



Interdiligence

SANTA CLAUS

Intelligence Report



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Santa Claus

Intelligence Report

December 25th, 2023

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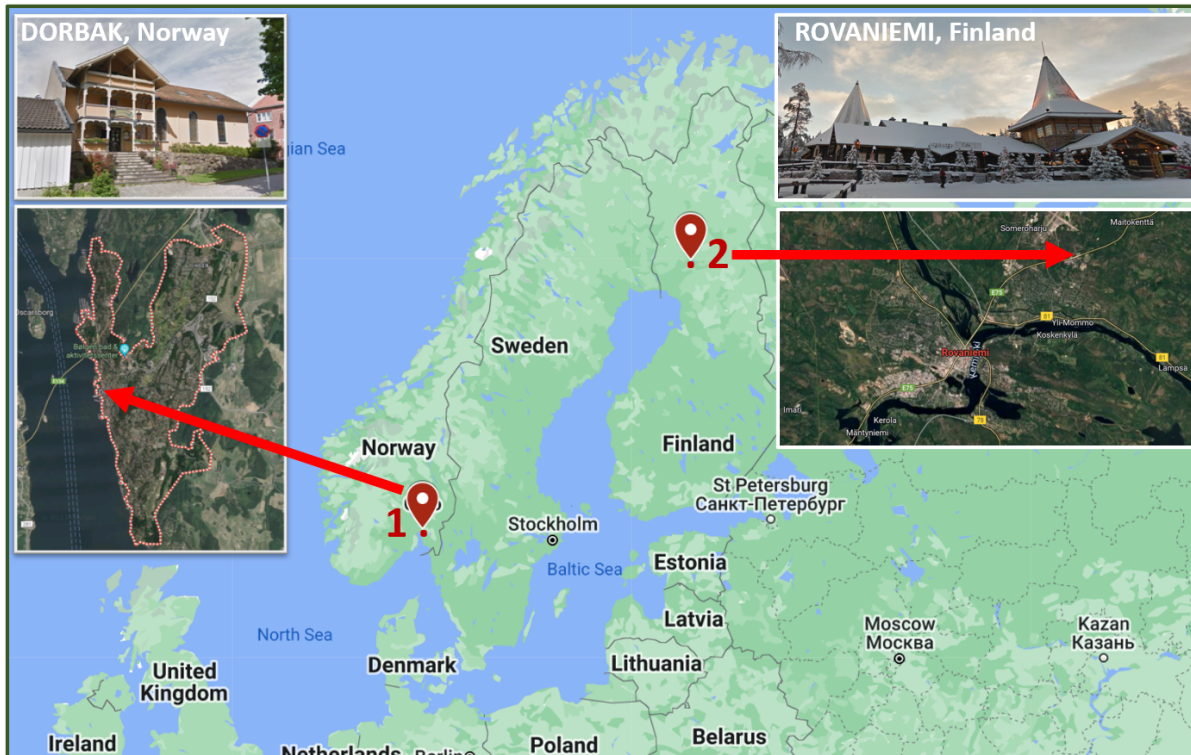
1. Executive summary

The research presented in the current report aims to establish the profile of the widely known but previously unexplored individual identified as Santa Claus (also referred to as “the Subject”).

Full name: Mr. Santa Claus		Alias: Santa Kris Kringle, Père Noël
Date of birth: 3rd century		Domicile: Rovaniemi, Finland
Spouse: Mrs. Santa Claus		First modern mention: 1823

Santa Claus' professional and educational background, dating back to his first appearance in the Late Antiquity era around 280 A.D. in a territory located in modern-day Turkey, **demonstrates his consistent involvement in good deeds**. It was reported multiple times that he **defended people against oppression, performed various duties for the society and gifted his wealth to those in need, especially to children**.

Currently, an in-depth online sources analysis revealed that **Santa has several properties around the globe** where he hosts different events during the Christmas Holidays. **Two of the most relevant properties are in Norway and Finland**. Short information about both of them are presented below:



Above: Geolocalization of the Office and of the Rovaniemi Village, and detail images of the building (bottom left and right)



Regarding these two properties, the following information were obtained from both online and on the ground research:

1. Dorbak, Norway

Address: Tregardens julehus, Havnebakken 6, 1440 Drøbak (20 miles from Oslo)

Name: Treegardens Christmas House', build in 1977

Property utilization: Official Post Office, receiving over 0.5 million letters

Owner of building: Willy Johansen A/S (Organisation Number 928565831)

Willy Jogansen A/S is a company registered in Norway that operates in the retail sector, specializing in Christmas products and decorations. The company was founded in 1976, and its current CEO is Eva-Irene, wife of Willy Jojansen.

