
Managing the Relationship of the Organization through Traditional Correspondence: Analysis of personalized Envelopes

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Abstract:

Purpose: The paper addresses the unexplored topic of traditional correspondence personalization and its potential impact in creating firm relationships with stakeholders of the organization. It provides interesting conclusions and many practical tips when designing and managing traditional correspondence with stakeholders, taking into account several profiles of correspondence recipients.

Approach/Methodology/Design: The study was conducted using a qualitative method – the focused group interview technique. Data was selected based on socio-demographic characteristics, as well as features distinguishing customers, which were key independent variables for the cognition process. The stage of selection of participants in focus group interviews was preceded by a personal questionnaire to select research units (persons) who met the assumptions of the research sample. The analysis of the collected empirical material was carried out based on open coding, allowing for the emergence of homogeneous theoretical categories.

Findings: Designing envelopes could be challenging due to several factors determining their positive perception among populations. The basic determinants in the perception of traditional correspondence include its size, shape, colour, and graphic design. Based on the research, one of many factors in creating a competitive advantage in the traditional correspondence market is personalized double-sided envelope printing.

Practical Implications: This paper is rich not only in several findings and quite bold, unambiguous indications for the design of envelopes but also contains many interesting hypothetical conclusions that require confirmation in further research processes, also using a quantitative approach. This is undoubted – mainly due to the exploratory nature of this research and development project – an extremely interesting empirical material that requires further, in-depth analysis to optimize business processes and obtain the most effective solution. Being convinced of the effectiveness and high quality of the methodological workshop of social sciences, the use of such analyses and expert opinions may contribute to

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the implementation of the most suitable solution to the current and future needs of a given business entity.

Originality/Value: *The results of this research contributed to creating lasting relationships between an academic research unit and a business entity by supporting the decision-making process regarding strategic development in the form of infrastructural investment. The exercised solutions contributed to managing the relationship of the company through traditional correspondence.*

Keywords: *Personalized envelopes, the relationship of the organization, traditional correspondence.*

JEL classification: *M11, L15, L23, O14, O32.*

Paper Type: *Research article.*

1. Introduction

Functioning within the contemporary socio-economic reality is associated with special responsibility at the level of enterprise management, i.e. all decision-making processes are associated with a specific risk, the minimization of which requires access to reliable and credible information.

Thus, taking up the challenge of gaining and maintaining a competitive advantage, the entrepreneur undertakes initiatives and research and development activities that often require extensive subject knowledge, building interdisciplinary research teams, mastering the methodological workshop, as well as focusing on the course of research processes, so that the quality of the final product is guaranteed high level of quality of information coming from the analysis and interpretation of the obtained empirical data.

The organization of this type of undertaking in business entities that are oriented on core business, although it is a reason to be recognized, may turn out to be a task generating too high costs and personnel involvement concerning the time commitments made or the expected benefits. An equally prudent idea is cooperation with a scientific and research unit, especially in the context of the availability of properly prepared resources, i.e. highly qualified scientific and teaching staff, engineering and technical staff, and modern research infrastructure.

The cooperation of the scientific community with the economic environment in Poland is still incidental, it is undertaken in situations requiring support for the development process, by providing highly specialized analyses, expert opinions, etc. Therefore, it is necessary to build lasting relationships based on mutual respect, trust, and most importantly, recognition partner's competence as an area of self-reflection and improvement.

This article is an example of building lasting relationships by an academic research unit with an economic entity, which are based on the above-mentioned values, as well as support for the decision-making process regarding strategic development in the form of infrastructural investment.

The information provided in this way expresses to the highest degree of precision both the methodological assumptions adopted in the course of the research process, as well as the description of the measurement process, as well as the interpretation of the obtained empirical data, their interpretation, and their conclusions.

Management of relations with stakeholders is carried out, among others: through traditional correspondence. Even today, in the era of digitization and Internet communication (Mazur-Wierzbicka, 2021) some correspondence still takes place in the form of sending printed letters.

This is dictated by official or cultural conditions. Some modern organizations conducting this type of correspondence are aware that it affects relations with stakeholders. Inappropriate forms or content can weaken the relationship, while accuracy in the selection of appropriate accents can improve these relationships (Yin *et al.*, 2021).

The article addresses the hitherto unexplored topic of personalization of traditional correspondence and the potential impact of such action on the formation of positive relations with stakeholders of the organization. The text provides many practical tips for designing and managing traditional correspondence with stakeholders, taking into account several profiles of correspondence recipients.

2. Research Methods

The study was exploratory and explanatory in nature, and it aimed to obtain answers to the following research questions:

1. What experiences do the organization's stakeholders have with traditional correspondence?
2. How do the organization's stakeholders perceive the personalization of traditional correspondence?

