

Preface

Editing a book composed of case studies is a project that tends to be quite challenging. The cases should be unique to arouse attention, but they must also have a generic scope that reaches a reasonable number of scholarly readers of the subjects addressed. It is also intended that the cases addressed remain current for the longest period of time, which is increasingly difficult due to the speed of change that focuses on the various sectors of activity and on companies.

The uniqueness of a case can occur in several areas. However, we can mention some themes that tend to be reflected in the various cases present in the book: strategic management, functional management (financial, marketing, sales, production, procurement, resource humans, IT department, quality), operations management, organizational, technology and processes. There are cases that reflect the anxieties caused by the challenges of digital, others that focus on situations that do not encompass digital, and others that still seek to respond to the needs of integration between the two contexts – digital and non-digital – that seem to be opposite, competing with each other, but that need to be seen and framed in the organization as complementary. Also, the cases presented may be from an organization, a company or a non-profit institution, about an industry or a country.

It is not surprising that a book published in 2021 also has cases addressing COVID19. Strange would be the opposite because the situation forced organizations to adapt, to redesign themselves, to reinvent themselves, which gave researchers new realities, new sources of analysis, the emergence of new best practices, new models, new theories and clear new results that deserve to be presented, analyzed and contribution to the projection of new scenarios. And this book, *Cases on Digital Strategies and Management Issues in Modern Organizations*, is no exception.

In the case presentation structure, we seek the greatest possible uniformity, safeguarding some adaptations that were necessary to safeguard the specificity of the content of the case. The existence of a brief theoretical framework that allows the analysis and better understanding of the case was also an existing concern. Thus, the reader can more easily understand the options taken, the directions chosen and, mainly, can also elaborate their decisions based on their previous knowledge and those acquired with the reading made on the theoretical bases that frame the events and decisions.

The most usual in a case book is to highlight events, in this case in the business universe, in which success existed and constitutes itself as remarkable due to the facts and events presented. This book is no exception. However, we believe that the failure of something that has been planned and has not happened is still important to study, analyze and draw lessons for the future. But to be possible to have these types of cases, it will still be necessary to overcome some mental barriers because the company, the brand where the failure tends not to want to share and many successes do not reach the light of day, do not come to be known, or if they are, the data are scarce. It would also be advantageous, in order to

sustain the choice of these cases, considering the impact of the same failure. That is, the failure itself to be valued and framed as a case must have a level of importance for the sector where it is part and not only for the organization. Despite the desire to incorporate cases of failure, this book only presents success cases, following the “normal pattern”.

Another challenge of this book was to try to present a reasonable level of multi-nationality to achieve a breadth that allows a more comprehensive view of the different topics addressed. Thus, throughout the book the cases presented transport us to different countries, diverse cultures, specific local realities. The organizational dimension also varies, from small companies to large companies of only national or multinational nature. In all cases it is intended that readers have contact with the solution found for each situation, but it is also intended to present lessons that allow readers to also develop their critical spirit and counter alternatives.

This book, *Cases on Digital Strategies and Management Issues in Modern Organizations*, is a pivotal reference source that provides original case studies designed to explore various issues facing contemporary organizations, evaluate the usefulness of strategy and operational tools and models, and examine how successful and failing companies have faced issues with practical ideas and solutions. While highlighting topics such as business ethics, stakeholder analysis, and corporate governance, this publication demonstrates various ways that different models/tools can be applied in different types of companies for various purposes and from diverse perspectives. This book is ideally designed for managers, executives, managing directors, business strategists, industry professionals, students, researchers, and academicians seeking current research on key business framework strategies.

To help better understand cases and also facilitate their use, we consider that it would be important to incorporate additional resources in each case, namely questions and answers, epilogue and lessons learned list of additional sources. Thus, the arguments for the use of this book in teaching, particularly in undergraduate or graduate degrees, are strengthened. However, the inclusion of this complementary information is also useful for readers from the business area because they allow consolidating the concepts inherent to the case and eventually awakening them to issues, situations they may not have thought about.