Willy Johansen A/S



582 thousands EURO (2022) **+ 11 %** compared to 2021



85 thousands EURO (2022) **+ 183 %** compared to 2021



7 employees (2022)

Another well-known asset of Santa Clouse is his sledge, which is reportedly located in Rovaniemi Village. However, neither photographic nor video evidence of its existence was found within online or local sources.

2. Rovaniemi, Finland

Address: Joulumaantie 1, 96930 Rovaniemi, Finland

Name: Santa's Claus Office, located in Santa Claus Holiday Village

Property utilization: Official post office and Office of Santa

Owner of building: Santa Claus Holiday Village Oy (Business ID 035771-0)

Santa Claus Holiday Village Oy is a Norwegian limited liability company that was registered in 1980. The company operates the whole village, and the main line of business is hotels and accommodation services. Inga Maarit Pokka-Jääskö is the CEO of the company and a member of the Board of Directors.

Santa Claus Holiday Village OY



12,6 million EURO (2022) **+ 368 %** compared to 2021



1,5 million EURO (2022) **+ 52 %** compared to 2021



25 employees (2022) **+ 400%** compared to 2021

Stakeholder Analysis

+	Blockers	Drivers
	<ul style="list-style-type: none"> • Ded Moroz • Befana • Hoteiosho • The Grinch • Krampus • Jack Frost 	<ul style="list-style-type: none"> • Children around the world • The LEGO Group • Hasbro Inc. • Bandai Namco Holdings • The Reindeers Group • The Elves Group • Mrs. Claus
Power	Bystanders	Defenders
	<ul style="list-style-type: none"> • Other Various International Postal Services • Global Retail Stores and E-commerce Platforms • Holiday Movie and Book Publishers • Other Winter Travel and Tourism Agencies 	<ul style="list-style-type: none"> • Willy Johansen A/S • Santa Claus Holiday Village OY • The Coca-Cola Company • Mars Inc. • Chocodafabriken Lindt & Sprüngli AG • Mattel Inc. • The Hershey Company • USPS • US Secret Service • NORAD
-	-	Interest +

Stakeholder overview is quintessential in mapping the interests and influence of the actors in relation to the Subject. Further we will use a taxonomy composed of **Business Ventures and Relational Circle** to structure the relationships of the specified stakeholders. Despite this categorization it is important to note that in some cases **stakeholders** in Business Ventures or Relational Circle **might work as actors in both categories**.

Business Ventures (Chapter 3.)

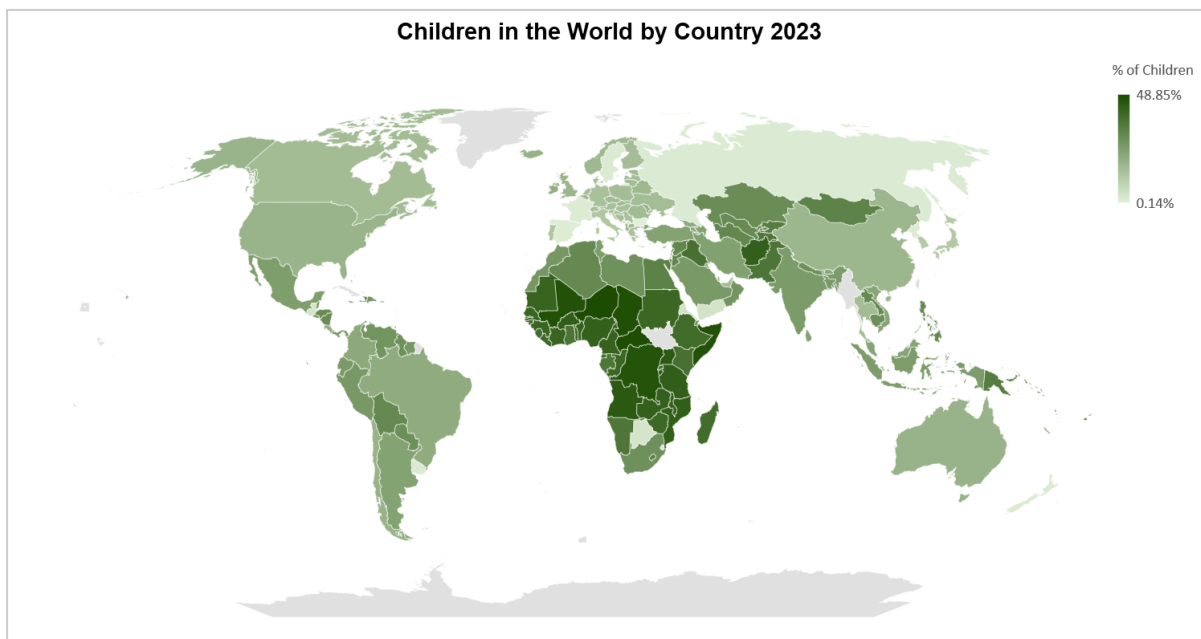
Regarding Santa's activity, an in-depth analysis was conducted in order to identify and further document the main stakeholders of his activities.