Taking into account the nature of the study, it should be emphasized that it may contribute to the recognition of new research areas related to the subject of shaping relationships by organizations through the personalization of traditional correspondence and allow for the selection of appropriate strategies for formulating the message.

2.1 Data Collection

Due to the above-mentioned objectives of the research and development project and its exploratory nature, it was decided to use a qualitative method using the focused group interview (FGI) technique.

A focus group interview takes the form of a focused discussion within a social group (characterized by specific features) in the number of 8-12 people, whose course is supervised by a moderator. Its task was to obtain exploratory and explanatory information, i.e., necessary for formulating research hypotheses and directions of interdependence between variables.

It should be noted that both the image and sound from the interview were recorded using digital devices, which allowed for their subsequent, multiple playback and transcription. The qualitative material obtained in this way was subjected to content analysis in terms of both oral statements and non-verbal behavior.

In addition, the measurement was extended to include the analysis of respondents' free speech. The moderator of the focus group interview was obliged to record and report on the evaluation meeting all statements and free comments of the interlocutors going beyond the interview script. Notes with records of free speech were subjected to content analysis, and its results were taken into account when determining the relationship between the examined variables.

Taking into account the risk of incomplete accuracy of the representation of variables and concepts, the problem of validity was, as far as possible, managed by the authors of the final study report through logical inference and repeatability (conducting several independent tests for a given hypothesis).

2.2 Characteristics of the Sample

The selection of individual research units was based on information on socio-demographic characteristics, as well as features distinguishing the Principal's clients in Poland, which, in the opinion of the authors of the study, were key independent variables for the cognition process. The stage of selection of participants in focus group interviews was preceded by a personal questionnaire, i.e., a structured questionnaire interview, the purpose of which was to select people who met the assumptions of the research sample, i.e. the presence of the aforementioned characteristics.

The concept of the research project adopted the selection of participants in a focus group interview, trying to reflect the following structure:

- professionally active people;
- people aged 18-65;

- gender diversity;
- diversification of the level of education;

Given the above, the following structure of the group of respondents was chosen (Table 1):

Table 1. *Structure of the group of respondents.*

no.	sex	age	level of education
1	F	18-25	secondary education
2	F	26-35	higher education
3	F	36-45	higher education
4	F	46-55	secondary education
5	F	46-55	higher education
6	F	56-65	higher education
7	F	56-65	higher education
8	M	18-25	higher education
9	M	26-35	secondary education
10	M	36-45	higher education
11	M	46-55	higher education
12	M	56-65	secondary education

Source: Own study.

Based on the methodological assumptions adopted in this research and development project, and in particular the logic of selecting the research sample, it should be clearly stated that the presented conclusions cannot be generalized to the entire population. At the same time, this does not mean that the empirical data, analyses and interpretations presented in the report do not constitute theoretically accurate and reliable findings that should be included in decision-making processes at the strategic or operational level.

The analysis of the collected empirical material was carried out under the standards adopted in the social sciences, i.e. based on open coding, allowing for the emergence of homogeneous theoretical categories. Specialized analytical software Atlas.ti was used for the coding process, which supported the researchers in saturating the emerging theoretical categories with empirical data.

3. Results

3.1 Experience with Traditional Correspondence of Stakeholders of the Organization

The experience of receiving traditional correspondence daily, i.e. letters from various institutions, including financial institutions, is so common that interlocutors generally do not pay much attention to it. During the conversation about the practices related to the receipt, selection, and opening of envelopes with letters, as

well as handing out envelopes constituting trial, and test copies, the reactions of people participating in the study were incidental, very limited, almost imperceptible.

Thus, the challenge for the senders of traditional correspondence is, on the one hand, to distinguish the letter from others, and on the other hand, to provoke the reaction of opening the envelope and getting acquainted with its contents. Opinions of the respondents regarding receiving letters that would stand out after opening the mailbox are very divergent.

Some of the interlocutors indicate that the letters they receive do not stand out with anything special, which may indicate their concentration on everyday duties while ignoring mail or insensitivity to the size, shape, colour, etc. of the envelopes they find in their mailboxes:

I11: I don't remember anything special. As a rule, these are standard, standard lists with information that is repeated most often. This is repetitive information. (man, 45 years old, higher education, taxi driver)

It seems that the model of an envelope containing the so-called personal information window. Habit is an extremely strong stimulus for the way of receiving correspondence. Most of the interlocutors expressed their approval for this type of solution, clearly evaluating it as a positive element:

I5: I am also behind the window. (female, 49 years old, higher education, teacher)

I6: I'm behind the window too, me too. (female, 56 years old, higher education, teacher)

Flattering opinions about the envelope model with the so-called window have their justification, e.g. through a pragmatic approach in the practice of everyday life. It turns out that it is an invaluable convenience when throwing correspondence into the garbage:

I7: They are all with such a window usually. And that's good because I don't like the name on the envelope. After all, then there's more destruction, no. And so ... [laughs] you destroy this correspondence, and you can tear the envelope and throw it in the trash [laughs]. (female, 61 years old, higher education, programmer)

The envelope can be designed in such a way that it is memorable and thus stands out among other correspondence. Interlocutors point to various features of the envelopes they have recently remembered, including size, shape, colour, graphic elements, etc. Taking into account the analyzed empirical material, it seems that creating an envelope that would stick in social awareness is a challenge in the sense of adjusting many preferential factors.

