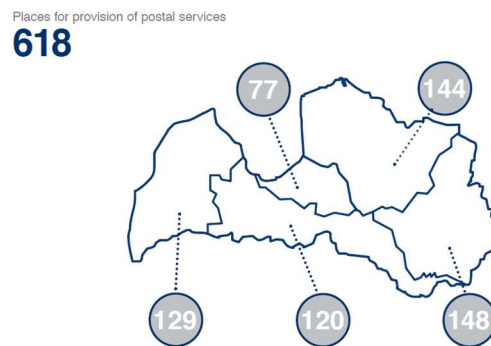


Figure 1. Latvijas Pasts postal service (geographical coverage)

The company's organizational structure consists of 20 structural units. Latvijas Pasts employs more than 3,000 employees. Regarding the management style in the last five years, there has been a purposeful transition from 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.).

Previously, during a long period of its history, the company was dominated by functional management, which created gaps between departments. Currently, Latvijas Pasts (LP) is shifting to team-oriented management to reduce the gaps and improve collaboration so that when solving problems, not only the responsible department but also experts from various teams are involved.

The legacy of the previous functional management style is still felt in the company. Internal communication between employees, often due to their physical location, often takes place by telephone or e-mail. Employees' awareness of various projects depends on the method of communication developed by the heads of structural units. There is a challenge to be united in the company and similarly implement the company's values.



## 2. Company context

### A short history of creating organizational values in Latvijas Pasts

#### *Step 1: Early 2017*

Understanding that a company's values are the core of its culture (Coleman, 2013), in early 2017, a working group that included the company's board, directors, and outside advisors was set up to work on creating the company's values. Initially, the survey was conducted with 35 participants. However, only 17 participants were involved until the end of the process and completed all questions.

The questionnaire consisted of five open-type questions: 1) *What, in your opinion, distinguishes LPs from other companies?* Responses received were grouped according to 7 values (safety, quality, independence, accessibility, stability, uniqueness, reliability), of which "stability" (9 times) was the most mentioned. 2) *What, in your opinion, describes the employees of the LP in a positive way?* Of the respondents' answers, 27 characteristics were highlighted, of which the most mentioned values were responsibility (10 times) and loyalty (4 times). 3) *Please mention the values of the LP that should be maintained by the company in the future.* Respondents' replies mentioned 37 values, of which responsibility was the most mentioned (9 times) and quality (6 times) was the second most popular. 4) *Which of the values of the company mentioned above are the most vivid in your view, i.e., they appear clearly and most frequently in the business, in the hands of executives and employees, etc.?* 24 values were mentioned; the most frequently identified were responsibility and quality (5 times each). 5) *What new values do you think should be developed and restored to ensure that the company is successful in the future?* Respondents' responses produced 34 values, of which repeatedly mentioned were values such as simplicity (4 times), innovation (3 times), and motivated worker (3 times).

On February 14, 2017, the results of the survey were presented to the working group, and four potential company values were raised: 1. Interest; 2. Cooperation; 3. Broad vision; 4. Responsible growth. The company's board of directors worked further on values, and three company values were created and accepted in June, of which only one was the original "interest" value. At the strategic meeting on June 15, the board presented to employees the newly created three company values: 1. Interest; 2. Responsibility; 3. Simplicity. Further, the task for employees was to split into teams, debate, and send in examples of action, where these values appear every day for each employee. There was a chance to win awards for activeness.

#### *Step 2: The first attempt to make the values live – late 2017 until 2019*

In late 2017, guidelines for employees were created. The guidelines were placed on the company's intranet as visual material and printed out for new employees when they entered the job. The following customer service guidelines were created based on approved values:

- We are humane and simple with our customers. For example, we simply respond to the customer without using abbreviations or terms accepted by our organization.
- We take responsibility for our tasks by finding the most efficient (quickest, most efficient, etc.) solution. For example, we do everything we can to answer a customer's question or solve the problem according to the "one-stop principle". We "do not overplay" the problem.





- We are interested in clarifying and meeting customer needs and strengthening mutual cooperation. For example, we immediately notice someone who needs special treatment (a person with special needs, a young mother, a senior, etc.), and we take the right steps to help and provide excellent services.

Moreover, guidelines for employee-to-employee cooperation were created:

- In cooperation with colleagues, we are humane and simple. For example, when writing orders, procedures, and process descriptions, we choose a “one-page principle” and language that is easy to understand.
- We take responsibility for our tasks by finding the most efficient (quickest, most efficient, etc.) solution. For example, we undertake to do the work within the agreed timeframe, scale, and quality. If we have made a commitment to a colleague, then we also do it.
- We are interested in clarifying the needs of a colleague and in strengthening cooperation. For example, when meeting, we hear and are interested in understanding the other's point of view, even if it is different from ours.

In 2018, postcards were created with the company values that were issued to all existing employees, and they are still being issued to new employees along with a labor contract (see Appendix Exhibit 1). The values were inscribed on a wall in the main office building, near an elevator, in a visible place. Explanations for the values were also created:

- **Simplicity** – we approach the customer with simplicity, clarity, and human touch.
- **Responsibility** – we take responsibility for our tasks, seeking the most elegant and effective solution to every challenge.
- **Interest** – we are eager to discover and satisfy a customer’s needs and foster a mutually beneficial partnership.

In 2019, mugs printed with company values were presented to all employees for Christmas. Mugs are currently given as an onboarding gift to new administrative staff (see Figure 2).



Figure 2. Mug

### *Step 3: Re-launching the values*

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May 2021 was declared as a value month, and all employees were given the opportunity to participate in a value challenge by carrying out a task related to the company's values each day. 260 employees (21 teams) participated in the challenge. Since this type of activity in Latvijas Pasts took place for the first time, engagement was considered to be good, but sadly, the Postal Department employees were not as active as administration employees. This is probably due to the current workload: the number of shipments has increased significantly due to restrictions on COVID19, and only a certain number of employees may be present at the same time in the post office, so the amount of work is significantly higher than usual. Therefore, employees showed frustration at any additional activity.

### The Department of Postal Network

The largest (70% of all employees) and most challenging in terms of communication is the Department of Postal Network. The management of the department is divided into five geographical regions: 1) Riga (the capital of Latvia), 2) Kurzeme, 3) Vidzeme, 4) Latgale, and 5) Zemgale. There are more than 600 offices. The offices are geographically far away from each other, and they are different in size. The number of offices in the regions varies from 59 (in Zemgale region) to 73 (in Vidzeme region) (Figure 3).

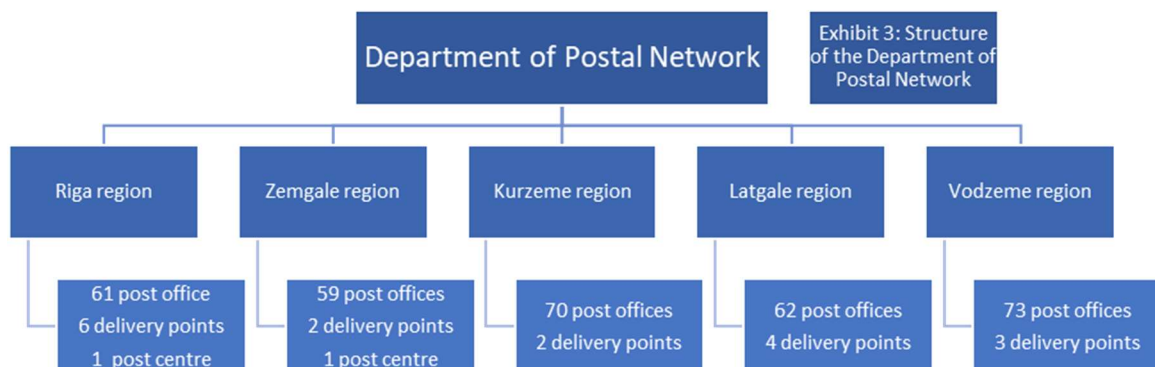


Figure 3: Structure of the Department of Postal Network

The Department of Postal Network is managed by the director and eight administrative employees. Each region has three administrative employees: a head of the regional department and two deputy heads. The number of employees in the offices varies from one employee to 15 employees.

The age distribution of the employees is more tilted towards older generations: 10% of employees are between the ages of 30 and 39, 22% are between the ages of 40 and 49, 36% are between the ages of 50 and 59, and almost 26% are 60+ years old. This fact is also related to the seniority of the employees. 27% of employees work for 1 to 5 years, and 19% of employees work for more than 20 years in the company. Almost 90% of employees in the department are women.

### 3. Description of the case problem and challenges

Values can set a company apart from the competition by clarifying its identity (Lecioni, 2002). Organisational values also offer a set of guidelines for employees on their behaviours and mindsets (Coleman, 2013). However, organisational values possess an opportunity only if they are accepted and supported by employees. In Latvijas Pasts, the values still seem to be 'living their own lives'.



In 2019, Aiga Liepa started to work at Latvijas Pasts, and she was appointed as the head of personnel development. She had to bring the company's values to life. However, at the moment, there are more questions than answers. The challenges are formulated in the following questions:

- How can the values be accepted by all employees, even in the most distant offices? How to turn them into a living mindset and guide their day-to-day behaviours?
- How to make the values of Latvijas Pasts work and contribute to organizational effectiveness and success?
- Are the values strong enough? Do they differentiate Latvijas Pasts positively from its competitors?

The collaboration between the departments and the implementation of the values have been measured for several years in a row. One of the methods for measuring whether values have been incorporated into an undertaking is a collaborative study carried out annually (at the end of the year). Each department had to evaluate five other departments in the following categories: 1) Customer orientation; 2) Clear and simple communication; 3) Achieving results; 4) Taking responsibility.

In the "customer orientation" section, the following action indicators related to the value interest of the company were inserted:

- Business staff show interest in finding a better overall solution for businesses and/or customers.
- Business employees offer solutions that meet the needs of our department.

In the "clear and simple communication" section, the following action indicators related to company value responsibility and simplicity were put in place:

- Staff of the Structural Union respond to e-mails in a timely manner.
- Business employees clearly and easily explain professional issues to colleagues in other departments.

In the "achieving results" section, the following action indicators related to the company's values responsibility and interest were inserted:

- Business Department employees meet deadlines for completing tasks.
- Business Department employees find out or specify expected results before starting work.
- Unit employees address the questions in substance, not formally "check" by.

Under the heading "taking responsibility", the following action indicators related to the company's values responsibility, and interest were put in place:

- Business employees identify the best way to solve the problem or question you asked.
- Business members complement or recycle initially incomplete work.
- Unit staff undertake new, non-standard tasks that go beyond their basic responsibilities.

This study allows measuring effectiveness (on a 100-point scale as % from the maximum possible score) and cooperation in the above-mentioned four different areas (on a 5-point scale). In the last 3 years, the average results of the collaborative study have not changed overall in the company (changes are minor



within 0.1 points). The efficiency rate has not been higher than 81 points in any department, which means that no department has been evaluated as a collaborative partner whose support and responsiveness others can always rely on. The lowest rate of effectiveness (58.9) is for the Postal Network Department, which points to the reputation of a questionable collaborative partner whose consistent handling of situations where support and responsiveness are needed cannot be relied on by others.

The following figures characterize the situation in the Postal Network Department. Latvijas Pasts has five regions where the postal network department works. There are different situations in rural regions than in the capital. As the chart points out (Figure 4), the lowest results are in the Riga region (capital).

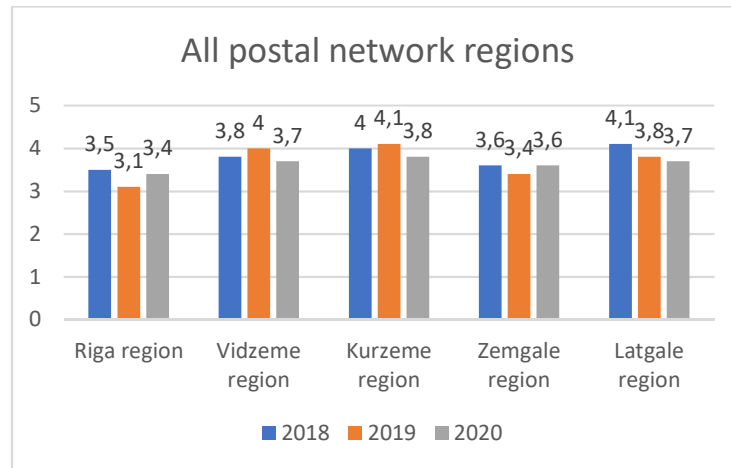


Figure 4: Average score for all four dimensions by regions (measured in 5-point Likert scale) <sup>1</sup> If all the answers are 5, then this is assumed to be 100%

The 2020 target for collaborative study results was set at four points in all criteria. Results for the collaborative study show that the situation for some regions in 2020 is better than in 2019, but none of the criteria has achieved a target. Moreover, in some regions, the situation is getting worse. COVID-19 can be blamed, but still, the situation seems alarming. The figure below (Figure 5) describes the results for the Department of Postal Network for the four measured collaboration categories. The situation seems to be improving, but still, none of the categories has achieved the target (four points).

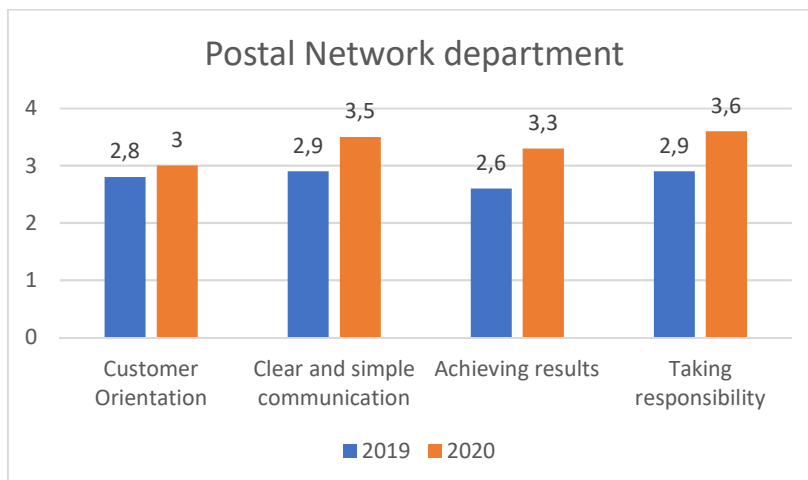


Figure 5: Results for Postal Network Department for four co-operation dimensions (measured in 5-point Likert scale)



Overall, the results of the study paint a picture in different directions, including the reintroduction of values. If there are low valuations on issues related to company values for several consecutive years, it makes sense to think that employees do not see the values as the main drivers of their day-to-day work.