Children and toys: a market assessment

The following conclusions were highlighted concerning the first **stakeholder**, represented by **children around the world** ([Chapter 3.1.](#)):

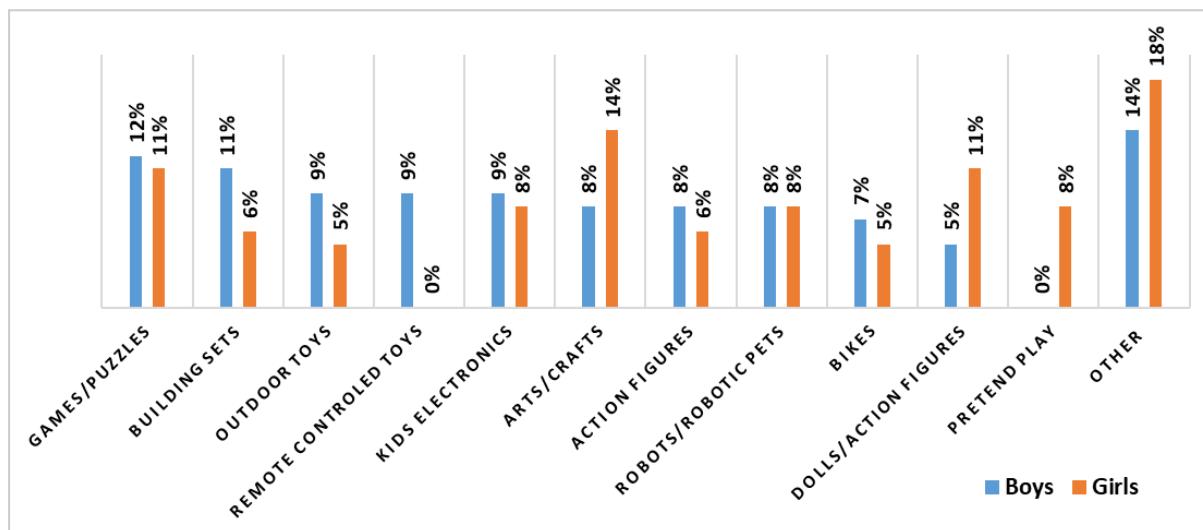


- ❖ According to official records, there are around **2 billion children**, ages 0 to 14 at the current moment on the whole globe. The number is expected to increase at 2.06 billions around 2050;
- ❖ Within Europe and North America regions, close to 20% of the population are childrens:
- ❖ In Africa, as a whole, the percentage exceeds 30% of the population, reaching over 40% in some countries, as shown in the chart below:



- ❖ While not all the children mentioned above believe in Santa Claus, it is estimated that **between 500 and 900 million kids around all over the world are expecting Santa each year.**

Pursuant to an **extended research** conducted on the **demand of toys close to Christmas across** multiple countries, such as the **UK, USA, Canada, Mexico, Australia and South Africa**, the **main types of toys requested by boys and girls in these nations were identified as** shown in the graph below:



Toy producing industry

Based on the data above, together with a research on brands of toys and the toy manufacturing industry conducted within the [3.2. Chapter](#), it was established that the following toy brands holders and/or producers are the most relevant stakeholders when it comes to toy sales near the Christmas Holidays:

- ❖ **The LEGO Group** - a Danish company and the sole manufacturer of the well-known Lego sets, which come in various models, have a wide range of prices, and are one of the most common gifts for people of any age;
- ❖ **Bandai Namco Holdings** - a Japanese multinational conglomerate and the producer and holder of various toy brands with a high market quota in Asia, such as Power Rangers, Bandai Figurines, Ben 10 and Tamagotchi;
- ❖ **Hasbro Inc.** - an American manufacturer of well-established western toys and games brands, including Nerf, Transformers, Monopoly, as well as toys based on highly influential TV series like the Star Wars and the Marvel series.

Top 3 toy producer companies: Company Profile

A detailed profile was drafted on each of the 3 mentioned groups presented above, which is located in the [3.3. Chapter](#). The profiles focus on providing information about shareholders, headquarters, management and other specific information.



The LEGO Group (Chapter 3.2.1.)