Although this issue requires further, in-depth analysis based on quantitative data, the interlocutors' indications leave no doubt as to the factors determining the reception of correspondence as distinctive:

I2: There are certain institutions that, regardless of whether there is something specific in the envelope itself or not, I know whether it is from them, whether it is the style used, or whether there are logos, not logos, a specific font. I know it's this particular entity, yes. And here, if there is a question of associating, it is rather related to these patterns that are used, yes. (female, 30 years old, higher education, legal adviser)

I9: Bank correspondence stands out, in my opinion, only because they have colourful envelopes. They have colourful logos, even an advertisement, on view already. (man, 31 years old, secondary education, manager of a construction warehouse)

I5: For example, I like that there is a size, that it is bigger, that there is a bigger envelope. For example, when Enea sends that there is a large envelope and it is very easy to find among the advertisements that are piling up in the mailbox. Also, the size of the envelope makes it easier for me that it is larger than the traditional one, unfortunately. (female, 49 years old, higher education, teacher)

I6: Well, they don't stick ornaments on me. [laughs] What impresses me, however, is what you said earlier, to make it colourful, to make it like this, somehow it's the first impression. Also what the lady said here, bigger envelope, different shape, no. So simply standing out from those bills that are all standard. (female, 56 years old, higher education, teacher)

However, what is perceived as an advantage by some is not always perceived in the same way by others. It turns out that a colourful envelope can go unnoticed in the case of a large number of colourful leaflets in the letterbox. The distinguishing colour feature may in this case be an ineffective tool to strengthen the stimulus affecting the recipient:

I7: I, for example, don't like colourful envelopes very much. They mix with these leaflets later in the mailbox. (female, 61 years old, higher education, programmer)

It is worth mentioning the situation of sending traditional correspondence with the use of stamping the envelope with the stamp of the sending entity. Usually, such procedures evoke the barrier of an official, official letter in social awareness, thus giving a serious tone to the message, which does not allow for establishing a relationship with the addressee.

Therefore, if the sender's intention is different from the one indicated above, perhaps other graphic elements should be used on the envelope than the stamp of the sending entity:

I5: It occurred to me that I prefer to get an envelope with some kind of logo printed on it than with a stamp from some institution. If there is a red stamp of some institution on an ordinary white envelope, then I get nervous - it can be a trivial matter, just trivial information - but if there is a red stamp of an institution on a white envelope, it seems to me that it is a stricter letter some. I mean I have it. (female, 49 years old, higher education, teacher)

An effective tool also seems to be inscribing correspondence in the time of current social events of a cultural nature, e.g. holidays, celebrations, anniversaries, etc. Sending a letter of wishes with a reference to the offer may turn out to be more effective than the form of direct advertising of services. An envelope marked with graphic elements indicating an appropriate circumstance has a better chance of being noticed in the thicket of correspondence, and thus it is more likely to be opened and read the content of the letter:

I10: I am a bit afraid of such correspondence because I associate it with some kind of payment. Requests rarely come. In the past, it was more about sending some wishes, or they came. Now, once a year, Christmas wishes come to me. However, the opportunity, I do not send them myself, but they come from the institution and most often there are some payments. And, for example, recently it came to settling the television licence. And when I see that there is already something like that, it means that something is not working. (man, 41 years old, higher education, teacher)

There were no opinions or attitudes indicating any determinism due to socio-demographic characteristics in the reception of traditional correspondence. It seems, therefore, that such attitudes can be highly individualized.

3.2 Receipt of Personalization of Traditional Correspondence by Stakeholders of the Organization

The key issue in the method of distributing information via traditional correspondence is to evoke the recipient's reaction, which aims to familiarize himself with its content. Certainly, in this case, there is no single procedure, but the indications of the interlocutors illustrate several possibilities in this regard.

