

## TITLE OF THE CASE STUDY:

# Transport industry during COVID-19.

Name of the organisation:

**Transpres**

Country and sector of the organisation:

**BULGARIA, transports and logistics**

Type of organisation:

- Private organization

Size of the organisation:

- large

Brief description of the organisation:

Transpres is a Bulgarian transport and logistics company with over 25 years of experience. It has a team of nearly 500 employees, a fleet of over 200 vehicles and a network of 430 locations across Europe, providing transportation of over one million shipments per year and a full range of transport and logistics services. Under the Green Courier brand, it develops courier services for businesses and people caring for the environment.

Short description of the case study (500 characters)

In a short period of time, many new challenges appeared that we all had to face. The first priority of Transpres was to take care of the health and safety of their team, customers and society as a whole. At the same time, they had to ensure the continuity of work processes and find workable solutions for many problems - borders were closed, rules were changed, productions were closed. This created a serious risk for the transport business as a whole, which was also reported by international analysts. The COVID-19 pandemic was a real test, not just a "teaching" for all of us how prepared and adaptable we are, for our processes and systems, and last but not least for the team and the leaders.

“With a solid foundation and flexibility, no matter how difficult, it is possible for challenges to become opportunities. In our case, for example, large retail chains have intensified their activities, there has been a demand for specific goods such as protective equipment and disinfectants, door-to-door courier services have become key when people stay at home. Working on some routes, such as Italy, has become particularly difficult, but also a sought-after service. We have been able to ensure business continuity thanks to our strong partnerships in Europe. This helped us gain new customers and regain some old ones.” says Mr Veselin Stoyanov, manager of Transpress.

#### Key words:

**Transports, logistics, service, courier, deliveries, goods, pandemic, challenges, opportunities, continuity**

## BEST PRACTICE PROFILE

### DETAILED DESCRIPTION

Along with caring for people's health, keeping the jobs of the 500 employees was a top priority for the managers of Transpress. Despite the worrying moments and the uncertainty, they haven't fired a single employee. As in many companies, the leaders have decided to optimize some costs and temporarily "frozen" individual projects that have no direct impact on people. The company has hundreds of vehicles in their fleet, but they never forget that the real engine of Transpress is in their team.

The managers of Transpress were able to react quickly and almost all employees in the administration switched to "work from home" mode immediately. This was also possible due to a preliminary preparation in terms of IT systems, procedures and the fact that they had done preliminary tests. The work of the call centre, for example, was transferred remotely without any problems and wasn't felt by customers.

Of course, due to the specifics of the logistics business, they have people on the front line - drivers, couriers, warehouse workers, who worked under specific and strict health measures.

### RATIONALE

The measures taken by Transpress management team were essential to protect and prevent their employees from the disease. It was important to establish new policies and practices, such as flexible working hours, remote working and others. The company managed to maintain the workflow without causing troubles to customers and employees. All of the staff of Transpress were responsible enough to self-monitor for signs and symptoms of the virus. The managers took different steps to limit the spread of the disease and this was very important for the mental health of the employees, who were scared of the uncertainty. The main strategy of Transpress was to provide adequate, usable, and appropriate training, education, and informational material to their employees, as this would minimize the risk of getting ill and would motivate them to adapt the new situation.

Regarding the workers who couldn't work from home, the company installed high-efficiency air filters, increased ventilation rates in the work environment and installed physical barriers, such as clear plastic sneeze guards. All of them were provided with face masks, gloves, disposable towels to clean their workplace and disinfectants.

Since the beginning of the COVID-19 pandemic, workers were encouraged to work from home and to minimize social contacts. As this may lead to a depression or other mental health trouble. Managers of Transpress provided special online trainings and sessions for their employees.

## GOALS

The top priorities of the company were :

- to take care of the health and safety of their team, customers and society
- to ensure the continuity of work processes
- to be very flexible and adaptive by finding solutions for many problems (closed borders, new government restrictions, etc)
- to maintain customers and to gain new ones

## IMPACT

The CEO of the company confirms that most of the employees already want to return to the office, they feel the need of the social environment and the communication with the team. Due to COVID-19 pandemic, Transpress is gradually implementing a flexible model of working with new schedules and a partial return to the office.

The human factor is the most valuable asset at the company and this has been proven in these challenging times. Transpress continued to provide a social package of benefits, despite the financial difficulties. All of the employees have additional health insurance, which guarantees that wherever they are, if necessary, they can immediately receive the necessary medical care free of charge. In addition, managers of Transpress created a social fund to be used to support employees who got ill with Covid-19. This was done voluntarily with funds from the management's salaries. This measure helped people feel a little calmer in this anxious situation.

At Transpress, meetings continue to follow the same rules, but are mostly online. Managers are trying to use new technologies and their systems for exchange of information, meetings, to monitor the processes and results of the employees. The current situation has given the opportunity to optimize different processes and people have understood even more clearly why the use of these tools is useful.

Mr Stoyanov is proud to say that : "In terms of efficiency - beyond the momentary and individual difficulties that are normal in this situation, the big balance shows that we are able to maintain our effectiveness. An even stronger focus on direct reporting to line managers and feedback in specific cases

has even led to increased productivity. Proof of this is that even in the most difficult moments the quality of our services has not fallen and continues to be the highest not only on the Bulgarian market, but also by world standards.”

## LESSONS LEARNED

Employees became more responsible and developed skills as : empathy, communication, flexibility, time management. They were forced to handle mental health issues as depression, fear of losing their job, fear of failure, etc.

Leaders learned that they should use new technologies to the fullest in order to make the workflow smoother and smoother. They realized that remote working will shortly become the new normal, so we should do our best to provide the necessary tools. During the COVID-19 pandemic, managers learned that mental health is also very important for the wellbeing of their employees. They have also learned that the importance of HR is huge.

Both managers and employees became aware of how much we need other people—many have managed to maintain their social connections, even if they had to use technology to keep in touch.

## MATERIAL

**Mr. Veselin Stoyanov, manager of Transpress**





## REFERENCES

<https://www.transpress.bg/>

<https://economy.bg/management/view/40207/Kak-Covid-19-se-otrazi-na-kompaniite-v-Bylgariya-govori-Transpres>