Financial figures for 2022:

- Turnover: **5.14 billion USD (+3.93%)**
- Net Profit: **1.95 billion USD (-7.78%)**
- Employees: **24.775 (+17.71%)**

Shareholders:

- **75% - KIRKBI A/S**
- **25% - LEGO Foundation**

Headquartered in Denmark, Billund City, 1 Astvej Street

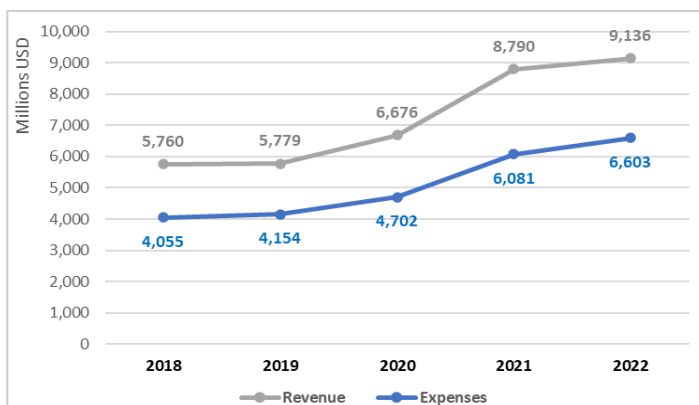
Production facilities in: Klando (Czech Republic) – Factory, Nyiregyhaza (Hungary) – Factory, Monterrey (Mexico) – Factory, Jiaxing (China) – Factory, **Binh Duong (Vietnam) – New factory (2024), Richmond (Virginiaa, USA) – New Factory (2025)**, London (United Kingdom) – Hub, Enfield (Connecticut, USA), Shanghai (China) – Hub, Singapore (Singapore) – Hub

Distribution:

- **185 LEGO Brand Retail stores** that are owned and **operated by the group**
- **719 LEGO Certified Retail and LEGO Travel Retail Stores** that are owned and **operated by partners.**

CEO: Niels B. Christiansen

Managing team and board of directors as presented next:



The LEGO Group, a family business (owned by Kirk Kristiansen family) is considered to be one of the most influential toy makers in history, within only one brand developing hundreds of models, theme parks, hotels and other tourist attractions based on the lego ideas and culture.

Bandai Namco Holdings (Chapter 3.2.2.)

Financial figures for 2022:

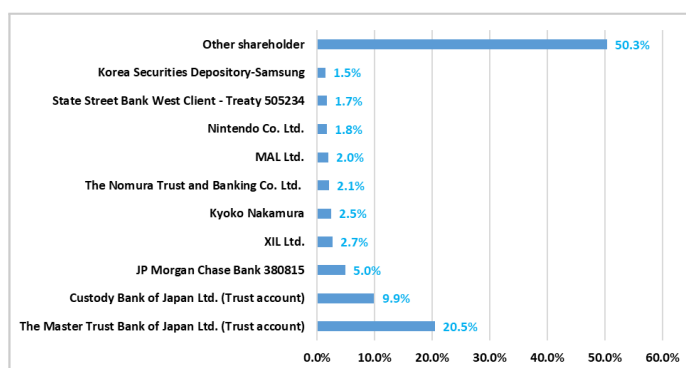
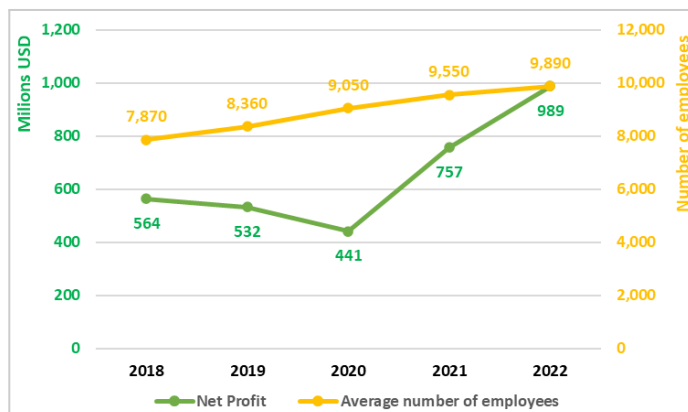
- Turnover: **7.414 million USD (+2.04%)**
- Net Profit: **203 million USD (+3.54%)**
- Employees: **9.890 (+30.7%)**

Presence on the Stock market: The company's **shares have been traded on Tokyo Stock Market since 2001**, under the symbol NCBDF, currently at a price of 2,780 JPY / 19.3 USD in the USA through OTC (pink sheet trading).

Shareholders: 42,278 different shareholder, most relevant are presented in the next chart:

Headquartered: Bandai Namco Miraikenkyushi
5-37-8, Shiba, Minato-ku, Tokyo, 108-0014,
Japan

Presence: 35 Offices in 20 countries (France, United Kingdom, Germany, Sweden, Portugal, Spain, Greece, Romania, Canada, United States, Brazil, China, Hong Kong, Taiwan, Malaysia, Singapore, Japan, Korea, Australia, New Zealand)





Hasbro Inc. (Chapter 3.2.3.)