Building a values-driven organization requires a cultural transformation and a whole-system approach (Barrett, 2006). Organizational culture is a complex phenomenon (Tong & Arvey, 2015), and the core values are the deeply ingrained principles that guide all a company's actions; they serve as its cultural cornerstones (Lecioni, 2002). As suggested by the researchers, core values need to be integrated into every employee-related process, and employees should constantly be reminded that core values form the basis for every decision the company makes (Coleman, 2013). Among the behaviors that are central to managing complexity are enabling and sensemaking (Tong and Arvey, 2015).

Given the information provided, students analyzing the case should be able to address these key points:

- What strategies can be implemented to actualize the values?
- How do you create values to enhance the company's performance?
- What additional steps could the HR department take to better interpret and apply these values?

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Inese Sluka	inese.sluka@riseba.lv	academic coach

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Lecioni, P. M., 2002. Make Your Values Mean Something. *Harvard Busiess Review*, July.Sējums July.

Tong, Y. K. & Arvey, R. D., 2015. Managing complexity via the Competing Values Framework. *Journal of Management Development*, 34(6), pp. 653-673.

### Main Competitors:

DPD Latvija, <https://www.dpd.com/lv/en/>

Omniva, <https://www.omniva.lv/eng>

Venipak Latvia, <https://venipak.lv/en/>

DHL Latvia, <https://www.dhl.com/lv-en/home.html>



Exhibit 1: New employee card and translation



## 5. Case Keski-suomalainen 2022: How to attract and monetize younger readers?

### 1. Introduction of the company

Mediatulo Keski-suomalainen is a Finnish communications and media corporation originally located in Central Finland in Jyväskylä. The company has a long history. It started with one newspaper over 150 years ago. At the moment, the company has more than 90 different media brands nationwide. The total revenue in 2021 was 211.6 million euros, increasing by 2.3%, and the operating profit was 12.8 million euros, increasing by 40.8 %. The company employs approximately 6,000 employees.

The company has five regional companies, which are Kaakon Viestintä Oy, Savon Media Oy, Keski-Suomen Media Oy, Etelä-Suomen Media Oy, and Hämeen Media Oy. All regional companies are profit centers, and they have their own sales departments. In addition, the company has a national service portal called Meks. Meks also has its own sales department, and its purpose is to offer all Mediatulo Keski-suomalainen's business services in one place nationwide for B2B customers. The company's business area is widely spread, and it covers a large part of Finland's most populated areas (Figure 1).



Figure 1. Business area of Mediatalo Keski-suomalainen in Finland

Mediatalo Keski-suomalainen operates in the field of publishing business, and thus, the company's most important core ability is to create content that is tempting, committing, and interesting for people, and that will eventually turn them into loyal readers and subscribers. The other core business, strongly related to the first one and to the number of loyal readers, is B2B business, which means that the company offers advertising space in trusted media environment for its B2B customers. Like almost every news media company, Mediatalo Keski-suomalainen has a long history in printed newspaper business, which has been complemented by digital services.

## 2. Company context

The company has 100 news brands which fall into five different categories: provincial newspapers, regional newspapers, local newspapers, free city newspapers, and magazines. Provincial newspapers and regional newspapers operate similarly. They have full news coverage of local, national, and international stories, and they publish a printed edition seven days a week.

The difference between provincial and regional newspapers is size: the circulation of provincial newspapers is almost twice as large compared to regional newspapers. On the web, the number of daily unique visitors varies from 50,000 to 120,000 in the provincial newspapers and from 8,000 to 30,000 in the regional newspapers.

Local newspapers rely heavily on a printed edition published once a week and its e-paper replica version, but during the past few years, they have started to invest more in a stronger web presence. Free city newspapers have both a printed version delivered to newsstands across the major cities in Finland, and a strong web presence. The largest website of Mediatalo Keski-suomalainen is Helsingin Uutiset, published in Helsinki, the capital of Finland, with approximately 130,000 daily unique visitors. Mediatalo Keski-suomalainen also publishes magazines directed at the professionals working at restaurants and bars.



Of customer revenues, the three provincial newspapers bring in approximately 30%, 15 regional newspapers 41%, and local newspapers 29%.

A major part of subscribers has a subscription for printed paper. The percentage of digital subscriptions is approximately 20% of the total circulation volume, which means that 80% of the subscription revenue still comes from printed papers. Print subscribers are paying significantly higher subscription fee (approximately 380 € per year) than digital subscribers (approximately 190 € per year) and they expect to get the same reading experience from the printed paper as they used to. This means that printed papers still demand a lot of resources in terms of printing and distribution.

Printing processes and technical systems still partly determine what possibilities are available for creating and publishing digital content. According to its strategy, the company must be able to defend the existence and income stream from printed papers, but at the same time, it must be able to strongly invest in digital platforms and services. The main competitive advantage of Mediatalo Keskisuomalainen's media brands is unique local content, and the editorial strategy and development emphasize this. However, provincial and regional newspapers also offer a large supply of general news: staying competitive in national and international news is also in their editorial strategy.

News media companies offering digital content often use subscriptions to monetize their content online. A paywall ensures that readers cannot get full access to content without paying a subscription fee. This model is amongst the most used by news media companies and includes several possibilities. The following four are the most common in Finland:

- 1) **Hard paywall.** Implementing a 'hard paywall' strategy typically offers limited access by allowing readers to view a maximum of two free articles. Alternatively, in this model, readers are presented with just the article title and a brief introduction before being prompted to subscribe for full access. This approach is often favored by specialized publications, particularly in the financial sector. However, it is worth noting that the introduction of a hard paywall can come at the cost of potentially losing a sizable portion of the digital audience. It is used by, for example, The Times in the UK.
- 2) **Metered paywall.** A 'metered paywall' is a strategy that grants users the opportunity to read a certain number of articles without charge before encouraging them to subscribe. This model has gained widespread popularity and is employed by numerous newspapers globally. It offers readers a chance to familiarize themselves with the content and presentation style of the media company before considering a subscription purchase. In the case of metered paywalls, determining the appropriate threshold for paid content and understanding the audience's willingness to pay become crucial to sustaining or expanding the readership. Metered paywall is used by, for example, The New York Times in the US.
- 3) **The freemium model** allows users to read certain articles for free, but premium articles are behind a hard paywall. This model is used especially by media outlets that hold a dominant position in a certain geographical market. Hence, these newspapers publish articles of general interest or articles that contain crucial information about accidents etc. for free, but their premium content is behind a hard paywall. This model helps newspapers to stay relevant to





a wider audience and keep a large enough pool of potential customers while also introducing visitors to the premium content, which they cannot access without a subscription. For freemium models to be successful, determining the right mix of free and paid content is crucial to encourage non-subscribers to visit their sites and to give subscribers the feeling that they get value for their paid subscription. It is used by, for example, Helsingin Sanomat in Finland.

- 4) **A hybrid paywall** is a mix of the paywall tactics mentioned above, especially a combination of the freemium model and metered paywall.

Mediatalo Keski-suomalainen has chosen number three, a freemium model, to attract potential readers. This approach is believed to bring better results in the long term because readers are not able to consume quality content without either engaging in a very cheap trial period or, after that, hopefully becoming regular subscribers.

### 3. Description of the case problem and challenges

Older age groups are prevalent in Mediatalo Keski-suomalainen’s subscriber base. Currently, Mediatalo Keski-suomalainen is performing quite well in the digital business, but the more time passes, the more important it is to be able to reach new audiences and grow the number of loyal readers, especially in the younger age group of 25 to 40 years. The company’s case arises from this need.

The urgency of this question is well highlighted by the fact that in print, the reach in under 30 years old audiences is approximately 9%, and although the reach of Mediatalo Keski-suomalainen’s digital outlets is approximately 21% in younger audiences (Figure 2), digital reach has not compensated for the decline in print reach. Thus, in the long run, the question of reaching younger audiences is existential to Mediatalo Keski-suomalainen for both B2C and B2B sales.

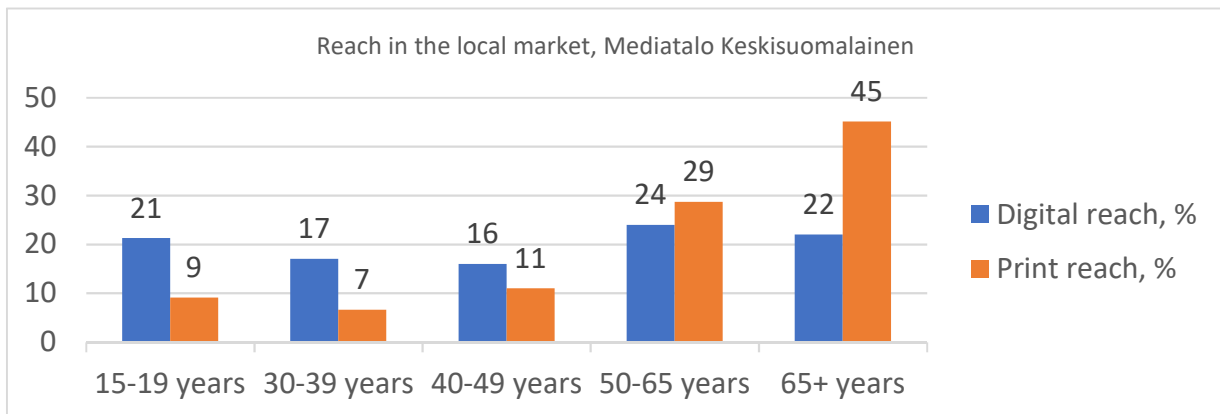


Figure 2. Mediatalo Keski-suomalainen’s reach in the local market

Although Mediatalo Keski-suomalainen does not currently know the exact age profile of its customers, there is plenty of research on young audiences done by IRO Research and Tietoykkönen, Mediatalo Keski-suomalainen’s subsidiaries, and other research companies both nationally and locally. For example, the likelihood of paying for online news is much lower among young audiences than in older age groups, i.e., only 23% of 15–34-year-old respondents consider paying for news extremely or very likely. The use of social media and chat apps is much more common than news media apps. However, almost all young



audiences think that news ought to be consumed and consider news consumption beneficial to them. In the age of dis- and misinformation, young audiences emphasize the significance of trust when choosing their news sources.

Even if segmenting audiences into age groups is easy, it can produce information about groups that do not exist in the real world. “Young audiences” is rather a polarized than a homogenic group, hence, any product development processes must take this fact into consideration. However, among the already mentioned ones, one thing is common among different young audiences: They are all demanding customers and expect high-quality services, especially if they are willing to pay them. Also, the needs of young audiences are quite similar in different groups, according to BBC (Shiskin, 2018). They analyzed behavioral data from their services around the world and learned that audiences expect media outlets to fulfill their needs (Figure 3):

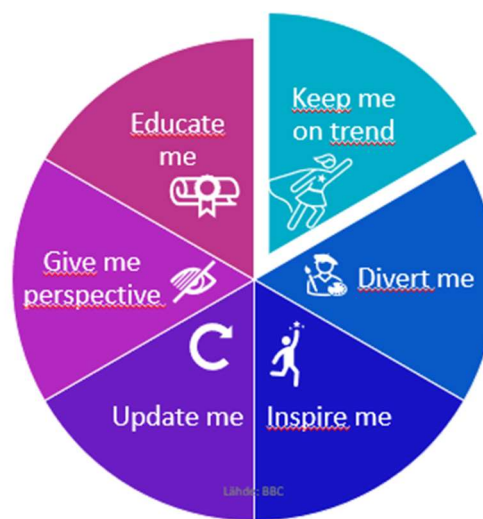


Figure 3. BBC study on young audiences

### What has been done by now

In the 2010s, Mediatulo Keski-suomalainen has experimented with reaching young audiences in a few different ways. The most prominent were three blogging portals, two separate for young female audiences and one for young male audiences, which were initially successful. However, the development of smart phones and visual content made blogging almost redundant, and the commercial logic behind blogging portals eroded. After the blogging portals, there have not been any serious attempts to reach younger audiences.

However, currently there is a mutual understanding inside Mediatulo Keski-suomalainen that reaching young audiences is an existential question. Mediatulo Keski-suomalainen’s business is at risk of crumbling in the long run if the company does not manage to attract and acquire a younger audience. So far, Mediakonserni Keski-suomalainen has been able to receive some good results amongst the younger audiences, but a bigger leap is yet to be made (Figure 4).

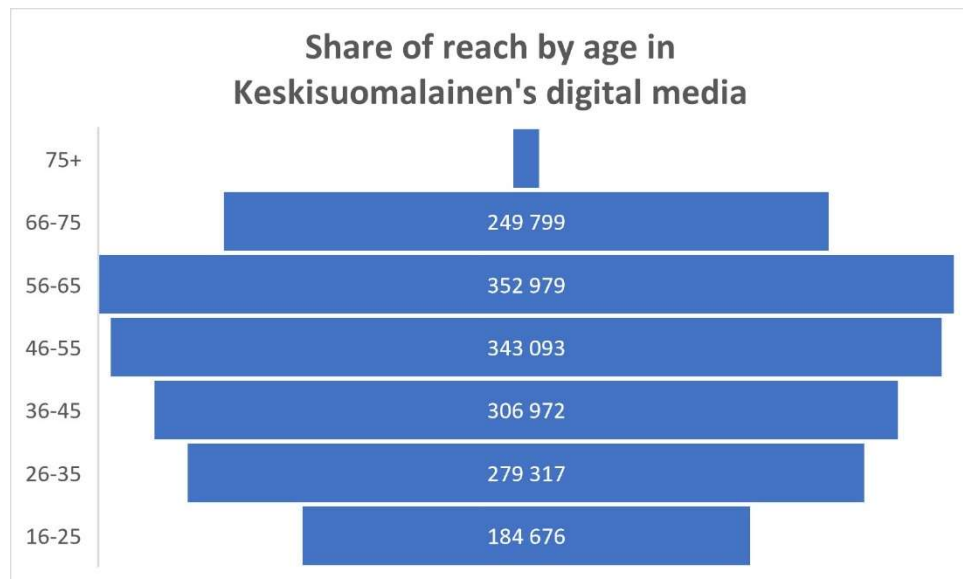


Figure 4. Mediatalo Keskisuomalainen's share of reach by age in digital media

Even if the problem of reaching younger audiences is not explicitly stated in the company strategy, it has strategic value: Mediatalo Keskisuomalainen needs to offset the predicted decline in print revenues by digital revenues in the 2020s and 2030s. The growth rate of digital revenues must be in double digits throughout the transition period if Mediatalo Keskisuomalainen is to stay profitable. Profitability is essential for financing the investments needed in the digital transformation. Currently, only approximately 20% of Mediatalo Keskisuomalainen's consumer sales are to new subscribers, the rest to passive subscribers who used to subscribe to Keskisuomalainen's products. Thus, the problem is imminent.