One of the most common attitudes seems to be to open a letter, regardless of the sender, the appearance of the envelope, etc., but with one condition, i.e. its actual addressing to the recipient's data:

I5: First, I open it because it's my name, so I want to know what it says. (female, 49 years old, higher education, teacher)

In practice, opening correspondence not addressed to the recipient is also possible, although none of the interlocutors declared such an attitude. An extremely

interesting attitude is considered to be the behavior of opening a letter, due to the so-called human curiosity. Perhaps it is an action taking place at the subconscious level, and therefore a certain "reflex" that is inscribed in everyday social attitudes and behaviour. This kind of thoughtless action was also expressed by one of the interlocutors:

I4: A reflex, curiosity about what it is. (female, 46 years old, secondary education, insurance agent)

Knowing the sender certainly increases the likelihood that the recipient will open the correspondence they have received. In this case, it is crucial to permanently enter the customer's awareness, e.g. through a logotype, graphic design of correspondence, etc. Recognition of any element of correspondence and associating it with the sender allows you to overcome mental barriers before reading the content of the letter:

I10: (...) If it were my bank, I would probably see what they propose there, because if my data is there. I'd just look at it and throw it in the garbage. And if it was an unknown bank, I would automatically throw it away. (man, 41 years old, higher education, teacher)

There is also a good chance that the customer will open the envelope and read the content of the letter, when the imprint signals a specific offer, consistent with his expectations, e.g. the need to take out a mortgage or open a term deposit. This situation means that the recipient saves time that he would have to spend on reaching the information he is looking for on his own. In this situation, correspondence seems to be the first concrete offer, but this does not mean that it is not confronted with other, competitive ones:

I7: I think that if you need a loan, you will look, no. It doesn't matter what the envelope is. Will do a comparison later on the internet or somewhere. (female, 61 years old, higher education, programmer)

As already indicated above, the personalization of correspondence may take place due to several factors, including the colour of the envelope, its size, shape, printing with a direct address to the recipient, graphic elements or double-side printing, etc.

Taking into account the collected research material, it should be stated that the degree of personalization of the envelope should be appropriately adapted to different types of recipients. The evaluations of the presented test envelopes, as well as preferences in terms of personalization of envelopes, clearly indicate the diversity of opinions, depending on socio-demographic factors.

The lack of use of colour does not support the reaction of paying attention to the correspondence, but it can also be read as a deliberate action, generating lower costs for the sender, which is negatively assessed by the respondents. The sender is not associated with an institution that has invested sufficient funds in the client:

I9: From the very beginning it was said that black and white scares away. (man, 31 years old, secondary education, manager of a construction warehouse)

I10: Black is associated with low circulation. Poverty [laughs]. They took the path of least resistance. (man, 41 years old, higher education, teacher)

I2: (...) If someone wants to be recognizable somewhere, they must invest. And he sends an ordinary envelope, which means that it's not some rich bank since they can't afford envelopes. (female, 30 years old, higher education, legal adviser)

It should be clearly stated that personalization of correspondence due to colour is preferred. Interlocutors' expectations of receiving envelopes in colours other than black were very visible. In many statements, the desire to receive colour correspondence, attracting attention, was formulated:

I6: Just a few of these drawings. If there was more colour, it would be better. (female, 56 years old, higher education, teacher)

I10: I would say that the colours would have to change because it's all black, rather colourful. (man, 41 years old, higher education, teacher)

I5: If it wasn't for the inscription, the picture itself would have been more colourful, even that would have stopped me too. (female, 49 years old, higher education, teacher)

I9: I miss a bit of bright, crazy colour, some other one. I won't say which one, but... but it's too dark. The distinction is too small. (man, 31 years old, secondary education, manager of a construction warehouse)

I7: (...) Sure, the colourful one is prettier. (female, 61 years old, higher education, programmer)

I6: No, very nice. Pretty for me. (female, 56 years old, higher education, teacher)

I5: I mean, I received this colour very warmly. (female, 49 years old, higher education, teacher)

I2: I mean, this colour makes a much better impression. This loan is not even that conspicuous anymore [laughs]. (...) but definitely, the feeling is more pleasant than without colour. (female, 30 years old, higher education, legal adviser)

The colour scheme of correspondence may also refer to the colour of the envelope itself, as noted by one of the interlocutors:

I2: But a question, maybe the envelope itself should be in some shade, and the picture, the inscription could be the black one, because the colour of the envelope would already be a breath of life into it all. (female, 30 years old, higher education, legal adviser)

Large discrepancies in the way of perception are generated by the use of correspondence personalization due to addressing the recipient with the first name. For some interlocutors, this form seems to be very pleasant and desirable, for others were completely indifferent, and for others even inappropriate, and rude, indicating excessive familiarity. In the case of the first group, it should be mentioned that they are either young in age or function in an environment where direct communication is based on messages formulated "per you":

I1: But it's nicer because it's a bit... well, I just wanted to say that when there's a name, it's somehow nicer. Nice. (female, 22 years old, secondary education, medical student)