Financial figures for 2022:

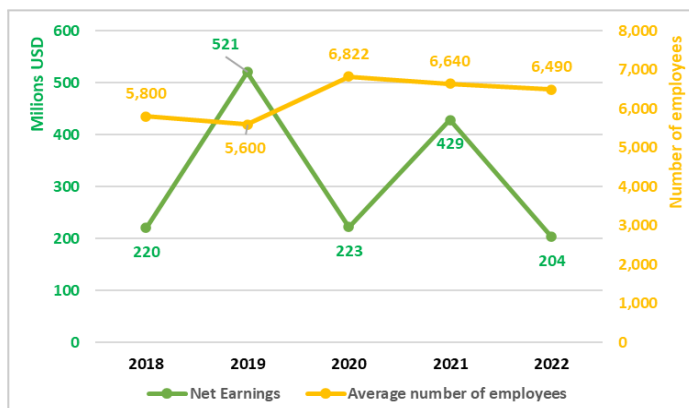
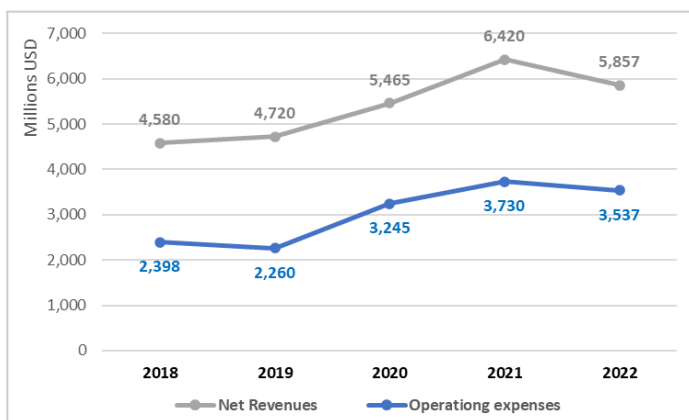
- Turnover: **5.856,7 million USD (-3.93%)**
- Net Profit: **203,5 million USD (-52.53%)**
- Employees: **6.490 (-2.25%)**

Shareholders: As of December 2023, there were approximately 7,460 shareholders of Hasbro's common stock. The company is listed on **NASDAQ Global Select Market** since **December 2010**, when it transferred its shares (traded under the symbol 'HAS') from **The New York Stock Exchange**, where it was traded since 1980¹.

Headquartered in 1027 Newport Avenue Pawtucket, Tohade Island, United States of America

Production facilities in: China, Vietnam and India, with a Hong Kong based wholly-owned subsidiary operation for quality control and order coordination purposes.

CEO: Christian Cocks



¹ <https://shorturl.at/pLQUX>; <https://shorturl.at/ejLZ2>



Other Business Ventures or Interests (Chapter 3.4.)

The Coca-Cola Company:

- **Influential Marketing:** Coca-Cola's 1930s advertising campaign with Haddon Sundblom's illustrations played a key role in popularizing the modern image of Santa Claus.
- **Iconic Imagery:** Sundblom's depiction of a jolly, plump Santa in red and white significantly influenced Santa's modern iconography.
- **Historical Impact:** While Coca-Cola didn't originate the red-suited Santa, their marketing solidified this image globally.
- **Ongoing Association:** Continuously associates its brand with Christmas through Santa Claus imagery, including the Coca-Cola Holiday Caravan.

Mars Inc.:

- **Secondary Role:** Mars Inc. benefits from Santa Claus's image, especially in the context of candy gift-giving.
- **Brand Portfolio:** Controls major candy brands like Snickers, Twix, and M&M's, using Santa Claus imagery in marketing.
- **Marketing Approach:** Less aggressive in Santa Claus-themed campaigns compared to other companies.

Chocoladefabriken Lindt & Sprüngli AG:

- **Premium Chocolate Presence:** Notable in Christmas celebrations with Santa Claus-themed products.
- **Strategic Approach:** Maintains a low-key marketing strategy related to Santa Claus, likely to reduce operational dependency on seasonal figures.

Mattel Inc.:

- **Toy Industry Leader:** Known for brands like Hot Wheels and Barbie, not heavily reliant on Santa Claus imagery.
- **Film Production Initiative:** Created "Christmas Balloon," a live-action film based on a real-life event, reflecting themes of kindness and generosity.
- **Business Relation:** Has a cautious business relation to Santa Claus, focusing on year-round toy sales rather than seasonal marketing.

The Hershey Company:

- **Festive Activities and Products:** Hosts events like "Hersheypark Christmas CandyLane" and "Breakfast With Santa."
- **Event Involvement:** Involves Santa Claus and other Christmas characters in promotional activities.
- **Brand Visibility:** Utilizes Santa Claus for enhancing holiday-themed entertainment and product appeal.

Corporate Interests:

- **Widespread Usage:** Numerous companies have utilized Santa Claus's image since the 20th century.
- **Ambiguous Business Interests:** It's unclear if Santa Claus has direct business interests in all companies using his imagery.



Relational Circle (Chapter 4)

To establish the **extended relational circle** of the Subject, we conducted an in-depth research. On preliminary research it was found that Santa Clouse has many relations, from friends, family and helpers to enemies and competitors.