Currently, solutions to this problem are searched for in a development group, which has representatives from all three different branches of our business: B2C sales, B2B sales, and editorial staff. The group consists of three members of Mediatalo Keskisuomalainen's top management and experts from each of the brands. The composition of the group shows that the problem is taken seriously.

One of the first steps is an ongoing online survey, where the company tries to research the needs of its current under 40-years-old audiences. There are no results yet. Also, Mediatalo Keskisuomalainen is enriching its customer records with different parameters, including age. In H1/2022, Mediatalo Keskisuomalainen will be analysing customer behaviour segmented by age, and it will give valuable insights into the young audiences. Also, some of Mediatalo Keskisuomalainen's regions have their own customer panels consisting of under 40 years old customers whom they interview regularly. However, examining and interviewing existing customers gives only information about the audiences the company has already reached, not about the audiences the company needs to reach to reach its growth targets.

The company should be able to answer the following questions:

- How and with what solutions can Mediatalo Keskisuomalainen attract younger readers to consume Mediatalo Keskisuomalainen's content, and at the same time, make sure that the company does not jeopardize the existing business or basic nature of the news media?



- After attracting younger readers, how do you turn them into paying subscribers?
- From the viewpoint of B2B customers, what commercial opportunities could arise if Mediatulo Keski-suomalainen manages to reach younger audiences?

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## 6. Case KLAUS-NEWS 2022: What innovative strategies can boost sales and profits while ensuring adaptability to the external environment?

### 1. Introduction of the company

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 those of medium size.

One of De KLAUSEN's clients is KLAUS-NEWS, advisor and guide in personalizing vacations, business trips, and organizing events. The CEO of KLAUS-NEWS inspires a team of 21 people to design and deliver custom/tailor-made holidays, responding to the desires and wishes of "their friends on trips" as she likes to name their travelers and clients. She strongly believes in the value of travel as a personal growth and education vector in the world. That's why all the programs created by the team celebrate the joy of indulging in unique experiences.

Nowadays, the travelers are more informed; they need lively holidays and added value, not plain itineraries. They need to be co-creators of their holidays; they need to feel the holiday is entirely dedicated to them. So, the company came closer to them, listened to their wishes and concerns, and has tried to design the travel programs based on their insights and expectations. This is how KLAUS-NEWS created *the Celebration Weekends* and the *The Concept Holiday* – the tailor-made holidays. In 2020, the travel agency launched two new products called *Work Away From Home*, for those who want to work remotely away from home, and *Retreat Yourself*, a product for professional or personal development.

Travel agencies have gone through a difficult ordeal with the pandemic, and many of them have tried to retreat, not only to look for new destinations but also to offer tourists new products. Although in the years before the crisis, individual tourism was on an upward trend, in the pandemic context, tourists began to have more confidence in travel agencies.



"Tourists now have more confidence to buy from travel agencies that they know have been working for years with certain destinations and who are aware of the specific situation of those destinations. Of course, tourists are increasingly informed about the entry and exit conditions in different countries, but they greatly appreciate the constant flow of information that helps them make the right purchase decision", says the company's CEO.

## 2. Company context

After two years of restricted travel, 2022 is announced to be the lucky year for those who could not go on vacation as they wanted. But the Ukrainian war changed each prediction.

Although the hospitality industry has been hit hard by the pandemic, many hoteliers have used downtime to renovate rooms. 2021 for tourism was a better one than 2020, which was the worst period in history. People have become accustomed to the restrictions, and many tourists have been vaccinated knowing that they will travel more.

A study from the end of 2021 says that most tourists will go to the Romanian and Bulgarian coasts in 2022. In Bulgaria, there are about 500,000 Romanian tourists each year, and in Romania, there are about two million Bulgarian tourists. "This is the number one destination because it is accessible and there are no restrictions in summer (Bulgaria generally removes restrictions). Egypt will also be in high demand in 2022."

Tourists will travel a lot to Turkey and Greece, which are the classic summer destinations and are generally open during the summer season. It is certain that the foreign summer destinations of Romanians are Greece and Turkey anyway, but tourists will choose more and more exotic destinations and tours, such as Peru, Mexico, or Kenya. The tourists' budget will change for next year, and they will allocate more money to go on vacation. There will be an increase in the budget of Romanians of 10-20% due to higher prices worldwide.

Holiday rates have increased in Romania and around the world. They have risen in price in the country by 10-15% due to increased inflation, high utility prices, and the fact that hoteliers have been unable to keep their locations open due to the 2020 lockdown. Instead, there were several destinations for which travel agencies have reduced rates, and this trend will continue. Egypt was one of those destinations because the hoteliers wanted to make up for the losses during the lockdown. Since the pandemic, travel agencies have begun to recover by launching several charter flights directly to these exotic destinations. If these agencies can negotiate the price better, the tariffs can also help.

During the pandemic, smaller accommodation units, such as guest houses, cottages, and apartments, which can provide tourists with the privacy and security they need, were increasingly sought after by Romanians. Chalets and guesthouses in hidden destinations, less crowded, became much more popular during the COVID-19 period, being the perfect solution for those who want to enjoy a relaxed vacation in a secluded place, far away from the crowds.

The trend is also supported by the booking data provided by Travelminit.ro: in Romania, the share of hotels decreased from 26% in 2019 to 24% in 2020, while the share of non-hotel bookings increased from 20% to 24%. The non-hotel segment includes apartments, villas, and summer houses. Although the



differences do not seem significant at first sight, the figures show that the number of hotel bookings will stagnate, while the number of bookings for smaller accommodation units will increase sharply.

### **Self-booking is becoming the norm**

More corporate travelers opt to book travel options and accommodations on their own. According to recent surveys, 68% of employees book business travel through tools not approved by the company instead of seeking the services of a travel agent (Expedia Group, 2021). After all, there are numerous self-booking options that business professionals can leverage. This trend towards self-booking may also be another offshoot of the generational shift in corporate travelers. After all, millennials prefer self-booking when they travel so that they can find flights and accommodations that meet their preferences.

In some cases, corporations push for self-enablement and provide tools that help employees resolve issues. When these self-service tools fail, though, corporate travelers will continue to rely on customer service from an agent. This is particularly true when emergencies arise, like in cases of canceled flights. Corporate travelers also tend to want to rely on humans for support on more complex issues like visas.

### **Technology continues to revolutionize corporate travel**

Technology plays a central role in the global business travel forecast. Mobile technology currently accounts for 39% of hotel bookings and 22% of airfare bookings (FCM Travel Solutions, 2019). These numbers will probably grow with the upcoming upgrade to 5G wireless internet. Also, once the COVID-19 travel restrictions ease up, this technological trend will likely continue.

International business travelers can expect to spend less time waiting in airport lines, thanks to facial recognition technology that speeds up immigration protocols and border control procedures. Other biometric technologies seeing increasing use at airports include fingerprint and retinal scanning.

Trip disruption technology (CWT, 2019) is also evolving to minimize the hassle caused by delayed flights and trains. Travel technology providers can now deliver real-time trip updates to travelers' mobile devices. This way, business travelers can adjust their plans accordingly and minimize downtime.

Faster in-flight internet access is also in the works. Travel suppliers and mobile network operators are working together to bring high-speed internet into the cabin. With this technology, employees can stay productive even during long-haul flights.

Technology has also moved beyond airports and train stations to make business travel easier. Business travelers can now enjoy automated check-in and check-out processes. These technologies allow travelers to pick up their room key upon arriving at the hotel and head straight to their room. Centralized billing can save travelers the hassle of having to compute expense costs separately.

### **The rise of AI, virtual reality, and intelligent assistants**

More advanced technologies like artificial intelligence (AI) and virtual reality are poised to bring more changes to the business travel industry. Travel suppliers can use these technologies to discover business travelers' preferences and take advantage of upselling opportunities. Virtual reality is also predicted to enable personalization, allowing guests to adjust rooms based on their taste (FCM Travel Solutions, 2019).



The coming years also pose many possibilities for intelligent assistants like Siri, Cortana, and Google Now. These assistants are able to handle more complex tasks (Wishup, 2019), like providing updates to itineraries during disruptions and recommending services. All these technologies will greatly benefit business travelers looking to maximize their time during the journey.

### **Blockchain: the future of business travel**

Blockchain is also expected to improve security for corporate travelers by 2021. Blockchain's built-in security protocols make it the perfect technology for making travel as convenient and seamless as possible (Revfine, 2020).

The technology makes data storage and access easier. The constant availability of information is crucial since the travel industry relies on the information exchange between companies. For instance, travel agents pass customer information to hotels and airlines.

Blockchain makes it possible to collect every bit of information involved in the travel process (Amadeus, 2019) – from traveler preferences to flight prices and hotel rates – into a file that's duplicated across multiple computers. And since the technology decentralizes data and arranges it into permanent blocks, blockchain offers more security. Travel information is always available and safe from user errors or cybersecurity attacks.

Businesses in the tourism and hospitality industries can also take advantage of blockchain technology for luggage tracking, identification services, and customer loyalty schemes. Outside the realm of travel, blockchain can even be leveraged for other complex tasks like COVID-19 vaccine distribution (Mobi Health News, 2020). Technology this flexible will probably have niftier applications for business travel in the near future.

Cryptocurrencies such as Bitcoin may also soon be accepted as payments by travel companies. If you'd like to learn more about cryptocurrencies, you can check out guides and FAQs on Bitcoin.

### **Tourism in Romania**

Tourism in Romania is on an upward slope. There were several foreign tourists who visited Romania in January 2022. Their number increased by 56.5% compared to the same month last year, according to the National Institute of Statistics (INS).

The majority of foreign tourists who were accommodated in the tourist reception structures were those from Europe (78.1% of the total foreign tourists), and of these, 69.8% arrived from the European Union countries. Tourists in the tourist reception structures in January 2022 were around 578,700 people, increasing by 20.3% compared to those in January 2021.

In January 2022, of the total number of arrivals, those of Romanian tourists in the structures of tourist reception with accommodation functions accounted for 90.9%, while foreign tourists accounted for only 9.1%. Also, the overnight stays registered in the tourist reception structures in January 2022 amounted to 1.1 million, increasing by 24.7% compared to those in January 2021.



Out of the total number of overnight stays in January 2022, those of Romanian tourists in the structures of tourist reception with accommodation functions represented 89.0%, while the overnight stays of foreign tourists registered a percentage of 11%. Regarding the number of overnight stays of foreign tourists in the tourist reception structures, the largest share was held by tourists from Europe (75.4% of total foreign tourists), and of these, 68.7% come from European Union countries.

### Mention

The above is information before the start of the war in Ukraine. At present, the perspective is relatively unclear.

### 3. Description of the case problem and challenges

KLAUS-NEWS was established in 2008 in Bistrita. Offices were opened in Cluj Napoca (now the headquarter) and Bucharest. Sales are mainly generated in Cluj Napoca (75%).

In 2016, the company had a mixed, homogeneous, spider-like structure. The way of working on projects starts, and the organization of the departments begins. The office opens in Bucharest. In 2017, the company invested in team training for the development of managerial, sales, and negotiation skills. Procedures related to organizational processes are implemented (financial, marketing, tourism, customer care). The company's mission, values, and strategic development plans are defined.

In 2018, investments will continue in the development of communication skills with the client. The strategic plan for the next 5 years is defined. The organization of the company becomes more complex in several departments: Management, Finance, Marketing, Ticketing, Tourism&Leisure, Business Travel. The company started to professionalize communication: management meetings, sales meetings, and strategic meetings, working based on project management.

In 2019, the sales of the Bucharest office increased significantly. Management is increasingly professional, based on clear development goals, plans, and actions. The company invests in emotional intelligence training, the growth of the whole company, and talent development (for four project managers).

2020 is marked by the COVID-19 pandemic, turnover decreased dramatically (25% compared to 2019), and the top 3 managers of the management team left the company. Government aid supported the team. In 2021, an increase in business is marked, although the team is smaller. Every strategy is about flexibility and rapid adaptation to restrictions. In 2022, there were good prospects for the growth of the business; they had a good start, especially in Business Travel, but the business decreased dramatically with the start of the war in Ukraine. Some historical figures can be seen in Table 1 and Figure 1.

Table 1. Turnover and number of employees in 2017-2021

	2017	2018	2019	2020	2021
Turnover (mil. Euro)	8,73	11,03	13,13	3,28	7,0
Employees (no)	33	40	41	38	21



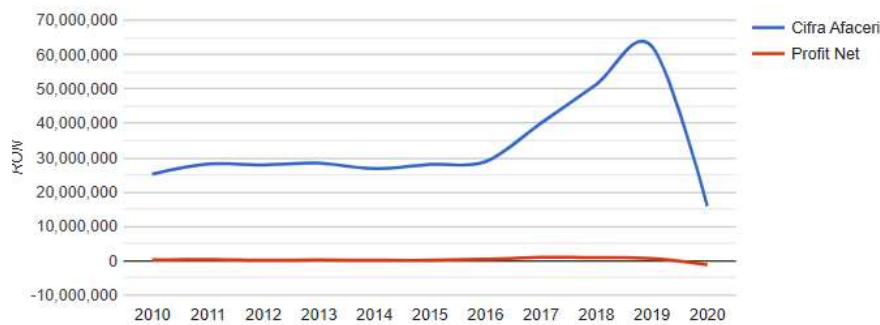


Figure 1. Turnover and net profit in 2010-2020 (Legend: Cifra de afaceri = Turnover, Profit net = Net profit)

In today's rapidly evolving business landscape, KLAUS-NEWS is constantly seeking innovative ways to increase sales and enhance profitability. The company in question operates in a dynamic and competitive market. The assignment for students is to explore and identify innovative ways to increase sales and business profit in a general, complex context. The best strategies will be those that take into account the company's unique circumstances and capabilities, as well as the specific challenges and opportunities it faces in its market. The questions to be answered are:

- How can the company use classic and modern tools such as blockchain or metaverse?
- What development areas are to be considered?
- How can the company adapt to the external environment, be flexible, and have quick reactions?

