

To: Juul Employees

From: Human Resources

RE: Staff Restructuring

Date: October 7, 2019

Problem Statement

It has come to our attention that with the recent claims of e-cigarettes being unsafe, causing mysterious illnesses, that we, Juul Labs, need to implement a restructuring program to account for any losses. At present, all employees are still assigned to their typical tasks, however, in the upcoming weeks we will implement new duties in order to combat this claim and to compensate for any changes. With the focus always on citizen health, the e-cigarette business always has its work cut out for us, but at in the present day, with vaping still relatively new, we need to create the perception that efforts will be made to reduce potential negative health effects but at the same time, operate as usual. Already there are claims in Mid-west states that e-cigarettes are responsible for pulmonary illnesses (Layden et al. 2019) however, it is yet to be determined any underlying conditions or company faults. Therefore, there is an expectation that slower sales will come our way after the most recent mystery vaping-related illness and before a ban is implemented, we must adjust. Flavors that make up more than 80% of our sales will come under question and should they be banned, we risk a potential shut down at worst. Therefore, to be proactive in the process is our best bet and layoffs will be examined only as a necessity, but in the meantime, adjustments are required.

Approaches to the Problem

Health of our customers is a priority even though the vaping business is for pleasure rather than medicinal. Vaping was created to be a less detrimental alternative to cigarettes, however, it is now a health concern for different reasons (Prochaska and Grana 2014). These reasons must be understood. Therefore, at the present time, there exists a need to take the same workers who experiment with flavors and place them in a lab effort to fully deconstruct the ingredients in our most popular flavors. When investigators come to assess the safety of the products, we must be at the ready to show a break down of how these flavors are concocted and what the percentage is of potential risk. If none is present, we must present findings that could imply what the hazards are—does someone have a predetermined condition that affects their response to Juul? If hazards *are* found, however, they must be adjusted and eliminated immediately with a proactive notice sent out to customers and stores that carry Juul. As a type of recall it might make us lose money, but in the long run, dedicated customers could come back to the re-vamped Juul. Therefore, the marketing team needs to adjust its claims publicly when/if hazards emerge in order to put a new type of campaign out there. Furthermore, the sales team needs to adjust its pitch to retailers to encourage selling during this time of restructuring with whatever data is formulated from the analysis of other departments. For example, if “cherry” has more toxins than “blueberry,” we need to push blueberry and make it known that we took cherry off because of a safety concern. This way, departments avoid layoffs, however, they receive different tasks in the time being. If the CDC comes in and assesses the situation as detrimental if efforts are *not* done, Juul risks a shut down.

Solutions to the Problem

These departmental adjustments are facilitated with upcoming professional development seminars in which speakers who have not only dealt with company restructuring, but also,

backlash from recalls, can speak out and teach. But putting our flavor makers into a more scientifically based operation to weed out any potential hazards, we change the atmosphere of the Juul brand from one of fun to one of science. Juul is something that not everyone will ever use, but for those looking for an alternative to smoking because they feel it is healthier, Juul needs to remain a valid alternative. Therefore, if problems are found, they must be eliminated. In addition, they must be made known to the public. Juul never wants to be in a legal battle for getting someone killed without reason from a mystery illness linked to vaping, however, Juul does want to project a cautionary message for those who attempt to use Juul frequently (or even, only once). We must take on the warning labels of cigarettes, even if we are not sure, just because in the meantime, if no links are found, until the question is answered as to what is causing this illness, we can't be sure it isn't us. There is still the possibility that those who fall ill after using Juul do so because of a history related to cigarette use or underlying conditions, but assessments need to be made. This is why a medical team would be good to pair up with Juul in order to assess the cases on a case by case basis so that hazards we could not predict can be covered (Jatlaoui 2019). Thus, the professional development efforts to change the lab, marketing and sales teams should provide us with a good foundation for new assessment; if the assessments result in layoffs, however, that is yet to be determined after further investigation.

Conclusion

By making adjustments to departments already in place, Juul takes proactive measures to pinpoint reasons for potential mystery illnesses to project a healthier alternative to the public without risking shut down. Sales are expected to slow down, but before people need to get terminated, the goal is to restructure within in order to create a new public appearance.

Whatever findings, both good and bad, are determined, they should be reported to provide answers to this public dilemma.

Works Cited

Jatlaoui, Tara C. "Outbreak of lung injury associated with e-cigarette product use or vaping: information for clinicians." (2019).

Layden, Jennifer E., et al. "Pulmonary illness related to e-cigarette use in Illinois and Wisconsin—preliminary report." *New England journal of medicine* (2019).

Prochaska, Judith J., and Rachel A. Grana. "E-cigarette use among smokers with serious mental illness." *PloS one* 9.11 (2014): e113013.