Short details about members of each of these 4 categories are **presented below**:

Family & Friends



Mrs. Claus (Wife)

- **first mentioned in 1849 in literary source** (A Christmas Legend, written by missionary James Rees);
- **corpulent, white-haired older woman** who **wears glasses** and **a red fur dress**;
- **assisting Santa Claus** with **managing elves**, **taking care of reindeers** and **production of toys**;
- Mrs. Claus was also the **subject of the television special *Santa Claus is Comin' To Town*** (1970).

The Elves (Friends and Helpers)

- **first mentioned in the early 1800** by **sources within the literature** (Brothers Grimm and Clement Clarke Moore);
- **tiny, dwarf-like creatures** with **pointy ears**, wearing **fur-trimmed costumes with pointy hats**;
- involved in the **design and production of the toys**, **taking care of the sleigh** and **performing administrative tasks**;
- Some sources claim that **there are 6 elves**, others that there are approximately 100.000 of them assisting Santa.



Reindeers (Friends and Helpers)

- **first mentioned between 1821-1823** (*Twas the Night Before Christmas* by Clement Clarke Moore);
- there are **9 reindeers** which are a **very rare species** entitled "**saintrnicolas magicalus**";
- the names are: **Dasher, Dancer, Prancer, Vixen, Comet, Cupid, Donner, and Blitzen**;
- **Rudolph** appeared in 1938 as the **youngest reindeer of Santa**.

Frosty the Snowman (Acquaintance)

- first mentioned in a christmas song recorded by Gene Autry in 1950;
- a **snowman** that came to life when a group of kids put a **magical hat** on his head;
- his story was adapted in the 1969 television special, *Frosty the Snowman*;
- **being saved by Santa Claus** goes to the **North Pole** according to the 1969 television special.





Rival Figures



Grinch (Nemesis)

- first mentioned in 1957 in the book written by Dr. Seuss, "*How the Grinch Stole Christmas*";
- lives alone with his dog in a cave next to Whoville;
- hates Christmas and the festivities associated with it, such as, singing, eating, and opening presents;
- steals all the presents from Whoville's residents during Christmas Eve;
- his attitude conflicts with Santa's spirit of love and togetherness.

Krampus (Counterpart)

- first mentioned sometime in the early centuries AD;
- half-goat, half-demon, monster with black or dark fur, horns, unkempt hair, and cloven hooves;
- punishes misbehaving children at Christmas time by beating them with branches and sticks, eating them, or taking them to hell;
- stands in contrast to Santa Claus, who embodies the spirit of generosity and kindness.



Jack Frost (Anti-Hero)

- first mentioned in 18th century AD, in the literary work, "*Round About Our Coal Fire, or Christmas Entertainments*" published in 1740;
- has pale skin, white or silver hair, and bright blue or green eyes;
- wears a white or blue outfit with a hat or hood;
- his agenda does not align with that of Santa's and can often be a blocker of the Subject's activity;
- a playful and mischievous sprite that often engages in pranks that causes Santa inconveniences.

Competition



Hoteiosho (Competitor)

- first mentioned in 916 as being related to a Chinese monk;
- known as one of the seven gods of fortune, the protector of children and the patron of bartenders;
- delivers gifts to Japanese people between December 24 and January 4;
- competes with Santa for bringing the most joy to the Japanese people.

**Befana** (Competitor)

- **first mentioned in the 13th Century AD;**
- described as an **elderly woman, wrapped in a dark shawl, wearing a kerchief on her head, and carrying or riding a broom;**
- brings treats, such as toys and candies, to well-behaved children in Italy during the eve of January 6;
- **competes with Santa Claus for bringing the most gifts to children in Italy every year.**

**Ded Moroz** (Competitor)

- First mentioned in 1873 in "*The Snow Maiden*" written by Alexander Ostrovsky.
- also known as **Grandfather Frost** is a **slavic figure mentioned in regional folklore;**
- depicted as **wearing a long robe, with blue and white, carrying a magical staff** in order to navigate the big snow;
- **lives in a small village near Velikiy Ustyug in the Vologda region, a few hours from Moscow, Russia;**

Reputation and Controversies (Chapter 5)**Reputation**

The Subject **boasts a world-wide good reputation** based on the benevolent activities he performs each year and the gifts he delivers each Christmas. As a result, **several governmental organizations have entered into partnerships with him** to facilitate the good progress of the delivering operations. Some partnerships worth mentioning are with:

- ❖ **United States Postal Service:** facilitates the delivery of letters to Santa through the USPS Operation Santa program;
- ❖ **United States Secret Service:** provides protection for Santa during his delivery schedule on Christmas Eve;
- ❖ **North American Aerospace Defense Command (NORAD):** initiated the "**Secret Santa**" mission in 1955, providing **communication channels** for Santa, **satellite communications, high-tech digital cameras** and **fighter jets** to assure his path.