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### References

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## 7. Case Sanofi 2022: How to effectively reach and motivate young adults to proactively seek Tdap vaccination?

### 1. Introduction of the company

Sanofi is one of the leaders in the global pharmaceutical market. With a presence in nearly 100 countries and nearly 100,000 employees, the company had sales of almost €38 billion in 2021, of which €6.3 billion came from vaccines. More than half a billion people around the world are protected by one of Sanofi's vaccines every year. Sanofi's vaccines division is based in Lyon (France), with 15,000 employees. 60% of them are dedicated to production and quality. Sanofi is the world leader for flu vaccines and has a portfolio of 16 different vaccines to prevent serious diseases at all ages of life.

Sanofi is driven by one purpose: to chase the miracles of science to improve people's lives. Their team is dedicated to transforming the practice of medicine by working to turn the impossible into the possible.

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They provide potentially life-changing treatment options and life-saving vaccine protection to millions of people globally, while putting sustainability and social responsibility at the center of their ambitions.

Sanofi is a global healthcare leader, and they contribute significantly to global health in various ways. For example, Sanofi makes financial contributions to non-profit organizations to support healthcare-related objectives in the therapeutic areas where it operates. This includes support for an organization’s mission or an independent, specific initiative by the organization. Sanofi also helps vulnerable people in 40 of the lowest-income countries access treatment.

Sanofi is passionately committed to enhancing community health and discovering innovative patient solutions by merging cutting-edge science with state-of-the-art technology. Sanofi leverages state-of-the-art technology to accelerate the discovery and development of new medicines. This includes the use of artificial intelligence, machine learning, and data analytics to understand disease patterns, predict treatment outcomes, and personalize patient care. Sanofi is also at the forefront of scientific research, constantly seeking to understand the complexities of the human body and disease.

## 2. Company context

“Whooping cough” is a serious, underestimated disease that affects adults. Whooping cough (also known as *pertussis*) is a highly contagious infection of the upper airways caused by the *Bordetella pertussis* bacterium. Once thought restricted mainly to infants and children, it is now being diagnosed increasingly in adolescents and adults and causes morbidity in all age groups. In the year 2018, the global count of pertussis cases exceeded 151,000 (WHO). In the year 2018, 30 countries from the European Union (EU/EEA) reported a total of 35,627 pertussis cases. (ECDC) From Figure 1 it can be seen how pertussis has been appearing in EU countries.

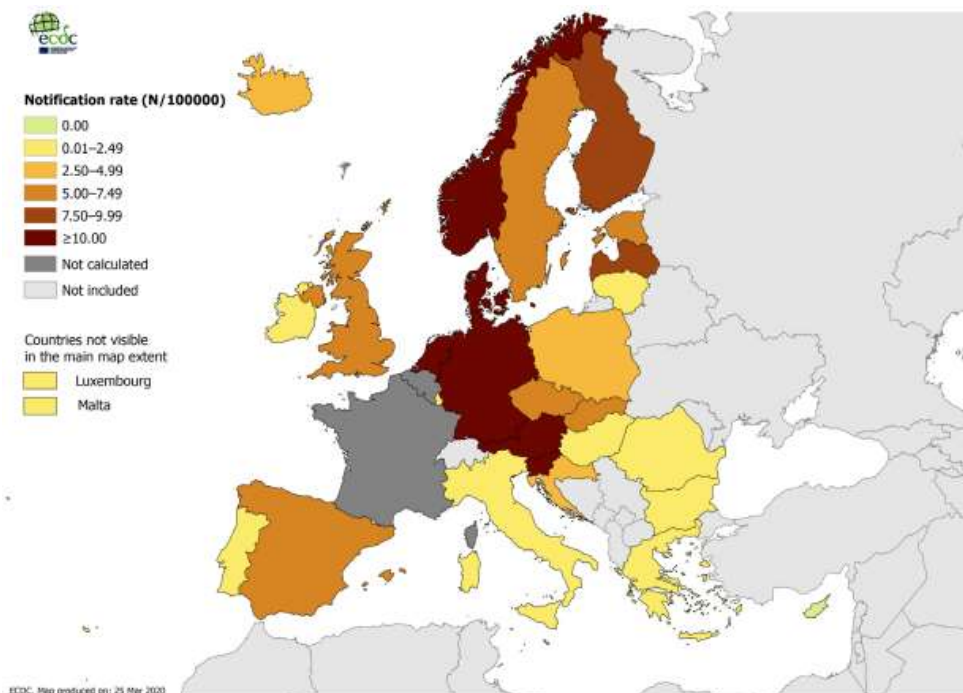


Figure 1. Distribution of pertussis cases per 100 000 population by country (EU/EEA), 2018 (ECDC, 2018)



Pertussis, or whooping cough, is a highly contagious disease that primarily spreads through droplets from coughing or sneezing. It poses a significant risk to infants, often leading to severe illness and even death in this demographic. Symptoms typically manifest 7 to 10 days post-infection, starting with a mild fever, runny nose, and cough. Over time, the cough intensifies into a severe hacking cough, followed by a distinctive whooping sound. Individuals infected with pertussis are most infectious for about three weeks following the onset of the cough. Many children who get the disease experience coughing fits that persist for 4 to 8 weeks. The condition is treated with antibiotics. (WHO)

Immunity from pertussis (a natural infection or vaccination) wanes over time. Thus, individuals require periodic revaccination with “booster” vaccines, which are the best available means of protection against pertussis. Tdap “booster” vaccinations contain antigens that protect against tetanus (T), diphtheria (D) and pertussis (AP).

Despite official recommendations from health authorities being in place worldwide, encouraging adult vaccination, and in some cases, offering them free of charge for certain age groups, Tdap booster vaccination rates in adults remain inadequate and too low in most countries. Any reduction in vaccination coverage can increase the rate of pertussis infections, and leaving a gap in protection for individuals themselves as well as the whole community.

The vaccination pathway is variable from country to country, but in most countries, general doctors (GPs) have a key role in prescribing and administering the vaccine. Increasingly, though, thanks to new recommendations being adopted at national levels, pharmacists are taking up the role of vaccinators. This is expected to simplify the vaccination pathway and increase access to vaccination for adults, including Tdap.

The following factors have been identified as reasons why vaccination rates are still too low:

- Awareness of whooping cough and the consequences of the disease is too low – adults do not perceive the risk
- Adults believe that whooping cough is only a childhood disease and that they are not concerned
- Adults rarely visit their doctor (in comparison with children), except when sick – therefore, opportunities for education or the prescription of Tdap vaccines are limited
- Doctors are not always proactive or comfortable talking about whooping cough/Tdap vaccines with adult patients
- Until now, patient journeys have been quite complex, which can discourage adults from getting vaccinated (now a simplified pathway with pharmacists also vaccinating).

### 3. Description of the case problem and challenges

Sanofi wishes to deploy its efforts to increase vaccination coverage rates with Tdap booster vaccines in the adult population, which are still today too low in this target groups despite recommendations in place, to decrease the burden of disease caused by pertussis.

Target group: lay public (the general population, not medical professionals): focus on young adults (25-30 years of age, where Tdap national recommendation exist).



Core challenge is to figure out how to reach and sensitize the young adult population group in an impactful and manner, to trigger the individual's proactiveness to reach out to a healthcare professional to get vaccinated with Tdap vaccine? The key questions to be answered are:

- What are the key drivers and barriers in adults when it comes to Tdap(booster) vaccination?
- What can trigger this population in a deep emotional matter to increase awareness of the disease and encourage them to seek protection (by getting vaccinated with Tdap as per recommendations)?
- In which manner should we reach them/communicate in the most impactful way? Which channels, which communication angle, type of content, tone of the messaging etc.?

What is not the focus of this mission:

This work should not focus on seeking recommendations for tactical or promotional activities that could be implemented to create this awareness (such as street marketing activities, social media campaigns etc.).

#### Contact information

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WHO, [https://www.who.int/health-topics/pertussis#tab=tab\\_1](https://www.who.int/health-topics/pertussis#tab=tab_1)

## 8. Case Latvijas Pasts 2022: Which services are crucial to remain competitive?

### 1. Introduction of the company

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 105 million euros, and the company worked on losses. Although Latvijas Pasts is currently the provider of the universal postal service in Latvia, the company has competitors such as DPD Latvija, Omniva, Venipak Latvia, and DHL Latvia (see Appendix).

Latvijas Pasts' origins can be traced back to 1918, along with the proclamation of the Latvian state. After the World War II and occupation years, the renewal of the post after the restoration of Latvian independence can be marked with 1992. Since 2004, Latvijas Pasts has been a state joint public limited company.

The company's organizational structure consists of 20 structural units. Latvijas Pasts employs more than 3,000 employees. Regarding the management style in the last five years, there has been a purposeful transition from 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 postal sector plays an important role in promoting socio-economic development, which is why Latvijas Pasts is an important service provider for every person, company, state, and society. Currently, Latvijas Pasts is the provider of the universal postal service in Latvia, but the company's economic activity is performed in the three main business areas: postal services, financial services, and transit freight forwarding.

Globalisation, digitisation, and the constantly growing demands of customers are key factors influencing today's postal market. The volume of addressed letters sent has been declining, but at the same time, the number of parcels, mainly driven by e-commerce is growing significantly. This is the trend that creates many opportunities as well as challenges for the industry to develop innovative, effective, and adjacent services. The market for parcel and express mail has become particularly popular, with consumers demanding increasingly convenient and faster delivery and the leading companies in the e-commerce industry gaining more and more clout.

### **Latvijas Pasts' mission, vision, and values**

Latvijas Pasts' **mission** is to provide the postal service in a quality, efficient, and economical manner throughout Latvia by optimizing the provision of these services, ensuring competitiveness, and saving customers time and resources. Latvijas Pasts wants to connect the physical world to the digital, so they are developing new and modern solutions in addition to traditional postal services. They aim to be comfortable and simple, and the customer should get all the mail-related services in one place. Latvijas Pasts is pursuing its mission with responsibility to customers, the company, the country, the environment, and its employees.

**Vision:** Latvijas Pasts aims to be a modern merchant who works with the best principles of commercial activity and effectively competes in the postal market. It has a reputation, high customer service standards, and motivated employees. Latvijas Pasts wants to be the first choice in the target market by constantly developing, simplifying, and extending the possibilities of receiving services offered throughout Latvia.

The **values** of Latvijas Pasts are:

- simplicity - in communication with customers, we are understandable, human, and simple
- responsibility - are responsible for the tasks entrusted by finding the quickest, most efficient, and most effective solution for carrying them out
- interest - we are interested in clarifying and meeting the customer's needs by strengthening mutual cooperation.

### **Strategy**

Currently, Latvijas Pasts has a medium-term strategy for 2020–2023. The new strategy is processing, and in the context of services, it focuses on opportunities to provide new delivery options: same-day delivery,



thermal delivery, and home delivery, as well as develop cargo freight agency. As part of strategic management processes, Latvijas Pasts has designed a SWOT analysis, which is presented below:

Table 1. SWOT of Latvijas Pasts

<p><b>Strengths (internal factors)</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> recognizable brand and positive reputation in the domestic market</li> <li><input checked="" type="checkbox"/> extensive logistics network in Latvia</li> <li><input checked="" type="checkbox"/> widest postal network (sorting centre, places of the postal services, letter boxes etc.) provides unique core competencies in postal services</li> <li><input checked="" type="checkbox"/> the only supplier of postal, advertising and subscription publications that provides deliveries throughout the territory of Latvia</li> <li><input checked="" type="checkbox"/> the only company in Latvia that provides the delivery of state pensions, benefits and allowances at the place of residence or postal service</li> <li><input checked="" type="checkbox"/> member of several international organizations, which allows to get involved in the processes affecting the postal sector and to collaborate with postal operators of other European countries</li> </ul>	<p><b>Weaknesses (internal factors)</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> large state-owned company with a slow decision-making process and a bureaucratic burden</li> <li><input checked="" type="checkbox"/> restrictions due to the status of the universal postal service provider: insufficient flexibility in the tariff setting process and the legal need to maintain also unprofitable post offices</li> <li><input checked="" type="checkbox"/> wide and complex range of services complicates the employee training process</li> <li><input checked="" type="checkbox"/> despite the automation implemented, a large amount of work is still done manually</li> </ul>
<p><b>Opportunities (external factors)</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> development of e-commerce sector</li> <li><input checked="" type="checkbox"/> growing amount of parcel delivery including new types of parcels</li> <li><input checked="" type="checkbox"/> changing postal behaviour by consumers, e.g., levels of digital engagement; increasing need for home delivery, etc. (Research report for Citizens Advice, 2016)</li> <li><input checked="" type="checkbox"/> low level of digitalisation in rural areas of Latvia inhabited mostly by older generations</li> <li><input checked="" type="checkbox"/> Latvijas Pasts is perceived as reliable and well-known organisation, especially in rural areas</li> </ul>	<p><b>Treats (external factors)</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> intensified competition (especially in parcel delivery), where <i>Latvijas Pasts</i> market share is shrinking</li> <li><input checked="" type="checkbox"/> deterioration of the demographic situation in Latvia – reducing number of customers</li> <li><input checked="" type="checkbox"/> changing postal behaviour by consumers, e.g. decreased frequency of sending physical letters (Research report for Citizens Advice, 2016)</li> <li><input checked="" type="checkbox"/> more people in the retirement age using modern technologies and electronic payments, the supply of pensions is declining</li> <li><input checked="" type="checkbox"/> uneven regional development and territorial stratification</li> <li><input checked="" type="checkbox"/> unpredictable changes in the rules and regulations</li> <li><input checked="" type="checkbox"/> low number of young customers</li> </ul>

Currently, Latvijas Pasts has identified the following development opportunities:

- to estimate the most useful solution for the postal service function, to optimize the postal network, and to increase efficiency
- to improve the delivery network of postmen: review delivery times
- increase the role of Latvijas Pasts in e-commerce parcel delivery by developing parcel terminals and parcel lockers
- to develop the transit business
- to develop the retail segment
- to develop the segment of logistics services.



Still, the list is not complete, and many more can be added.