I6: It's like a name here..., also what you said, sir, that it has already appeared, that is, someone personally gave it, even if not personally, it is addressed to me here, no. There's even an address in the window, but that's it. It's nicer that way. (female, 56 years old, higher education, teacher)

I6: And here is a tendency, as you said here – today I got a letter from the bank, it was written: Mrs Wiesława. So they are already turning, sort of, in this form. Even though I'm talking, I don't mind. No, it doesn't offend me, it could only be: Mrs. Wiesława, welcome. Without this loan and already, and this drawing, no. This drawing is kind of a statement that this is the loan, no. No, it is, it's so for me, maybe nice, so neutral. Oh yes, if someone calls me by my name, it's ok. It doesn't bother me. Oh yes. But I'm also not thrilled that everyone is called by their first name, that's... but I have a bank, relations, sometimes I do things there, so they call me by my first name. Okay, maybe. (female, 56 years old, higher education, teacher)

I6: Here [pointing the interlocutor to the colourful envelope] I don't feel special either, it's just that they simply call me by name, because I already have relations with them, because ... I receive some, well ... relations with them just like that money. But it's not that I felt there that they called me by name. No, I don't need it, no. But I don't mind. (female, 56 years old, higher education, teacher)

On the other hand, people who spoke negatively about being addressed by their first name on the envelope constitute the majority of interlocutors. This is quite a stereotypical picture of attitudes based on socio-cultural norms in Poland. Addressing by first name is reserved only for the closest people, i.e., family members, friends or closer acquaintances. Please note that even the workplace remains a space where the use of the first name is not as common as it might seem. Thus, the interlocutors pointed to this type of treatment as inappropriate behaviour violating their sense of respect:

I5: And I'm not happy with my name here. [pointing to the envelope] I believe that a bank means an institution with which I do not

associate. At first, I wasn't happy that it was my name on the envelope. (female, 49 years old, higher education, teacher)

I2: If I may say. I agree with you that it's like that for me too... We invite Mrs. Beata for a loan, the familiarity is already light. My point was rather that..., yes, dear madam, here we are sending you a letter and an imprint of my name and surname. Beata, on the other hand, we invite you for a loan; It's as if this loan was already granted to me and it was just waiting for me to take it and then pay it back for thirty years. (female, 30 years old, higher education, legal adviser)

I10: (...) Here, Mr. Krzysztof, it's too familiar, because Mr. Krzysztof, it's a bit too personal. Krzysztof [the interlocutor mentions his name] normally, as the data in the window should be, but it's a little better because of this idea. Interesting. (man, 41 years old, higher education, teacher)

I3: Well, for example, just this drawing, without it Mrs. Grażyna, we invite you for a loan, then, well. (female, 44 years old, higher education, teacher)

I12: It's nicer, but again it's a loan... but also a phrase that someone has already mentioned here: Mr. Eugeniusz. I don't know, some kind of newspeak has been introduced recently, in many institutions, for example, when I go to a bank or even to an office, I call it by name, Mr. at the beginning it is Mr Eugene. This form does not suit me, for example, no. No, Mr. Eugene. All you need is an address and no credit. This is enough, and the bank's logo and I know that there is something from the bank, I open it and read it. (male, 60 years old, secondary education, branch manager of a telecommunications company)

I3: Well, maybe right away with this name. In fact, a person immediately reacts differently. Or how the name is changed in general, twisted by one letter. As he comes from the Court, he comes to my mother all the time: Bogusława - my mother is Bogumiła. Bogusława has a sister and calls: it's not for me! (...) Also this name, in fact, there is less chance, even with a change, if it is only printed there in the address, than ... such an address on the envelope. (female, 44 years old, higher education, teacher)

I5: I mean, sometimes there are such letters, when the envelope is just ..., just a window, name and surname. Inside, however, there is: Dear Mrs. Mariola, I warmly receive such a letter faster than my name on the envelope, and here: Dear Madam. This is..., I feel very anonymous here [pointing to the first envelope], here they become friends with me [pointing to the colourful envelope]. It doesn't suit me very well. Doesn't suit me. However, here: Dear Madam, that is, it is simply a photocopied letter that is sent to each person with a loan offer anyway. (female, 49 years old, higher education, teacher)

17: Well, but I would be dissatisfied too. I don't like someone as familiar as the institutions are with me when it comes to the name. (female, 61 years old, higher education, programmer)

A negative assessment of the use of a direct phrase using the recipient's first name may be determined by age and social position. Older people attach more importance to such messages than younger people, who in turn seem to be more tolerant in this matter.