Controversies

Over the years, there have also been **certain controversies** linked to Santa Claus. Two examples are depicted below:

- ❖ The **flight test of the fighter jet escort for Santa Claus** in NORAD's tracking system **caused controversy among advocacy groups**, the organization being accused of adding militaristic elements to Christmas and to Santa Claus;



- ❖ The **court case of State v. Hayes** (identified as Santa Claus by the legal court), who was **charged by the Ohio police for possessing a fictitious identity card**; the accused **presented to the courtroom multiple documents confirming his identity**, eventually validated by the court, leading to the dismissal of the case.

Legal implications

As a result of the **comprehensive analysis from a legal perspective**, the following **potential implications and / or vulnerabilities** have been identified:

- ❖ **Trespassing / breaking and entering:** the Subject's unannounced entry into homes **may be considered trespassing**, while the forcible entering could be viewed as breaking and entering – a criminal offense in many countries.
- ❖ **Invasion of privacy and Data Protection rights:** possible surveillance activities conducted by the Subject during the year in order to determine gift recipients, as well as his possession of global personal information raises **concerns about his compliance with data protections laws** such as GDPR, CCPA, LGPD etc.;
- ❖ **Crossing international borders without a passport / documents:** engaging in global travel and crossing international borders **make Santa Claus subject to immigration laws** and it requires proper documentation like passports and visas;
- ❖ **Flight license:** although holder of **Sleigh Engineering Certification** this does not grant the Subject the right to fly the sleigh in international or national air zones without proper flight certification, **flying without a license can lead to severe consequences**, including criminal charges (fines, probation, imprisonment), civil penalties (aviation authority fines), as well as vehicle impoundment to prevent future use;
- ❖ **Labor law violations:** in connection with Santa Claus's main field activity over the years - producing toys (this includes in-house made toys and not the ones outsourced or obtained from significant stakeholders) in multiple locations with the help of the elves - a **specific legal framework is necessary** to ensure the safety of workers, as well as product quality maintenance. There was no evidence found that this framework is in place within Santa's production facilities;
- ❖ **Animal rights:** key legal considerations regarding the Subject's travel include **concerns about Reindeer ownership** (specifically the "saintnicolas magicalus" specie - associated with Eurasian Reindeer *Rangifer tarandus fennicus*), **wildlife import / export, environmental impact and animal welfare** – all of which require permits and compliance with strict regulations;
- ❖ **Pollution issues:** due to the Subject's extensive travels - estimated at 350 million kilometers each year, **discussion on pollution and carbon emissions** highlight potential issues that can be credited to the methane gas produced by the Subject's sleigh.

Although these legal issues **can be exploited in legal actions or as leverage against the Subject**, the research found out that there were no long-term legal repercussions until now and his activity is continuing as usual every year.



2. General Information

Santa Claus is a prominent figure all over the world. In time, he became a symbol of generosity and compassion because of his selfless acts of gift-giving each year. His role extends from an **omnipotent delivery man** to being a **family oriented individual**, leading one of the **most efficient delivery systems in the world together with his family and friends.**

The following chapter presents information about Santa Claus, starting from identification and **social profile** to **information about professional past, educational background** and property **ownerships & possessions.**

2.1. Identification details



Full Name: Mr. Santa Claus

Date of birth: 3rd century

Spouse: Mrs. Claus

Employment: Self Employed

Domicile: Rovaniemi, Finland

Social Media:  ²  ³  ⁴  ⁵  ⁶

Most commonly known as “Santa Claus” or shortly “Santa,” he has different names around the world, depending on cultural and social particularities. Several nicknames and aliases, worth mentioning are:

- **Kris Kringle** used in United States, Canada, and parts of Europe, derived from the German "Christkindl,";
- **Père Noël**: The French name for Santa Claus, used in France and other French-speaking regions;
- **Santa-san** or "Santa Kurohsu", used in Japan;
- **Shèngdàn Lǎorén**, which translates to "Christmas Old Man" or "Christmas Grandpa" in China.

The first depiction of the current modern Santa Claus is attributed to the 1823 poem “A visit from St. Nicholas”, written by Clement Clarke Moore.