## 2. Company context

The range of services currently provided by Latvijas Pasts is wide and includes:

1. Traditional postal services for the clearance, sorting, transport, and delivery of domestic and cross-border postal items (including letter-post items and parcels) and other postal services, including express mail services and press subscription and delivery services.
2. As the only universal postal service provider in the territory of Latvia, Latvijas Pasts shall ensure compliance with the quality of service requirements regarding the frequency, speed, regularity of collection, forwarding, and delivery of postal items, as well as the density and number of postal network access points.
3. In accordance with an agreement with the State Social Insurance Agency, Latvijas Pasts provides a state pension, benefit, and remuneration at the place of residence of customers throughout the territory of Latvia.
4. Latvijas Pasts offers philatelic services, delivery of unaddressed advertising or informative materials, retail sale of goods, and press.
5. Since 2019, Latvijas Pasts has been a licensed financial institution. The company is one of the five payment institutions licensed in Latvia. The provision of financial services is regulated by the company and supervised by the Financial Capital and Market Commission.
6. Since the end of 2017, increasing revenues have consisted of transit freight forwarding.
7. Along with all other postal services, Latvijas Pasts implements retail in post offices and through postmen in rural regions.

The main service by turnover is transit freight forwarding universal postal services such as e-commerce parcels and letters. In Figure 1, there are highlighted 8% of other services that include services such as philately, delivery of unaddressed advertising or informative materials, etc.

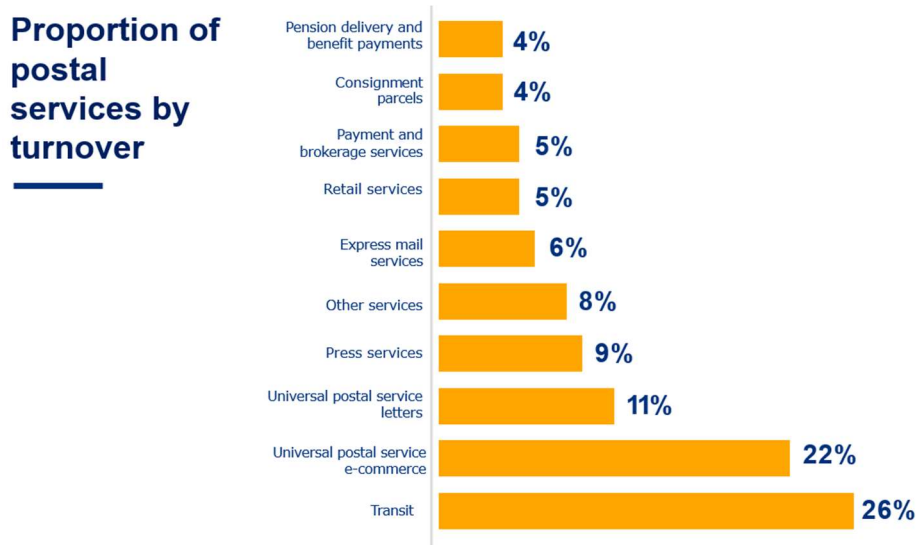


Figure 1. Proportion of postal services by turnover



One of the latest innovations in Latvijas Pasts is a smart home parcel locker called *Mājas Pakomāts* (Figure 2) - a private parcel locker dedicated to households in suburban areas. It is made from metal construction and operated via Bluetooth and a mobile app, allowing users to receive parcel and grocery deliveries at home anytime without meeting the courier. This is also a starting point for opening access to pick-up points for multiple carriers.



Figure 2. *Latvijas Pasts* parcel locker - *Mājas Pakomāts*

The company has competitors such as DPD Latvija, Omniva, Venipak Latvia, and DHL Latvia. Compared to competitors, *Latvijas Pasts* has the largest coverage of service locations in Latvia (Figure 3). Postal services are provided in more than 600 places throughout the territory of Latvia: post offices, parcel terminals, and delivery points at gas stations. Those are accessible to every Latvian. On top of the advantages compared to competitors are also – stability (the oldest postal service provider in Latvia) and awareness (all Latvians know this company). One of the main performance factors of *Latvijas Pasts* is that all the services are available in one place.

Places for provision of postal services

**618**

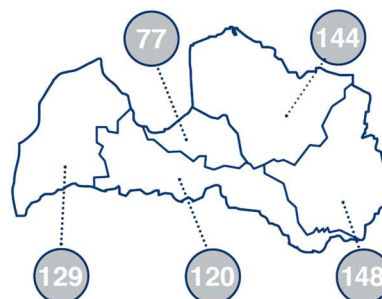


Figure 3. *Latvijas Pasts* postal service

## Customers

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Latvijas Pasts market share is mainly formed by the services provided in post offices, and stable customers of Latvijas Pasts make up 20.9% of the market. Responding to the wide range of services, customers are also wide range and differ depending on the type of service: the absolute majority (87%) of the Latvian population aged 18 to 74 have used at least one of the traditional postal services and bought non-food items in e-shops in Latvia or abroad in the last two years. More frequent customers are aged 25 to 44, of the occupation "white collar", people with higher incomes, having children.

The number of legal customers is high, but their activity in using Latvijas Pasts services is dynamic. Legal customers have their own special cart, for example, a postman in the office, which means there is no need to go to the post office to send a letter or small parcel. 95% of current customers of Latvijas Pasts parcel lockers are legal customers.

### 3. Description of the case problem and challenges

The current management challenge is to improve the products and services of Latvijas Pasts in a highly competitive environment, considering the global changes in the postal services market as well as competitors' offerings. Taking into consideration that Latvijas Pasts is covering all the territories of Latvia as well as the changing needs of the customers, the following question should be targeted:

- What services can be offered in rural environments, and what services can be provided in the capital city and larger cities of Latvia?

To answer the main questions, there are several important sub-questions:

- What are the major changes in the postal services markets globally that could be overtaken by Latvijas Pasts (LP)?
- What unique services could be offered by LP?
- Which customers can be attracted, considering the core capabilities of LP?
- How could the existing services (or any of them) be improved?
- Is there any new demand that can be created or captured?

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Summary available at: <https://www.blueoceanstrategy.com/wp-content/uploads/2021/11/BLUE-OCEAN-STRATEGY-book-summary.pdf>

Research report for Citizens Advice, 2016. *The future of consumer needs for postal services.* [online]

Available at:

<https://www.citizensadvice.org.uk/Global/CitizensAdvice/essential%20services%20publications/Post/CitizensAdvice%20-%20The%20future%20of%20consumer%20needs%20for%20postal%20services%20090816.pdf>

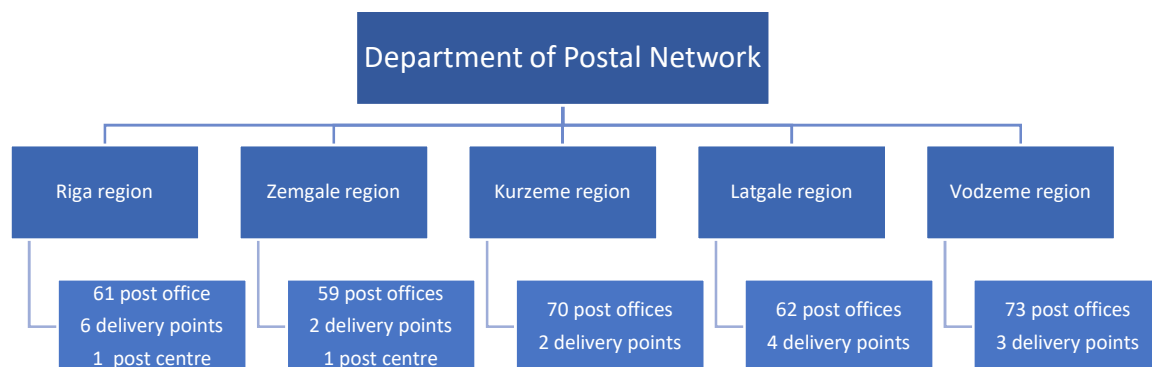
Main Competitors:

DPD Latvija, <https://www.dpd.com/lv/en/>

Omniva, <https://www.omniva.lv/eng>

Venipak Latvia, <https://venipak.lv/en/>

DHL Latvia, <https://www.dhl.com/lv-en/home.html>



### Values of Latvijas Pasts





## 9. Case Keski-suomalainen 2023: How to optimize traditional advertising for Gen Z?

### 1. Introduction of the company

Mediatalo Keski-suomalainen is a Finnish communications and media corporation originally located in Central Finland in Jyväskylä. The company's history started with one printed newspaper over 150 years ago. Nowadays, the company has more than 90 different media brands nationwide. The total revenue in 2022 was 221 million euros and the operating profit was 7.4 million euros. The company employs approximately 4,800 employees (Mediatalo Keski-suomalainen, 2023).

The company owns five regional companies which are Kaakon Viestintä Oy, Savon Media Oy, Keski-Suomen Media Oy, Etelä-Suomen Media Oy and Hämeen Media Oy. All regional companies are independent profit centers, and they have their own sales departments. In addition, the company has a national marketing service portal called Meks. Meks also has its own sales department, and its purpose is to offer all Mediatalo Keski-suomalainen's B2B marketing services and ad solutions in one place nationwide for large companies. Mediatalo Keski-suomalainen is operating in the field of publishing business and thus the company's most important core ability is to create content that is tempting, committing, and interesting for people, and that eventually would turn them into loyal readers and subscribers.



Figure 1. Business area of Mediatalo Keski-suomalainen in Finland

The other core business, strongly related to the number of loyal readers, is B2B business, which means that the company offers advertising space and solutions in trusted media environment for its B2B customers. As almost every news media company, Mediatalo Keski-suomalainen has a long history in printed newspaper business, which has been complemented by digital services.



As organization, Mediatalo Keskisuomalainen has strong B2B sales units. The company's B2B customers consists of diverse advertisers. Amongst them, there are small companies with only few employees, but also large chain customers with big advertising budgets. Overall, the needs of advertisers' look very different. The combining factor is the need of media space in order to gain more reach and awareness among their customers. The goal of B2B sales is to acquire new customers and to increase the volume of sales comparing to the volume of present sales. Sales units strive for continuous customer relationships, and they appreciate all customers.

The company has 100 news brands, which fall into five different categories: provincial newspapers, regional newspapers, local newspapers, free city newspapers, and magazines. Provincial newspapers and regional newspapers operate in a similar way. They have a full news coverage of local, national, and international stories, and they publish a printed edition seven days a week. Every media brand has its own website, and all together Mediatalo Keskisuomalainen operates with approximately 70 different online media websites. The largest web site of Keskisuomalainen is Helsingin Uutiset published in Helsinki, the capital of Finland, with approximately 130,000 daily unique visitors. The whole online network of Mediatalo Keskisuomalainen reaches more than 1.4 million Finns every week.

## 2. Company context

The main competitive advantage of Keskisuomalainen media brands is unique local content, and the editorial strategy and development emphasize this. However, provincial and regional newspapers also offer a large supply of general news: Staying competitive in national and international news is also in their editorial strategy. Each city and region have their own strong identity, which is strongly reflected in the local media. Mediatalo Keskisuomalainen's medias are reporting local, current issues and phenomena more than any other media in Finland, and it addresses people in their own voice and style. For B2B customers, the locality is also a significant competitive advantage because local companies are willing to reach the readers, that is potential customers, in local media surrounded by local affairs.

Mediatalo Keskisuomalainen has major competitors such as Sanoma Media, Alma Media, Clear Channel and JCDcaux Finland. However, the company's product and service categories create a steady demand, and the company gives customers the opportunity to get everything with one contact only. Nowadays, Mediatalo Keskisuomalainen is a market leader in publishing regional and local newspapers. It is also Finland's largest news and free paper publisher by the number of titles.

Printing processes and technical systems still partly determine what possibilities are available in creating and publishing digital content. According to its strategy, the company must be able to defend the existence and income stream from the printed papers, but at the same time, it must be able to strongly invest in digital platforms and services. Mediatalo Keskisuomalainen is performing quite well in digital business, but the more time passes, the more important it is to be able to reach new audiences and to grow the number of loyal readers especially in younger age group of under 30 years old. The company case arises from this need. To stay attractive to B2B customers, the company must be able to better attract younger readers that belong to generations millennial and Z.



### 3. Description of the case problem and challenges

Even if the problem of reaching younger audiences is not explicitly stated in the company’s strategy, it has strategic value: Keski-suomalainen needs to offset the predicted decline in print revenues by digital revenues in the 2020s and 2030s. The growth rate of digital revenues must be in double digits throughout the transition period if Keski-suomalainen is to stay profitable. Profitability is essential for financing the investments needed in the digital transformation.

The company has recognized that it is critical for its business to pull in more younger readers and started to create an action plan already a few years ago. During past 1.5 years, this plan has been concretized to different projects related to this big goal. One concrete solution for attracting the younger audiences is the new mobile application that will be launched by the end of 2023. The new application will bring a lot of new features for both readers and advertisers, for example, more visual articles and different kinds of Richmedia ad formats for B2B customers. Richmedia formats can be considered as any form of digital advertising that includes multiple interactive elements such as video, audio or some other interactive features. These kinds of ads are specifically designed to encourage user interaction.

The previous ProCESS case was linked to the fundamental question concerning future readers: How and with which solutions can Mediatalo Keski-suomalainen attract younger readers to consume Mediatalo Keski-suomalainen’s content and turn them into paying subscribers? Now that the company has already found effective ways to analyse what kind of content attracts the younger readers and to take actions to fulfil the gap between current content strategy and missing topics or content types, the next big question is to find out how to fulfil the needs of B2B customers willing to target advertisement content for this same segment. Also, the company should find out what kind of ad formats or ad types should be found from the new mobile application.