To order the thirteen chapters in the book, it was decided to include first the chapters that addressed a specific case and not a sector of activities. The chapters that incorporate the digital theme were also given priority, followed by cases that analyze the company from the point of view of the business and, finally, the cases that focus on a certain area of the company, in a particular specific problem. So, then, we present the chapters that are part of this book synthetically.

The first chapter, “Digital Transformation: Is It Part of Strategic Process or a New Strategic Practice?” aims to describe the digital transformation strategy implementation path at a Brazilian pre-digital retail company and discusses the role the COVID-19 pandemic had played. Moreover, the case highlights important strategic issues and provides the opportunity to analyze whether it is a strategic process or a strategic practice. This study also increases the understanding of the strategic configuration of digital transformation embracing context, process, and outcomes. And it also sheds light on the dilemma between brick-and-mortar stores and digital ones.

Gaining competitive advantage requires a detailed benchmark of own performance against other market players and profound gap analysis in comparison to the best practice applies to the audit of the digital presence (online footprint analysis), which based on scripting codes is done easily on its premises. SEO software and social medial listening tools allow for comprehensive understanding of the digital performance of the own company. The second chapter, “Be Like Amazon: Achieving a Competitive Advantage Based on Digital Footprint Analysis,” presents a case study of a digital footprint a template

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analysis performed for Amazon in the United Arab Emirates and shows the comparison with local and global market players like Noon.com, eBay, or Alibaba, using software like SEMrush, SimilarWeb, and Brand24 to showcase how to leverage on gathered insights and gain competitive advantage.

The next chapter, “Digital Value Innovation and Strategic Management Practices of Adyar Ananda Bhavan,” has a close theoretical association with the famous strategic management models, for instance, Michael E. Porter’s model, Ansoff Matrix, Blue Ocean Strategy, Balanced Scorecard, and Resource-based View, and explains how an organization can strategically grow its business through digital value-based innovation. So, the case focuses on the strategic management practices of Adyar Ananda Bhavan, a quickly developing contemporary sweet chain of Chennai in South India.

The constant change of markets has led many companies to carry on repositioning strategies to deliberately change their strategic positioning, namely by widening its products or services benefits to attract a wider market audience. As product or service positioning is always defined by the consumer, there is the need to understand the extent to which each company is able to communicate its new intended positioning and actually make it perceived. This chapter, “Consumer Perception of Brand Repositioning Through Benefit Diversification: The Case of Pedras,” presents the case of Pedras, a Portuguese brand of naturally sparkling water which ramped up its communication efforts regarding the extension of its product’s benefits in order to minimize the potential gap between intended and perceived positioning. Digital communication strategies are discussed to engage young consumers.

The next case traces the life of a new endeavor, starting with a small patisserie and coffeehouse and the subsequent development of the business, considering three alternatives, namely, optimizing the concept, expanding through a franchise network, or building a network of company-owned stores. The story of Rui and Joana raises a wide range of issues that managers need to address. After reading and working through the case present in the chapter “Rose-Patisserie and Coffee House: Business Development Alternatives,” readers will be able to evaluate the product portfolio, based on actual sales data, and to evaluate and propose strategic options, using classical models.

“THEIA: Thermal Insulation – A Business Strategy” is the chapter that addresses a company that provides technical solutions for the construction industry, specializing in materials for thermal insulation. The organization is positioned in the middle of the distribution channel, between manufacturers and construction companies, and the profound changes that occurred in the sector had repercussions on the company’s activity, forcing it to rethink its business strategy. In this case, it is possible to analyze the strategic plan with financial and commercial information from THEIA and from the sector where it operates.