It may be similar in the case of people with a higher social position, working in a profession associated with greater social prestige. Particular attention should be paid to errors appearing in the spelling of the name, which create the image of the sender's incompetence:

15: If I can do something very personal. This is how I read here all the time: Mrs Mariolo, Mrs Mariolo, Mrs Mariolo, my name is changed to Mrs Mariola, so this is also a mistake, no change of name. (...) I mean, it certainly increased my distance from the envelope. Definitely! The second envelope is already amusing me with this error. However, the first one, yes ... [the statement concerns the spelling of the interlocutor's name] (female, 49 years old, higher education, teacher)

Graphic elements on the envelope attract the recipient's attention. In the case of the surveyed people, the perception of the graphics used on the test envelopes indicated divergent assessments as to their accuracy in terms of the preferences of the interlocutors, or understanding of the sender's message:

12: (...) Lack of understanding of what this whole drawing is supposed to mean. In fact, if it was the logo of, yes, this bank, I would know that it was the logo ... there would be no doubt. On the other hand, some carriages, some ducats, some castles, where I can't even connect it to the end with this message: credit is waiting, yes. It's incomprehensible to me, and it's still too dark. (female, 30 years old, higher education, legal adviser)

17: And it seems to me that this bank is as solid as this fortress. (female, 61 years old, higher education, programmer)

111: (...) All this is identified with the word credit and it has negative connotations. What is included in addition to, in addition to this word credit, a picture whatever it is, I think that it will be perceived negatively, at least in my opinion. I don't know, maybe the drawing itself, without Mr. Mariusz, we invite you for a loan, maybe it would have a completely different effect. (man, 45 years old, higher education, taxi driver)

16: This drawing, this drawing could be, I'm sorry, on its own, just such a rebus, but without it, we invite you for credit. (female, 50 years old, higher education, teacher)

I9: And in the picture, something positive, something you can take out a loan for, whether it's a car, a house, or a beach ball. For someone to dream. (man, 31 years old, secondary education, manager of a construction warehouse)

I1: (...) and comparing these two envelopes, the word credit appears on the first envelope. Here in this envelope, the first thing I saw was the lock. Well, for me, this logo is not that bad. The first thing is the castle, then it was less official, had a decent font and overall feelings are very positive. (female, 22 years old, secondary education, student)

I10: (...) I don't know, some person there, or some girl [laughs] smiling, joyful, showing ... But I'm not saying ... (man, 41 years old, higher education, teacher)

I6: The picture can stay because it's pretty. (female, 56 years old, higher education, teacher)

The logotype of the institution that sends the correspondence seems to be an equally important issue, mainly due to associations or recognition by recipients. Identification of the logo of the institution by the recipient may inspire greater trust, and thus make him more willing to read its content:

I8: If I knew this logotype, I would immediately know that this is my bank. I don't know this logo and I don't know what it is (...). (male, 25 years old, higher education, IT specialist)

I8: For example, what caught my attention was that each bank has its logo and spent millions of zlotys on those logos to design... and if a bank sends its logo in colour, it catches it faster than when it is black and white. Well, because when designing the logo, the company also makes sure that the logo is also in black ... and this one, but everywhere their signs are only in colour. If they send me in colour, then I catch it faster than ... (male, 25 years old, higher education, IT)

I8: I think it's the colourful logo of the institution that sent it. Yes, for me the latter was the best and the logo was the most important for me. I recognize my bank as soon as possible. The rest was not important to me. Mr. Marcin, I didn't care about the stick there. Who? Who sent this to me? (male, 25 years old, higher education, IT specialist)

An extremely helpful procedure may be the use of graphic elements referring to the current socio-cultural norms, e.g. the period of religious holidays, etc. All events such as celebrations, jubilees, holidays, etc. in most cases connote positive memories and are associated with pleasant time spent with loved ones. Therefore, the attitude of interlocutors who expect to receive correspondence referring to these events is not surprising:

I8: As for me, they could relate something, to me, when they sent this letter. How is it, because some have banks, they use when it's Easter, the chickens print it. And I take it positively. It's like that. (male, 25 years old, higher education, IT specialist)

I6: A kind of wish, not that they convey this atmosphere more, no, of that time [visible confirmation of the declared attitude in the gesture of nodding your head]. (female, 56 years old, higher education, teacher)

I2: Well ..., like on a birthday, for example, a cake drawn. (female, 30 years old, higher education, legal adviser)

I5: The Christmas ones, yes, they make a very positive impression on me too. (female, 49 years old, higher education, teacher)

The double-sided printing envelope, with a printed personalized map inside, made a very important impression on the participants of the measurement. It should be recognized that this procedure allowed some of the respondents to create positive connotations related to assistance in reaching a specific facility of a given institution. Particularly positive opinions on a personalized map should be expected among people who are well versed in space and competent in using maps, mainly men:

I12: This is an incentive. They talk about a loan, and they show beautiful, beautiful things that I can get with this loan, where I can not be, what, what to experience. And on the back, take this map, see where to get, how to get there. (male, 60 years old, secondary education, branch manager of a telecommunications company)