## ROADMAP WITH YOUNG AUDIENCE

HOW TO SUCCESS WITH GEN Z

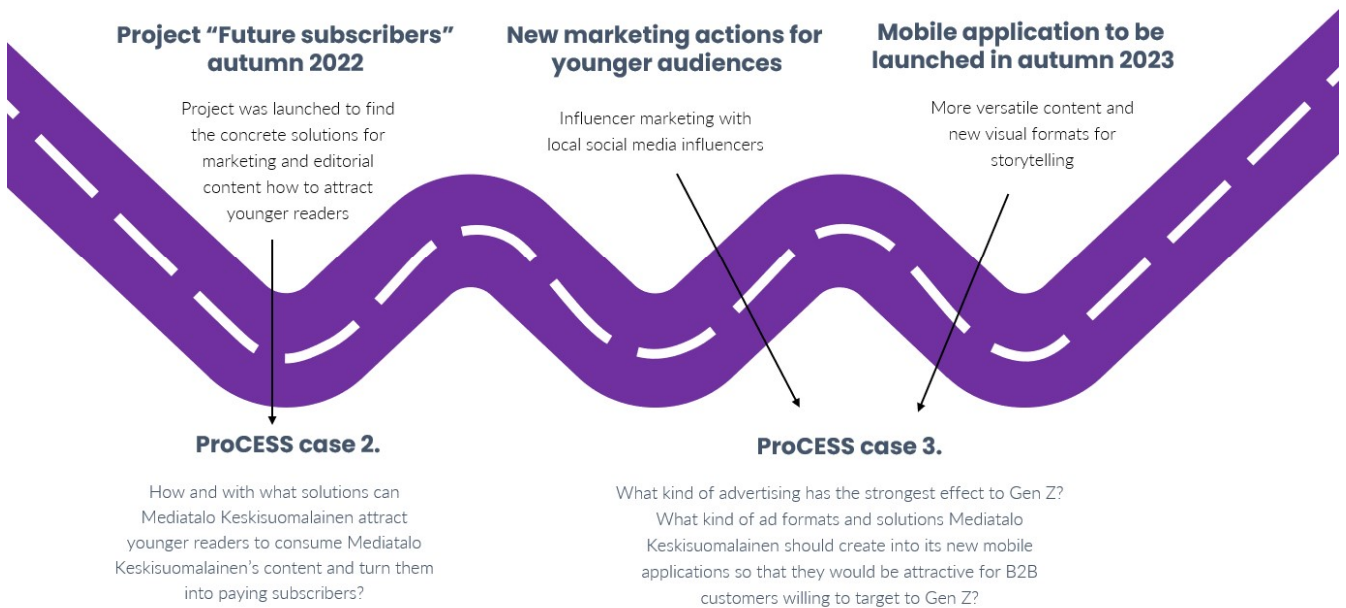




Figure 2. Roadmap with young audience (Mediatalo Keskisuomalainen, 2023)

The biggest part of the company’s advertisers is local SME’s that are familiar with the most traditional formats of advertising that is printed ads in newspapers. One way to strengthen the company’s competitive advantage for B2B customers is to be able provide insight for marketing to new target groups, in this case to generation Z. Many B2B customers have the distorted image that the only way to reach younger audiences and influence them is to advertise in social media. But it is not all about the social media. Generation Z might be full of digital natives and heavy users of social media, but they are also more critical media consumers than baby boomers and so, more skeptical in what comes to news published in social media.

According to research implemented by Morning consult, even 47% of Gen Z adults said that they do not trust social media platforms much or at all, whereas the trust amongst online news sites is at much higher level. Only 22% of Gen Z adults said that they do not trust newspapers much or at all. This insight gives Mediatalo Keskisuomalainen a good opportunity to encourage SMEs to expand their marketing activities targeted to Gen Z also to traditional media. Besides, the company should also be able to offer tools, marketing solutions and reasoned views for SME companies and help them to create effective marketing campaigns that address to younger audiences.

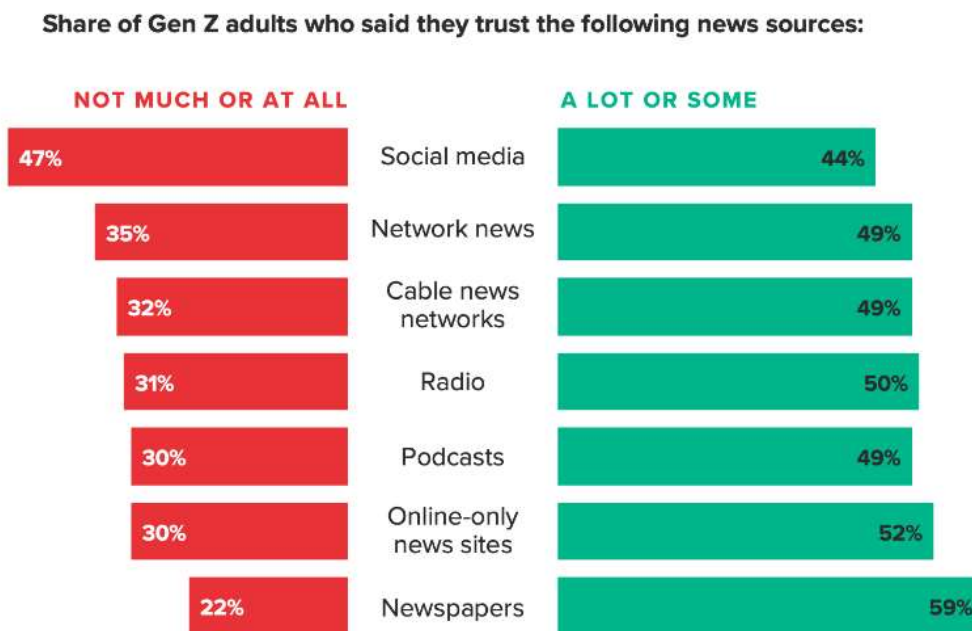


Figure 3. Share of Gen Z adults trust for different news sources (Morning Consult, 2022)

Related to the challenges and goals described above, the company should be able to answer to the following questions:

- What kind of traditional advertising (excluding social media channels) have the strongest effect to the audience under 30 years old (generation Z)?



- What are the key factors advertisers should consider when planning a marketing campaign for this specific customer segment?
- What kind of ad formats and solutions Mediatalo Keski-suomalainen should create into its new mobile applications so that they would be attractive for B2B customers, but also commercially significant opportunities for the company?

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## 10. Case KLAUS-DENT 2023: How to double capacity and sales?

### 1. Introduction of the company

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.

The KLAUS-DENT dental clinic was created to solve the dental problems of the whole family. A team of doctors specializing in all branches of dentistry provide a wide range of dental services for adults and children. Performing dental treatments is based on modern skills and techniques, by using a state-of-the-art device.

A 100% Romanian company, KLAUS-DENT has gradually developed since 2009, starting from a dental office, relying on the enthusiasm and experience of a dedicated manager and a team of professionals, consisting mainly of medical specialists. The company's services were oriented from the beginning to two different segments of the public: adults and children.

Gradual investments were made, so that at this moment the clinic has the best performing equipment and technologies in the field, which allow the diagnosis of dental diseases in the early stages as well as the comfort of the patient during the applied treatment.

Orientation towards the needs of patients has led to the diversification and specialization of services as well as the development of service packages intended for employees of local companies and their families.



In 2018, the company opened a second clinic, dedicated exclusively to pediatric dentistry. The development strategy includes growth through expansion both locally and regionally.

## 2. Company context

Over the years, Romania has emerged as a rising star in the realm of dental and medical tourism, attracting patients from near and far who seek affordable and high-quality treatments. The biggest players in the dental market have plans for further growth, and the education of both patients and entrepreneurs in the field of dental medicine are two important engines for the growth of the market. The predictions in this industry are aimed at further expansion for entrepreneurs who have relied on the development of clinic networks, in order to come as close as possible to patients.

In addition, digitization is the key to make the work of dentists easier and to shorten the waiting time for a patient. The healthcare industry is growing not only as a market but also in terms of attention, population engagement and equipment. In the field of dentistry, Romania holds a good position in terms of both professionals and equipment, surpassing neighboring countries such as Bulgaria. However, the personal factor is important, as it is essential for dentists to participate in events, conferences, and equipment fairs.

Dentistry in Romania represents a market of 3.4 billion lei in 2021, increasing by 30% compared to 2020. This market consists of approximately 8,000 dental companies, plus individual practices. The first 20 players in the market have a turnover of over 500 million lei and a relevant increase in 2021. When we examine the sum of 3.4 billion lei from dentistry and relate it to roughly 19 million inhabitants of Romania, considering studies indicating that every other Romanian goes to the dentist, it means that the average expenditure on oral health for a Romanian citizen was approximately 400 lei in the past year. The total dentistry market in Romania was 2.6 billion lei in 2020, almost 15 times more than in 2008, the increase being mainly due to the digitization of modern dentistry and the growing concern of Romanians for their oral health.

Analysing the data provided by the Chamber of Commerce and Industry, it is obvious that the players on the dental services market were not bypassed by the economic effects of the COVID-19 pandemic, especially in the context in which the clinics were closed for two months, to comply with the restrictions imposed by the authorities. Thus, the revenues recorded in 2020 decreased by 4% compared to the previous year, in the conditions of a forecasted increase of 15-16%. However, making a comparison between the revenues recorded in the 10 months of activity in 2020 with those reported in a similar period of 2019, it can be concluded that the dentistry market has, in fact, registered an increase of 14%.

This value is not far from the forecasts regarding the average annual increase, which proves that the Romanian patient continued to be concerned about his dental health, and his option was mainly directed towards the clinics that guaranteed the safety of the treatments and results that met his expectations.

### **The behaviour of the Romanian patient in pandemic**

The pandemic has significantly influenced individuals' behaviour in all aspects of social life, including visits to the dentist. A study carried out in Romania at the urban level in 2020, revealed that 38% of Romanians visited a dental office less frequently than once a year or solely when necessary, with dental emergencies





being the main motivation to visit the dentist. Even if another study of January 2021 at the national level indicates that the selection of a dentist is still based on the criterion of trust, accounting for 85 %, a major change can be observed in relation to the patient's degree of information about the dental treatments currently available.

The Romanian patient is extremely well-informed, he thoroughly documents himself in relation to the treatments, techniques, and services currently available. This holds true not only within the domestic landscape but particularly in the global arena. The patients became extremely selective in choosing a dentist, wanting quality services as found in countries with a tradition in dental medicine in the world (for example USA, Germany, Italy, Holland). These countries have efficient insurance systems that allow patients to access treatments that meet the most demanding expectations.

### **Dynamics of the dentistry market**

The dentistry market, which is still quite fragmented, although there are clinics that have turnovers of over 1 million euros, experienced an unprecedented dynamic in 2022. Important players in the market, such as DENT ESTET, Implant Expert and Integra Medical Services reported increases in turnover and continued their expansion at the national level.

The increase in annual turnover was generated by several factors:

- Increase in the number of new patients. Aware that dental problems can have a major impact on one's general health, Romanians turned their attention to the dental clinics that offered them confidence by implementing additional safety measures in carrying out dental treatments in the context of the pandemic. The Romanians thus understood that it is better to prevent than to treat and they did not postpone their dental care, regardless of the epidemiological situation in the country.
- Significant increase in the segment of complex cases, respectively of complete oral rehabilitation cases.

### **Organic development vs acquisitions**

These increases allowed the dental clinics a more accelerated development and investments in the expansion at the national level to be able to offer as many Romanians as possible high-performance treatments and access to the latest technology. The favourable evolution of consumer behaviour and, implicitly, the economy due to the vaccination campaign and the partial lifting of restrictions, also reflected in the private dentistry market.

The dynamic changes that characterized the dentistry market last year continue in 2023. Thus, the investment fund created by the owners of Dedeman announced the acquisition of a minority stake in the Clinica Victoria dental clinic network, while clinics such as Life Dental Spa and Unident opened new units in other cities.

### **The recipe for performance in dentistry**



Another fundamental element in the recipe for success in dentistry is the investment in the "technologies of the future". This means both state-of-the-art equipment and advanced treatment techniques, so that patients can be treated on international standards throughout the country, without having to go to specialists from abroad.

### **Romanian dental market 2009-2020**

In 2009, the annual revenue of the dental market in Romania amounted to 314 million Romanian lei. Ten years later, the annual revenue peaked at approximately 2.3 billion Romanian lei. One of the most important dental companies in 2020 was Dent Estet Group, which recorded a revenue worth over 67 million Romanian lei. (Published by Statista Research Department, Jan 24, 2023)

The number of dental offices in Romania almost doubled in the last ten years, increasing from 3.5 thousand in 2009 to 6.8 thousand offices in 2019. Out of the total number of dental cabinets, more than three thousand were in Bucharest. At the same time, counties like Calarasi, Ialomita, Olt, and Giurgiu had below 100 dental offices in 2020. Consequently, because of the lack of dental infrastructure in smaller cities and villages, the average number of inhabitants per dental office was considerably higher in rural areas compared to urban ones.

Since 2017, the number of dentists in Romania has increased by approximately three thousand. As a result, by 2020 there were over 18.6 stomatologists in the country. However, approximately 80 percent of the entire medical staff was practicing their profession in the cities. In other words, 87.6 percent of dentists were based in urban areas.

### **The Dental Tourism Market in Romania**

Dental tourism is a thriving segment of Romania's medical tourism market. From dental implants and veneers to teeth whitening procedures, the country offers a wide range of dental services. Renowned for its skilled dentists and adherence to international standards, Romania provides top-notch dental care at a fraction of the cost compared to other countries. With its reputation for reasonable yet premium dental treatments, Romania has become a preferred choice for many dental tourists.

Several factors contribute to Romania's appeal as a medical tourism destination. Affordability is a key driving force, as the cost of medical procedures in Romania is significantly lower compared to Western European countries or the United States. This affordability, however, does not compromise on quality, as Romanian medical facilities adhere to stringent international standards, ensuring the delivery of excellent healthcare services.

Moreover, Romania's geographical proximity to other European countries makes it easily accessible for medical tourists, minimizing travel time and expenses. Additionally, the country boasts a skilled workforce of medical professionals who are often trained abroad and possess extensive expertise in their respective fields.

Beyond affordability and quality healthcare, several other factors contribute to the growth of medical tourism in Romania. The country's rich cultural heritage and stunning landscapes offer an attractive backdrop for individuals combining medical treatments with leisure and tourism activities. Spa and



wellness retreats, thermal baths, and picturesque destinations such as the Transylvanian region provide a rejuvenating experience for medical tourists.

"I noticed a dynamic in the patients, and if at first they came to solve their emergencies strictly, over time they wanted to solve their complex situations. More and more people are informed, they are educated, they come to the dentist with their children. As a result, there is an increased increase in the number of patients", explained the founder of KLAUS-DENT.

Following the health crisis, patients are more attentive to their state of health, including dental health, from the doctor's observations. "Studies show that here somewhere 30-40% of Romanians go to the dentist once a year, compared to Western countries where 70% go for an annual check-up, and if we're talking about children, even more, 80-90%. I think that there will be an upward trend in this sense as well because there is more information, people are more attentive to medical needs in general, and dental needs, implicitly. Any treatment, if it is carried out in an early phase, has a lower cost and is much simpler to carry out", stated the founder.

