

TITLE OF THE CASE STUDY:

The impact of COVID-19 on business and post COVID-19 business recovery.

Name of the organisation:

DIANA ltd.

Country and sector of the organisation:

Bulgaria, tyre shop and tyre services

Type of organisation:

- Business company

Size of the organisation:

- medium

Brief description of the organisation:

„DIANA” LTD. is the biggest import company in Bulgaria for passenger car tires, light truck, heavy truck, van, agro, motorcycle, special and SUV tires. “Diana” Ltd manages 11 modern tire centers on the territory of Bulgaria. Five of them are in Sofia, and the other 6 are situated in major cities in Bulgaria like Plovdiv, Burgas, Varna, Pleven, Ruse, Stara Zagora. The total area of the shops is 90 000 square meters. Around 300 people are currently working at Diana ltd., which was established in 1990.

Short description of the case study (500 characters)

This case study aims to describe the main strategy of a big Bulgarian company face to the COVID-19 measurements. We will examine how managers succeeded to maintain their leader position on the Bulgarian market and to keep their employees during hard times of big crisis. DIANA ltd. Implemented several techniques in order to motivate the staff and to keep them emotionally stable during all the challenges the company faced from 13th of March 2020 (the day the Bulgarian government announced “Emergency situation in the country”).

Key words:

tyres, business, adaptation, crisis, COVID-19, challenges, experience

BEST PRACTICE PROFILE

DETAILED DESCRIPTION

From day 1 of the COVID crisis (13.03.2020) the company implemented lots of measures in order to prevent their employees. Managers reunited all the staff and explained transparently the situation, even though they didn't have a lot of information since the government was changing restrictions almost every day and the disease and its side effects were not well known. It was important for each of their colleagues to know what to do if they suspect that they have gotten the virus. The responsibility for dealing with this unpleasant situation is both personal and mutual. The better and faster we react, the shorter we will be in this situation. So, every employee received instruction about what to do and who to inform if he feels some of the symptoms related to COVID-19 virus.

Disinfectants were available for everyone, protective masks and gloves were obligator, disinfection of surfaces was done every 2 or 3 hours in all offices of the company. Rapid PCR tests were also available for every employee who was having doubts about his health situation.

A schedule was done for the workflow and also presences at the office, as the company is working with customers not all of the staff could work from home. Especially employees in the warehouse who were related to the service department. Regarding administration, accounting and marketing – they could do all their work from home. The HR manager of DIANA ltd. says : *“It was really important for us to keep our staff informed and to protect their health and their relatives as much as we can. During this pandemic situation we realized once again the importance of self-consciousness and our strengths as a team. It wasn't easy to manage and give instructions to 300 people, unfortunately due to financial reasons and our income decreased by 80% comparing to the same month of 2019, we had to dismiss 3 people and to convert several work positions.”*

TIWA project was presented to a staff person of DIANA ltd, working at the marketing department and to the HR manager Mrs Vania Lozanova.

RATIONALE

One of the main motives behind this measures was to keep employees in good health and to minimize risks to get the disease from the workplace. Very often, when we face difficulties, we realize the importance of staff motivation and the need to provide a pleasant workplace as much as possible.

Work during COVID-19 crisis became more conscious as all the staff knew the company is going through very hard times. For some of them DIANA ltd. is the first company they have ever worked for, some of them have found their dream job, some of them could pay their loans thanks to their job. The marketing manager of the company says : *“ Our managers realized the need to thank all the staff for the quick adaptation and to provide a better place for them in future. This is why we decided to congratulate some*

of the employees, who achieved their targets with vouchers for a free stay at a hotel in the mountain. They could use it in summer, as the government announced that they will re-open the country and tourism by the beginning of summer. It was important for us to provide a motivation and an occasion to look forward to something. This was a way to help and support the tourism sector also as it was one of the most impacted due to the restrictions.”

GOALS

Leaders to develop skills as :

- responsibility
- problem solving
- adaptation
- communication
- decision making

Employees to develop skills as :

- team work
- collaboration
- organization

IMPACT

We could conclude that the short-term impact was mostly negative, as some people of the staff had difficulties to organize their workflow to the new reality. DIANA Ltd. is a customer-oriented company and new COVID restriction have seriously impacted the company and its performance.

Long-term impact on the work atmosphere is positive as employees became more conscious about their work and their importance. Some of them were afraid that they could lose their job, so they gave their best and achieved targets with success.

LESSONS LEARNED

Employees developed skills as : trust, awareness, responsibility, care and positive attitude. The work team became more united and we could say that these hard times has helped them to understand that even though there are some competitions (especially in the sales team) at the end they are all fighting for the same goals and they are all part of one big family.

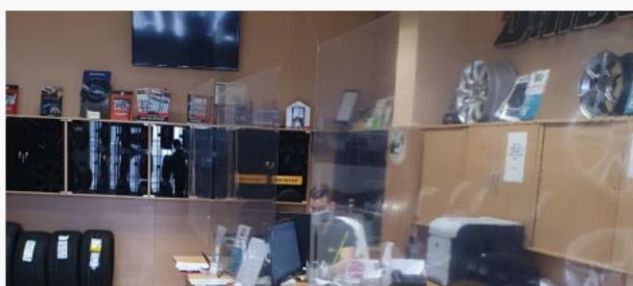
MATERIAL



Tyre shop DIANA in Sofia







REFERENCES

Main information for this case study is taken directly from HR of Diana Ltd. and one person from their marketing team.

Information was also collected from :

<https://diana-ltd.com/>