I12: Bank branch to reach the bank. (male, 60 years old, secondary education, branch manager of a telecommunications company)

I10: For me, it's interesting. I've never seen anyone do such a thing. And I admit that there is recognition for these graphic designers of the idea. A very nice thing. (...) ... but it's a little better because of this idea. Interesting. (man, 41 years old, higher education, teacher)

I1: (...) And this map, especially that it is like this, makes us feel more special, because ... they made sure to make a map. It is also more... (female, 22 years old, secondary education, student)

I4: Yes, it increased my curiosity [the interlocutor talks about the double-side printed envelope], I tore one of them because I was very curious if they marked my house correctly here, or indeed. Well, it's ok. In the place where the bank is, Biedronka is standing, but [laughs]. Where is this bank? And in Biedronka. But yeah, yeah, that's what I was curious about. Also, no form of such curiosity and nothing else. (female, 46 years old, secondary education, insurance agent)

I12: This can be considered positive because apart from the fact that they try to tempt me with something, they also show the way to reach them. Maybe, as you say, there is something there, even in rushing, where this ward is. Or sometimes you don't go there yourself, things

are done electronically there. It's a tip, I like it. But not much when it's printed inside. Certainly not. (male, 60 years old, secondary education, branch manager of a telecommunications company)

I2: It's easier to see where this squad is because it's colourful. Yes, rich. As you said, the house is still in my sights [laughs], but no, it's easier to understand how to overcome houses, and blocks and get in. (female, 30 years old, higher education, legal adviser)

In the case of a personalized map, there is some divergence of opinion regarding the violation of the recipient's privacy. In the era of access to mobile devices locating the current location, a map printout with the marked place of residence and the nearest branch of the sending institution should not raise any doubts:

I2: (...) and the fact that they transferred my information specifically to the map does not violate this sphere of my privacy yet, simply, in my opinion. (female, 30 years old, higher education, legal adviser)

In turn, in the case of people who do not use mobile, locating devices daily, or who are unaware of the constant presence of this type of recorder in our immediate surroundings, a personalized map may raise doubts about crossing the border of the sphere of privacy or intimacy:

I12: You can get scared. It was only here that you noticed..., me..., about something that the bank knows a lot about me, because apart from my address, it knows where I live. After all, a map of my place of residence, housing estate was presented by Wywiownia Dobra [laughs]. [laughs] (man, 60 years old, secondary education, branch manager of a telecommunications company)

Although the double-sided envelope printing (with inside printed personalized map) drew attention to this particular envelope and made a positive impression on the interlocutors, the idea of placing a personalized map in this place met with a negative assessment due to the possibility of damaging the inside graphic.

There is a belief and attitude in their consciousness that does not allow them with great ease and freedom to tear open the envelope to get additional information. There is a greater willingness to look for all possible ways to assimilate the information printed on the inside than to tear the envelope:

I5: And depending on my mood, I might even find it witty [laughs], but the map is also nice inside. Only I would have such a regret that I have to destroy it to open the envelope. The map is nice. (female, 49 years old, higher education, teacher)

The print on the envelope, which points directly to the internal print in the form of a personalized map, may evoke vague associations. The perception of different verbal messages is so diverse that it leads to many ways of interpretation. The solution may

be to put some graphic warnings suggesting double-side envelope printing, or indicating how to open it so as not to damage the message inside.

I9: Possibly lines with scissors, a la instruction. (man, 31 years old, secondary education, manager of a construction warehouse)

I10: I would change it, here: Map inside [the interlocutor refers to the print on the envelope]. I wouldn't, it's kitsch. Opening this envelope more, someone would be interested that there is something printed inside and discovered it. A bit kitsch: Map inside and such instructions already here. (man, 41 years old, higher education, teacher)

I11: I mean, the idea itself is not bad. It is possible that it would have to be refined when it comes to opening the envelope, so as not to destroy the map. It is known, sometimes as a rule - at least that's my feeling - that some people take in their hands, open the mail, or pull it from above as they please and pull out the correspondence. Also this map, then put it together and so on ... kinda bad. (...) I say, the idea of the map itself is not bad, but it should be refined. That's my opinion. (man, 45 years old, higher education, taxi driver)

A direct written message informing about the double-printed envelope may also be necessary for some recipients, especially those who are not sensitive to graphic elements:

I6: Well, I don't know if I would have noticed it. If they hadn't written that the map was inside, I wouldn't have found it in a million years. (female, 56 years old, higher education, teacher)

Based on the research material presented above, it is possible to distinguish several basic models of preferences of recipients of traditional correspondence, which are presented in Table 2.