### **Organization**

The KLAUS-DENT dental office in Cluj Napoca offers complete diagnostic and dental treatment services, insured, and guaranteed at the highest level of performance and professionalism. The team at the KLAUS-DENT dental office is made up of highly trained, competent, and enthusiastic dental specialists, with solid experience in dental medical practice.

The clinic uses the latest equipment and materials, sterilization is carried out according to the standards imposed by the European Union, thus ensuring physical and mental comfort for the patient.

Pax-Uni3D is a complete system for digital radiology, offering digital panoramic radiographs, digital retroalveolar radiographs, digital bite-wing radiographs, digital occlusal radiographs, digital radiographs for TMJ, digital semiaxial skull radiographs, digital carpal index radiographs, teleradiographs One

Shot, using various fields of view ( $5 \times 5 \sim 12 \times 8.5$ ) and thus providing valuable diagnostic information with a high level of detail through the increased image resolution.

The Beyond whitening lamp uses ultra-filtered halogen light (13500 optical fibers and a special lens with 30 layers) that will make your teeth white and beautiful, returning them to very light shades in only 60 minutes of treatment. The cold blue light emitted by the Beyond lamp operates at a wavelength of 480-520 nm, clinically proven to be ideal for teeth whitening.

Inhalation is a technique widely used in the United States, Canada and several European countries and consists of the controlled administration of oxygen and nitrous oxide by inhalation inducing a state of relaxation, reducing the emotional load, the perception of pain and anxiety, facilitating thus the collaboration the patient with the doctor.

The physiodispenser is an efficient and multifunctional system, designed for various clinical applications, such as implantology, dental surgery and endodontics.



The MX-LED Chiropro micromotor is the most powerful and light micromotor on the market, it has LED lighting, which maintains the same light intensity whether working at low or high speeds. The light intensity can be adjusted from 0 to 38,000 lux, close to the value of natural light and a life span 10 times longer than that of a light bulb. The contra-angle piece incorporates a unique irrigation system, internal to the instrument.

### Marketing

KLAUS-DENT runs campaigns on social media, Instagram, and Facebook. Also, all the patients are called by clinic's staff on their birthday. Another initiative is setting corporate special promotions or services package. KLAUS-DENT also place a strong emphasis on services, aiming to receive patient recommendations through word of mouth to their acquaintances.

### Financial data

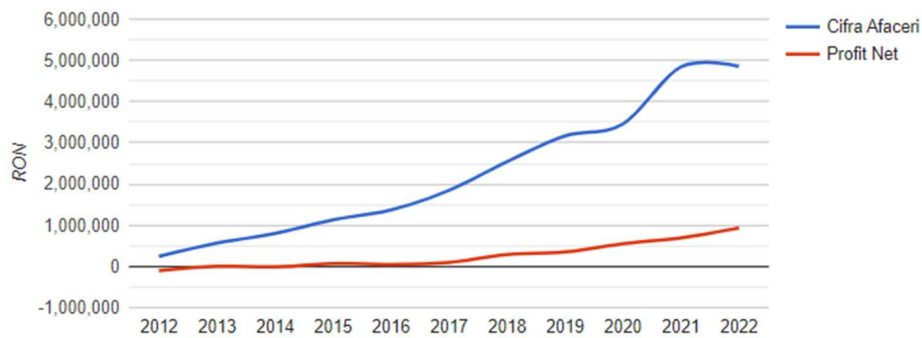
- Estimated turnover
  - o 2023-2,2 million euro
  - o 2024 > 3,0 million euro
- Profit – about 19% per year
- Turnover distribution
  - o Adults = 70%
  - o Children = 30%
- Units / dental chairs:
  - o Adults = 4
  - o Children = 3
- Advanced technologies:
  - o digital radiology,
  - o laser
  - o they collaborate with external dental technology companies

### Patients

- 33% children
- 67% adults
  - o 95% individuals
  - o < 5% corporate
  - o < 10% foreign patients

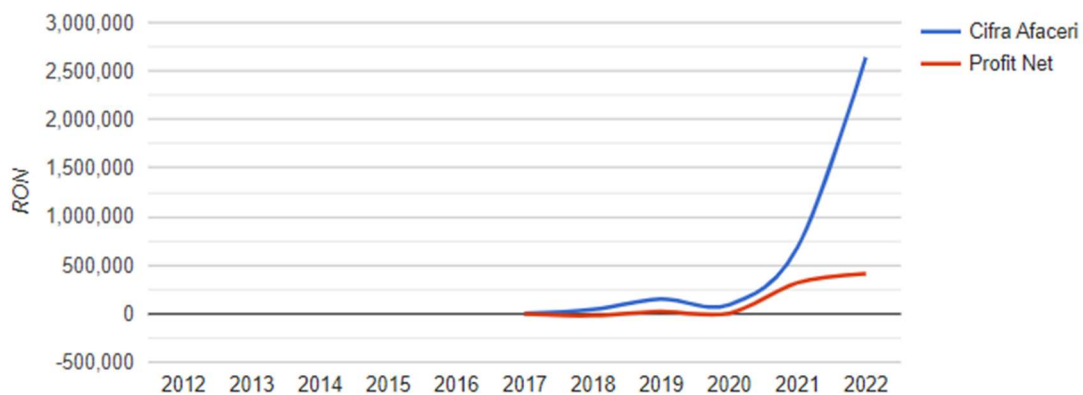
### Adults' division:

	2018	2019	2020	2021	2022
<b>Turnover (mil. Euro)</b>	<b>0,546</b>	<b>0,668</b>	<b>0,714</b>	<b>0,984</b>	<b>0,985</b>
<b>Employees (no)</b>	<b>12</b>	<b>16</b>	<b>15</b>	<b>16</b>	<b>14</b>
<b>Doctors (collaborators)</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>11</b>



**Kids division:**

	2018	2019	2020	2021	2022
<b>Turnover (mil. Euro)</b>	<b>0.009</b>	<b>0.032</b>	<b>0.019</b>	<b>0.139</b>	<b>0.535</b>
<b>Employees (no)</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>5</b>
<b>Doctors (collaborators)</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>6</b>



**3. Description of the case problem and challenges**

The current development stage of the company is characterized by the following:

- *Smarter work system:* The company needs a better way to do things efficiently. As the business grows, it's getting more complicated to organize tasks, especially administrative ones and the organizational structure is becoming more and more complex.
- *Tough competition:* The market is extremely competitive. The clinic wants to attract new patients and keep the existing ones happy. They believe that keeping quality high and keeping up with the constant development of the economic environment can help the business stay strong.



- *Fair employee evaluation:* Figuring out how well employees are doing and rewarding them properly is a puzzle that needs solving. The company wants practical ways to measure performance and keep the team motivated.

The task for students is to find creative ideas for boosting sales to over 2.2 million euros and setting up a new clinic with 7 dental units. This means doubling the capacity and team, and getting more clients, all while dealing with the current complex situation.

- What areas should they focus on?
- How can the clinic adjust to the outside changes and stay flexible?

**Note:** For privacy reasons, the client's name has been changed. The data mentioned in the case study are real.

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## 11. Case Sanofi 2023: Flu Vaccination for the elderly over the age of 65 in lower socio-economic groups: what and how to communicate the need to get vaccinated?

### 1. Introduction of the company

Sanofi is one of the leaders in the global pharmaceutical market. With a presence in nearly 100 countries and around 91,000 employees, the company had sales of almost €43 billion in 2022, representing 7.0% sales growth as per 2021. More than half a billion people around the world are protected by one of Sanofi's vaccines every year. Sanofi's vaccines division is based in Lyon (France), with 15,000 employees. 60% of them are dedicated to production and quality. Sanofi is the world leader for flu vaccines and has a portfolio of 16 different vaccines to prevent serious diseases at all ages of life.

Sanofi is driven by one purpose: to chase the miracles of science to improve people's lives. Their team is dedicated to transforming the practice of medicine by working to turn the impossible into the possible. They provide potentially life-changing treatment options and life-saving vaccine protection to millions of people globally, while putting sustainability and social responsibility at the center of their ambitions.

Sanofi is a global healthcare leader, and they contribute significantly to global health in various ways. The CSR (Corporate Social Responsibility) strategy called the commitment to Society relies on four pillars:



Affordable access, Innovation for vulnerable communities, Planet Care and “In and beyond the workplace”. The GBU, Global Health Unit, provides 30 essential medicines, without any profit, to the top 40 poorest countries.

## 2. Company context

Influenza, commonly known as ‘the flu’, is an illness caused by a group of viruses (the influenza viruses) that infect the respiratory tract. Influenza infection usually has different symptoms and can cause severe disease, depending on the initial health status of the infected person. It can lead to several general practitioner (GP) visits, hospitalization, and death in the worst cases. The main symptoms of the flu are fatigue, muscle pains, and headaches. Infected people need to be bedridden for on average 1 week. Globally, this annual epidemic triggers nearly 3 to 5 million severe diseases and 290,000 to 650,000 deaths related to respiratory diseases. (WHO, 2022)

Flu is an unpredictable virus, leading to severe complications and affecting people of all ages. However, the elderly who are infected with influenza are more likely to require hospitalization or have serious complications such as pneumonia. Some studies demonstrated that the risk of heart attack is multiplied by 10 during the 7 days after flu infection and by 8 for the risk of stroke during the 28 days after infection (Warren-Gash, 2018).

Influenza represents a substantial health threat to individuals aged 65 and above. This group is more susceptible to experiencing severe complications from the flu when compared to younger, healthier individuals. The heightened vulnerability is largely attributed to the natural weakening of immune defenses as people age. Typically, during flu seasons, those 65 years of age and older are the most affected by severe cases of the flu. Data suggests that 70% to 85% of deaths related to seasonal influenza occur within this age bracket, and 50% to 70% of hospital admissions for flu-related issues involve individuals from this demographic. (CDC, 2022)

For older adults >65 year, the length of hospital stay is three times higher compared to hospital stays of people aged <50 years. Vaccination stands as the most effective method to avoid catching the flu and its possible severe consequences. Each season, flu vaccines are revised to align with the prevailing virus strains, with full immunity developing approximately two weeks after vaccination. For individuals aged 65 and above, three particular flu vaccines are specifically recommended over others. (CDC, 2022)

### FRANCE

- In France, the vaccine strategy aims to protect the populations most exposed to the risk of serious complications in the event of influenza, including people 65 and over. The national program of immunization covers the cost of the vaccine and shot at 100%, thanks to a voucher they receive before flu season.
- Eligible patients (such as pregnant women, relatives of infants at risk of severe influenza, immunocompromised people, and obese people, due to the difficulty of identifying them comprehensively) also receive a voucher. They can collect their vaccine directly from the pharmacy with their voucher and their health insurance card. They can then be vaccinated by an HCP: doctor, midwife, nurse, and pharmacist (except for people with some allergies).



- Despite a large information campaign conducted every year by Health Authorities before the flu season starts, the coverage rates for the at-risk population and the elderly are low. During the winter of 2022-2023, 56.2% of the population aged 65 and over was vaccinated against the flu.

## ROMANIA

- According to the National Immunization Programme, influenza vaccines are provided and administered for free by family physicians to the population at risk as defined by the WHO, that is, older people, chronic patients, pregnant women, etc.
- Influenza vaccination coverage rate (VCR) is very low in Romania. The VCR for people aged 65 and over in the 2021–2022 season was 21.38%, substantially lower than the WHO target of 75% and below EU average rates (43.9% for EU22 in 2020). (European Observatory)
- Since October 2022, community pharmacists have been permitted to administer the influenza vaccine.

## FINLAND

- A free influenza vaccine is available as part of the national vaccination program for those for whom influenza is an essential health risk or who gain significant health benefits from the vaccination, including people aged 65 and over.
- People can get their flu shot at their local health center.
- According to the national vaccination register, almost 63% of those aged 65 or over took an influenza vaccine during the 2021–2022 influenza season. (THL, 2022)

## LATVIA

- Flu vaccination is free of charge for people aged 65 and over.
- Influenza vaccination coverage among older people has been increasing for several years. During the coronavirus pandemic, older people were particularly keen to get vaccinated for influenza.

## Vaccination and socioeconomically disadvantaged population

An extensive literature demonstrates that socioeconomic status is one of the strongest predictors of health (Stringhini et al., 2017). Communicable infectious diseases and situations of precariousness are closely associated. Patients living in such situations have less and later recourse to care and present many problems of therapeutic observance.

According to a [survey by Drees and Inserm](#) conducted in France in 2021, the most disadvantaged people, the least qualified, and non-European immigrants are the least vaccinated against COVID-19 in France. Social criteria are decisive: "Being vaccinated depends strongly on the social position of the people questioned (level of education, standard of living or job)."

According to the 2019 European Health Survey, individuals with the highest living standards (above the last quintile of the living standards distribution) are 1.5 times more likely to be vaccinated than those with the lowest living standards (below the first quintile). (Drees 2022)





### 3. Description of the case problem and challenges

Socioeconomically disadvantaged population groups are generally defined as those described as having low socioeconomic status, low income, low education, or from areas defined as socioeconomically disadvantaged (often characterized by low-income levels) (Craike et al. 2018). Across the EU, 78% of people in the highest income quintile report being in good health, compared with only 61% of people in the lowest income quintile (OECD 2017).

For our project, it will be focused on disadvantaged populations who have access to healthcare system services, excluding homeless individuals. The division into five equal segments is presented in Figure 1.