Chapter 7, “The Bonduelle Group’s Distribution Strategy: Adding a Branded Retail Store?” discusses the distribution strategy of the Bonduelle Group and the ability to and value of also becoming a retail brand for the world’s leading producer and supplier of ready-to-eat processed vegetables. In 2010, the family business opened its first flagship store named ‘Bonduelle Bienvenue’. It was entirely dedicated to processed vegetables and offering a big range in the same selling space. The objective of this prototype was not to substitute the company’s existing distribution network, or even to hinder it, but to complement it by providing brand visibility and enabling an increase in Bonduelle Group’s market share within households. Introducing the reader to the company, the first steps of the concept store back in 2012, and the following other D2C initiatives of the Group, this case aims to address the advantages and drawbacks for a food processing brand to engage in selling directly to end consumers.

“How to Build a Leading So-Called Neobank and Pursue Its Growth? The Case of the FinTech Nickel in Europe” is the following case that seeks to highlight the evolution of a FinTech company with a special

focus on its internationalization. Its acquisition by BNP Paribas and its integration being successfully achieved were factors that contributed to the success that is analyzed in this case.

The next chapter, “Purpose-Driven Marketing Wars: Dishwashing Detergent Brands’ Purpose-Driven Marketing Campaigns in Turkey,” focuses on Generation Y and Generation Z, who are concerned about the economic, political, environmental and social problems in the world. Thus, the case analyzes the brands in the dishwashing detergent market from the perspective of marketing communication for these generations. So, in this chapter, “Water of Tomorrow” by Finish, “Don’t Waste” by Fairy, and “Together at the Table” by Pril campaigns are examined within the scope of purpose-driven marketing.

In next case, “SWOT Analysis and a Case Study at Kayseri Airport,” the Kayseri Airport is discussed within the scope of SWOT analysis. As a result, the most powerful aspect of Kayseri Airport is its proximity to the city, and the weakest dimension of Kayseri Airport is the low frequency of flights during the daytime. The outstanding features of Kayseri Airport regarding the opportunities arising from the external environment are tourism potential of the city, transport modes supporting each other, investments around the airport, supporting civil aviation nationwide, development of trade volume of the city. The most important feature of Kayseri Airport regarding the threats arising from the external environment are that it is not seen as a direct departure / destination point for international flights and distorted construction around the airport land.

Chapter 11, “The Adoption of a CRM Strategy Based on the Six-Dimensional Model: A Case Study,” presents a case study of a company that has changed its way of being in the market and relating to its customers, restructuring the role played by the sales force and betting more on related marketing supported by digital marketing, development of content that strengthened trust and strengthened the relationship with the customer. The entire approach of this company’s analysis is based on the CRM Six-Dimensional Model that incorporates CRM strategy formulation, relational marketing philosophy, the application of best practices, organizational and human resources, CRM processes, CRM technology. Each of these dimensions consists of several factors that are identified and analyzed from the perspective of its application in the company.

The purpose of the chapter “How Competitive Strategies Affect Organizational Structure: A Research in Technology Development Zones in Turkey” is to extend that research by analyzing the relationship between Porter’s competitive strategies and Burns and Stalker’s structure types. The authors conduct their research on the enterprises in Technology Development Zones in Istanbul, Turkey. Results show that, while the mechanical structure tendency is observed in the enterprises following the cost leadership strategy, the mechanical or organic structure tendency is not observed in the enterprises following the differentiation and focus strategies. It was also possible to verify that the organizational structures in the enterprises in Technology Development Zones are affected by the size of the organization or the strategic awareness level of the senior managers rather than the competitive strategies.

In the last chapter, “The Effects of Real-Time Content Marketing on Consumer Emotions and Behaviors: An Analysis of the COVID-19 Pandemic Period,” presents a study carried out during the Covid-19 pandemic in Turkey, which aimed to provide suggestions for creating a successful real-time content marketing strategy. This study, across several economic sectors, showed that, during the pandemic, real content marketing campaigns also have negative consequences on consumer behavior.

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