Table 2. *Preferences of recipients of traditional correspondence*

gender	male	less sensitivity to the size, shape, and colourful envelopes; increased use of maps; greater ability to associate institutions based on graphic signs, e.g. logotypes;
	female	greater sensitivity to the size, shape, and colourful envelopes; less use of maps; less ability to associate institutions based on graphic signs, e.g. logotypes;
age	younger	more open to using direct first names; higher expectations for personalization of envelopes; less interest in monochrome envelopes;
	older	more closed to the use of direct first names; difficulty when exposed to reading small fonts; lower expectations for envelope personalization; greater interest in monochrome envelopes;
education	less educated	a lower level of correspondence selection;
	better	a greater level of correspondence selection;

	educated people	
social status	lower social position	more open to using direct first names;
	higher social position	more closed to the use of direct first names;

Source: Own study.

4. Discussion and Conclusion

Receiving traditional correspondence is such a common phenomenon nowadays that it is difficult to expect that with its intensity, any special memories related to it will be preserved. Anyway, social differentiation predestines only a part of the social structure to the ability in this area. Given the above, it is rare for recipients to be able to cite attributes related to any particular correspondence they have recently received with a high level of detail.

Designing envelopes can therefore prove to be an extremely demanding challenge, mainly due to the multitude of factors determining their positive reception. The basic determinants of the perception of traditional correspondence include the size, shape, colour, and graphic elements of the envelope. Although the non-standard size and shape of the envelope increase its attractiveness and may cause certain decisions towards segregation and prioritization of reading its content, the issue of its colour turns out to be more important.

White envelopes with black printing are mainly perceived as serious, official correspondence, largely classified as official letters. Colourful envelopes are more desirable, as they bring life to life and make it possible to notice them among other correspondence in the mailbox (Morgan, 2023).

The same applies to the graphic elements on the envelopes. They attract the recipient's attention, especially if they coincide with the recipient's interests, passions, and hobbies, increasing the likelihood of interest in the correspondence and getting acquainted with its content. Obtaining up-to-date information on how customers spend their free time, their personal and professional life development directions, etc. remains a challenge (Long, 2023).

Graphic elements that evoke positive connotations are undoubtedly ornaments inscribed in the current time of social and cultural collective behaviour, e.g. celebrations, anniversaries, religious holidays, etc. Such references refer to pleasant memories of correspondence with wishes received from loved ones or friendly institutions and make one read its contents with greater willingness.

When designing envelopes, the legitimacy of the printed message should be taken into account, i.e., a certain orientation of the perception of their content by the recipient. The lack of convergence of the content of the message with the expectations or needs of the recipient may result in the opposite effect from the intended one, i.e., throwing the envelope away, even without reading its contents.

Similarly, if the message is in line with the current needs of the client, the likelihood of interest in the correspondence and reading the content of the letter increases. Because of the above, it seems that systematic monitoring of customer expectations and needs, based on social research, is one of the best possible solutions in this situation.

An extremely important issue is the personalization of envelopes, which is increasingly expected by recipients of traditional correspondence. It allows you to create a belief among recipients that they are treated exceptionally, in an individualized way, that is, exactly what is expected.

However, it should be remembered that the process of personalizing envelopes is extremely complex, mainly due to some factors determining the way they are perceived by society. It is, therefore, recommended that the envelope personalization methods should be adapted to the recipient, i.e., it should be based, for example, on attitudes assigned to specific socio-demographic characteristics font size adapted to age, etc. The basic models of preferences of traditional correspondence recipients are presented in one of the tables of this report.

One of the clearest examples of how correspondence is received in terms of socio-demographic characteristics is the personalization of envelopes using the recipient's first name. Using it for mature, elderly people, as well as people who enjoy higher social status, may be perceived by them as undesirable, even impolite, suggesting excessive familiarity.

Equally important for the effective design of envelopes seems to be the use of double-sided printing, which meets with a very positive social perception, causing the effect of a pleasant surprise. Indeed, there is still a certain belief and attitude in the social consciousness that prevents the freedom to tear the envelope to obtain additional information, but under the influence of an unambiguous suggestion in the form of a verbal message or a graphic element, it is possible to obtain a specific, desired reaction of recipients. Due to the fact that such procedures are not commonly used in traditional correspondence, they can be an element in creating a competitive advantage.

It should be noted that this paper is rich not only in several findings and quite bold, unambiguous indications for the design of envelopes but also contains many interesting hypothetical conclusions that require confirmation in further research processes, also using a quantitative approach.

This is undoubted – mainly due to the exploratory nature of this research and development project – an extremely interesting empirical material that requires further, in-depth analysis to optimize business processes and obtain the most effective solution.

Being convinced of the effectiveness and high quality of the methodological workshop of social sciences, the use of such analyses and expert opinions may contribute to the implementation of the most suitable solution to the current and future needs of a given business entity.

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