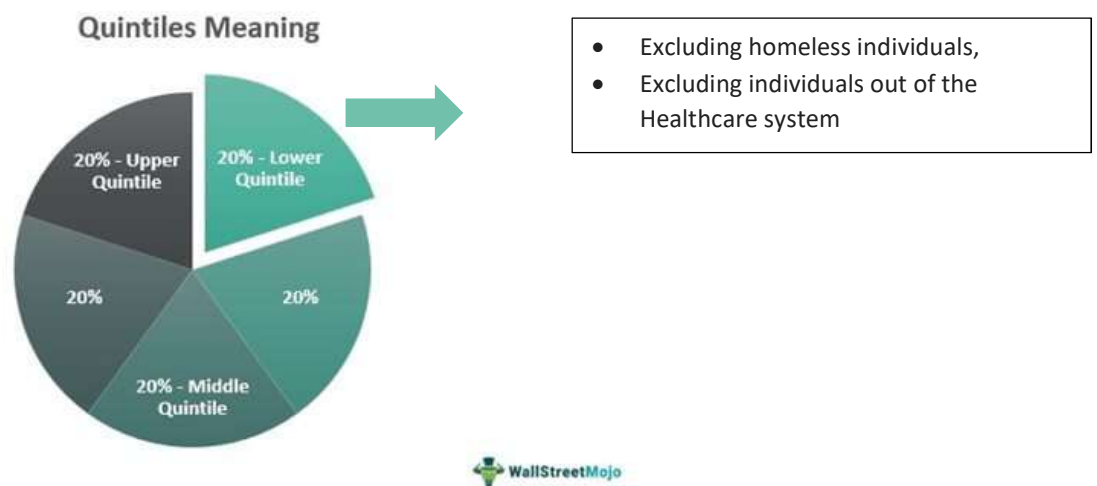


Figure 1. Quintiles meaning. (WallStreetMojo)

**The socioeconomically disadvantaged population differs from one country to another.**

**Therefore, the primary task for the students is to create their own country personae based on the selected criteria:**

- ⇒ **from the lower income quintile, excluding homeless individuals, having access to healthcare system services**

#### **Communicating Health information**

Being without a diploma or with a level of education below the baccalaureate degree, being an immigrant, not speaking French at home, living in a complex household, and declaring low social support are all linked to a higher risk of having literacy difficulties in health. (Drees 2023)

The perception of health recommendations by the lower social strata should lead them to adapt communication strategies and messages directed at them. It is well known that new communication



technologies can be used to increase the number of channels through which health information may be accessed (Beacom & Newman 2010).

Various approaches are demonstrating potential for diminishing disparities related to information and health. These include initiatives aimed at enhancing access to computers and the internet, as well as improving digital literacy and understanding; strategies centered around direct human interaction, like the community health worker approach; and methods that utilize mass media outlets, for instance, educational entertainment. (Beacom & Newman 2010)

Sanofi wishes to deploy its efforts to **communicate the benefits of flu vaccination for the elderly 65+ in lower socio-economic groups** to help increase vaccination coverage, which is too low in this target group despite recommendations in place.

The target group for the case is people 65 and older in lower socio-economic groups. The core challenge is what and how to communicate with this target population to have them ready to reach out to a healthcare professional to get vaccinated against the flu. The questions to be answered are:

- What are the key drivers and barriers in the targeted population when it comes to flu vaccination?
- Can you provide 2 to 3 proposals to emotionally engage this population in order to increase their likelihood of getting a flu vaccination?
- Which channels, communication angle, type of content, and tone of messaging should be used?

For each of the proposals:

- List the expected outcomes.
- Provide an estimation of the resources needed (financial, human and material) and the planning of execution.

#### **What is not the focus of the case:**

This work should not focus on seeking recommendations for promotional activities such as street marketing activities, social media campaigns, etc.

#### **Contact information**

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WHO definition of Health literacy = the cognitive and social skills which determine the motivation and ability of individuals to gain access to, understand, and use information in ways which promote and maintain good health" [1].

## 12. Case Latvijas Pasts 2023: How to transform the post offices?

### 1. Introduction of the company

Latvijas Pasts is the largest postal service provider in Latvia and its origins can be traced back to 1918 along with the proclamation of the Latvian state. After World War II and occupation years, renewal of post after

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the restoration of independence of Latvia can be marked in 1992. Since 2004 Latvijas Pasts is a State Joint-Stock Company of Latvia: Latvijas Pasts is a wholly state-owned company with around 2 600 employees and more than 600 postal service points in the country. The total revenue for the latest accounting period was 100 million euros and the profits were 2.2 million euros. Regarding to the management style in the last years, there has been a purposeful transition from 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 postal sector plays an important role in promoting socio-economic development that is why Latvijas Pasts is an important service provider for every person and company, state, and society. In 2024 Latvijas Pasts begins a new strategic period and, in this period (2024 – 2026), the company's economic activity is planned in the five main business areas:

1. Parcel logistic services, including the universal postal service (parcel and small package delivery), express mail services, as well as parcel delivery to postal terminals and commercial cargo transportation.
2. Freight forwarding (transit) logistic services for consignments from other countries.
3. Traditional postal services include the universal postal service (delivery of letters and newspapers, provision of postal outlets following universal postal service requirements), subscription services for newspapers, unaddressed advertising delivery services, and philatelic services.
4. Financial services - since 20 June 2019, Latvijas Pasts is one of the five licensed payment institutions in Latvia. In the provision of financial services, the activities of the Company are regulated and supervised by the Bank of Latvia.
5. Retail - sale of goods and newspapers.

By the revenue composition in the last two years, the most important services are reflected in Figure 1.



Figure 1. The most important services of Latvijas Pasts by revenue composition



Universal postal service is the minimum of postal services of specific quality available to all users throughout the territory of Latvia regardless of the geographical location. The universal postal service provider has certain quality requirements regarding the density and number of access points to the postal network. Latvijas Pasts has the obligation to provide universal service in the territory of Latvia until December 31, 2026.

Depending on the number of inhabitants, the demand for postal services in the respective area, and the extent of consumer habits, postal services are provided in various forms: at a full-spectrum traditional post office, at a postal service point, or through a postman at the customer's place of residence. There are more than 600 postal service points in the country, but less than 40% are full-spectrum post offices, with most populated rural areas operating on the model of the postman on demand at the customer's place of residence. In the new strategic period, Latvijas Pasts plans to redesign service delivery channels, reducing the number of full-spectrum post offices and developing modern parcel delivery: postal terminals and parcel delivery points in pick-up points. The aim by the end of 2026 is to provide services to up to 1 237 locations, but this means that full spectrum postal offices shall change.

## 2. Company context

### **Postal Markets Globally**

Currently, postal markets globally are undergoing significant transformations. "Most common symbols of postal services, namely the post office and the mail carrier, are opposite ends of a long, intricate process providing secure service between senders and addressees. Thus, it is important to keep in mind the true nature of this industry, whose scale alone explains the scope and complexity of the postal sector" (UPU, 2019).

Postal reform consists of a well-organized policy framework through which society collectively, led by the government and involving the designated operator, attempts to develop a new nationwide postal service delivery model. This model is designed to meet individual needs and sustain short-, medium, and long-term national development efforts.

Globalization, digitization, and the constantly growing demands of customers are the key factors influencing today's postal market. According to the statistics (Figure 2) since 2011 letter post volumes have declined considerably and Covid-19 reduced them even more. Despite new communications technologies, letter post volumes continue to be significant, but at the same time, the number of parcels mainly driven by e-commerce is growing more significantly (UPU, 2020). This is the trend that creates many opportunities as well as challenges for the industry to develop innovative, effective, and adjacent services.



Figure 2. Number of letters distributed worldwide from 2011 to 2020 (in billion units) (Statista, 2023)

Taking into consideration global changes and new tendencies, Latvijas Pasts is in the process of developing a new strategy and aims to redesign the post offices.

#### **Latvijas Pasts mission, vision, and values**

According to the new mid-term strategy for 2024 to 2026, Latvijas Pasts has formulated a new mission, vision, and values.

**Mission:** *We connect the Baltics to the world with modern services and passionate employees. We have identified the Baltics as our strategic home market for parcel logistics. By developing the services and providing an attractive working environment for competent employees, we will be a channel for the exchange of information and parcels between the Baltics and the rest of the world.*

**Vision:** *Latvijas Pasts is the first choice for your parcel. We want to provide our customers with quality, convenient, reliable, and modern parcel delivery services. Our goal is to become the leader in parcel logistics and the first choice of our customers in the Baltic market. We aim to operate based on the best principles of commercial activity and to engage in effective competition within the postal industry. We wish to have a good reputation, high customer service standards, and motivated employees. We aim to be the first choice in the target market by constantly developing, simplifying, and extending the possibilities of receiving services offered throughout Latvia.*

#### **Values:**

- **Openness** - we are open to change, collaboration, diversity, new ideas, and new ways of working. We are ready to learn, grow, conquer new markets, and develop new services.
- **Ambition** - we are persistent in achieving our goals. We do not stop at the first setback, maintaining dignity and humanity, we look for solutions to achieve results.
- **Responsibility** - we are responsible for our duties, the environment, our colleagues, society, and the company's results.



## Towards a Modern Post Office

According to Wikipedia definition, “post office is a public facility and a retailer that provides mail services, such as accepting letters and parcels, providing post office boxes, and selling postage stamps, packaging, and stationery” and Latvijas Pasts also falls within this common scenario. The new strategic period as well as digitalized, modern trends outline the need for new concept post offices – customer friendly, more inviting, accessible, and efficient, with diversified products and services.

One of the five business segments of Latvijas Pasts and part of the services provided in the post office is retail (see Figure 1). Retail in post offices refers to the provision of various products and services by postal operators, either at their own locations or through partnerships with other retailers.

Some of the retail services that other post offices offer are:

- Passport applications. Some post offices can help customers apply for passports, take passport photos and provide passport forms.
- Self-service kiosks. These are machines that allow customers to buy stamps, print shipping labels, mail packages, and access other postal services without waiting in line.
- Financial services. Some post offices offer banking, insurance, money transfer, investment, and bill payment services to their customers, either directly or through third-party providers.

In the retail sector, Latvijas Pasts has competitors such as Narvesen (<https://narvesen.lv/>), local market chains in regions (e.g. Lats (<https://www.latts.lv/>), etc.

In anticipation of future modifications to post office designs, Latvijas Pasts chose one ‘test post office’, located close to the embassies (and therefore visited by many foreign guests) and transformed it into a new-concept post office with a lobby, where customers can enjoy a cup of coffee. However, the objective of the new concept was not realized: customers did not stay longer in the post office than before and did not choose to drink coffee on the spot.

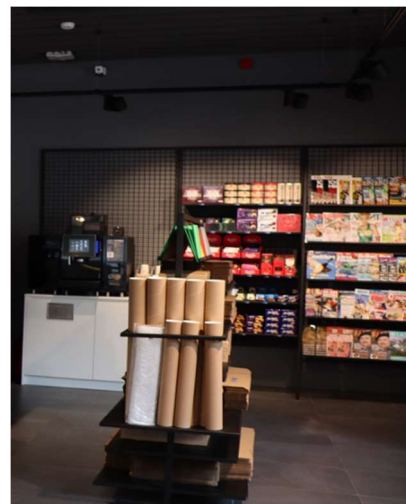
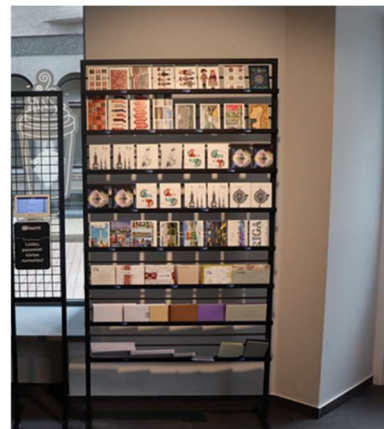
The pictures below show how the ‘test post office’ looked before and after the changes.



Before



After



### 3. Description of the case problem and challenges

The challenge is to develop a new concept of full-spectrum post offices for Latvijas Pasts. This involves:

- *Introducing a new range of products and services.* This means bringing in new, innovative things Latvijas Pasts offers and changing how they show these services. The goal is to keep up with worldwide postal changes market as well as the competitive offerings of other players. Valuable inspiration can be drawn from the referenced sources below.
- *Setting apart from retail shops.* It's vital to make Latvijas Pasts' offices different from regular shops. However, making the most of these premises to extract maximal benefits is also of great importance. Traditional postal services are not able to ensure that, therefore some new services should be added, and unique niche of Latvijas Pasts identified.

Questions to be answered:





- How can Latvijas Pasts completely transform their post offices to offer something new and exciting?
- What innovative products and services can be introduced to keep up with global postal trends and competitors?
- How can Latvijas Pasts make their post offices distinct from typical retail shops while maximizing the use of their space?
- What unique services can be added to Latvijas Pasts' offerings to create a niche that sets them apart?

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### Main Competitors:

DPD Latvija, <https://www.dpd.com/lv/en/>

Omniva, <https://www.omniva.lv/eng>

Venipak Latvia, <https://venipak.lv/en/>

DHL Latvia, <https://www.dhl.com/lv-en/home.html>

## 13. Instructions for writing the case

### 1. Technical guidance

1. Choose a management case that is reasonable so that it can be analyzed in 4 months (approximately 100 hours of workload) by teams of students coached by company coaches and academic coaches.
2. Use this instruction sheet as a template when you start writing. Just delete all unnecessary text at the end.
3. Keep the length of the case description between 5 and 10 pages.
4. Do not add page numbers or headers (they are in place already) or use footnotes.
5. Use Calibri (Body) font, point size 11 for text and 12 for titles. Avoid any extra formatting.
6. For titles, capitalize the first letter of nouns, pronouns, verbs, adjectives, and adverbs; do not capitalize articles, coordinate conjunctions, or prepositions.
7. Use single-line spacing, spacing after paragraphs 6 pt., no indentation, no justification. Use returns only to end headings and paragraphs, not to break lines of text.
8. If figures or tables are used, they must be centered and numbered separately. Figure captions must be placed below the figures and table titles above the tables.
9. Use 5–8 references if relevant.
10. Use the APA reference style from Word (References) [Add citations in a Word document - Word \(microsoft.com\)](#)

### 2. Contents guidance

1. Write a short and concise general presentation of the company and its operational environment.
2. Describe the case to be given to the students. The case should either be a totally new problem that has not been tried to solve earlier, or it can be a problem that has already tried been solved but failed. In the latter case, please also describe the options that obviously did not work.
3. Describe who are the people in the organization that are involved in the case and what might be the multiple perspectives they bring to the case (cultures, values, beliefs, opinions, attitudes, etc.).
4. Describe the sources of information related to the case. Where can you find information? What is the information like? What information is not available but would be needed?
5. Give examples of organizational paradoxes connected with the case (such as that we have all the possible equipment to help us in our work, yet we are busier than ever before).
6. Give examples, related to the company case, of cause-and-effect relationships that can be found and describe where they are missing.



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7. Describe what in the company case is predictable and what is believed to be unpredictable.
8. Describe the management style of the company.
9. Describe the connections between managers and staff.
10. Describe the connections among staff members.