² <https://tinyurl.com/2p8xyzvp>

³ <https://tinyurl.com/3uwjacm6>

⁴ <https://tinyurl.com/3nckmjnb>

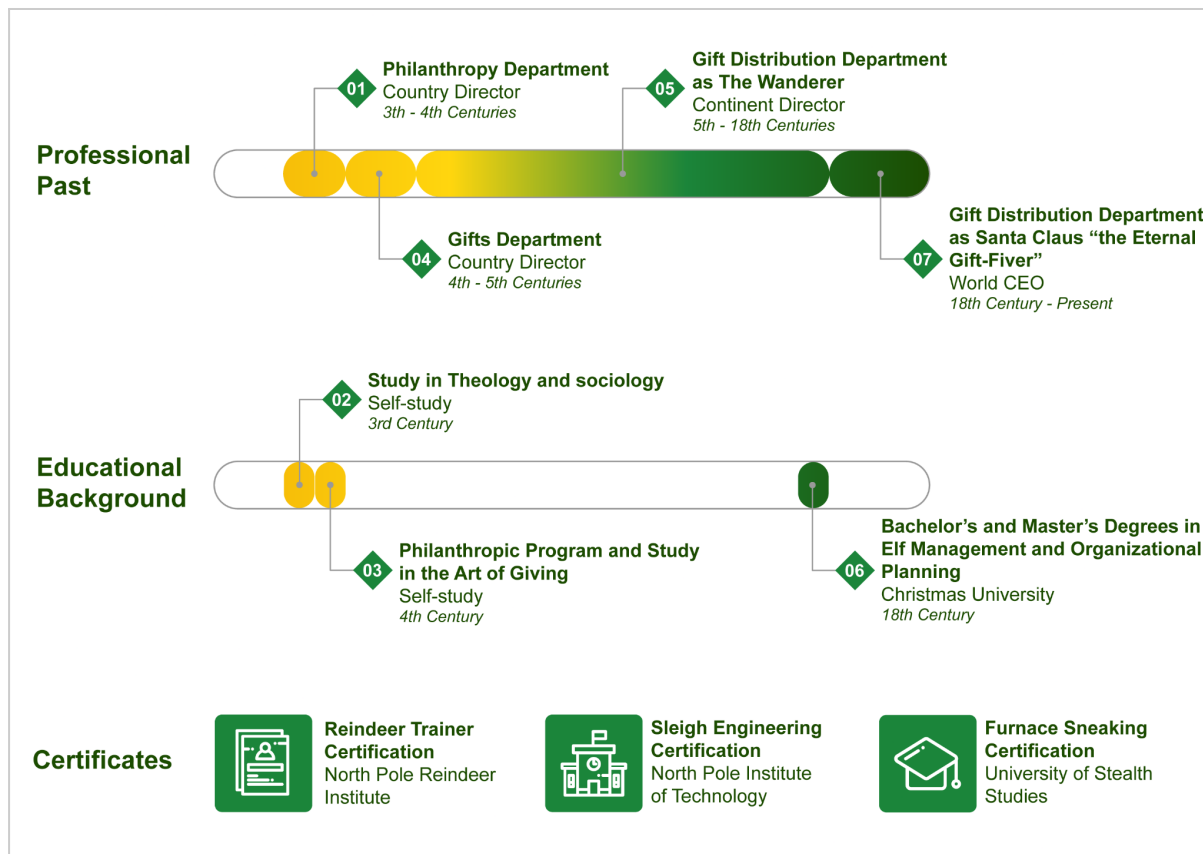
⁵ <https://tinyurl.com/4zp5zcba>

⁶ <https://tinyurl.com/2dcjuumv>



2.2. Professional Past & Education

The following **timeline** compiles both **educational and professional background** information for the Subject:



Analyzing the historical elements linked to **Santa Claus**, it becomes evident that his **current identity is rooted along the history in events and personalities that are not entirely similar, but are congruent with the currently known motives of the Subject**. We have a just reason to believe **the Subject used different identities** in the light of the given events to fit different specificities of cultures around the world in order **to form a global presence**. The persona of Santa Claus, recognized today as the jovial, red-suited, sleigh-riding gift-giver of Christmas, has been shaped over centuries, with substantial developments occurring in the 19th and 20th centuries.

According to **one of the most common legends of Santa Claus**, he can be traced back at least to the Late Antiquity era, to **a monk named St. Nicholas**. **Nicholas is believed to have been born sometime around 280 A.D.** in Patara, near Myra in modern-day Turkey.⁷

⁷ <https://tinyurl.com/5644fmph>



As he was very religious from an early age, he devoted his entire life to Christianity, **becoming known for defending people against various forms of oppression**. After his death, people believed that Nicholas continued to work miracles and his burial place became popular among the pilgrims who prayed to him to deliver their petitions and complaints to God.

During the Middle Ages, on the evening before St. Nicholas Day of 6 December, children were given gifts in his honor. The date, which became the day of gifts for the children, **moved in the course of the Reformation on the 24 and 25 December.**⁸

The Subject's current identity is derived from the Dutch nickname Sinterklaas, itself a shorthand for Sint Nikolaas (Dutch for Saint Nicholas). Dutch immigrants in the 17th century introduced the Sinterklaas tradition to America. Over time, Saint Nicholas's characteristics amalgamated with various cultural and mythical figures, including the **British character Father Christmas**, traditionally linked to holiday festivities rather than the act of giving gifts.

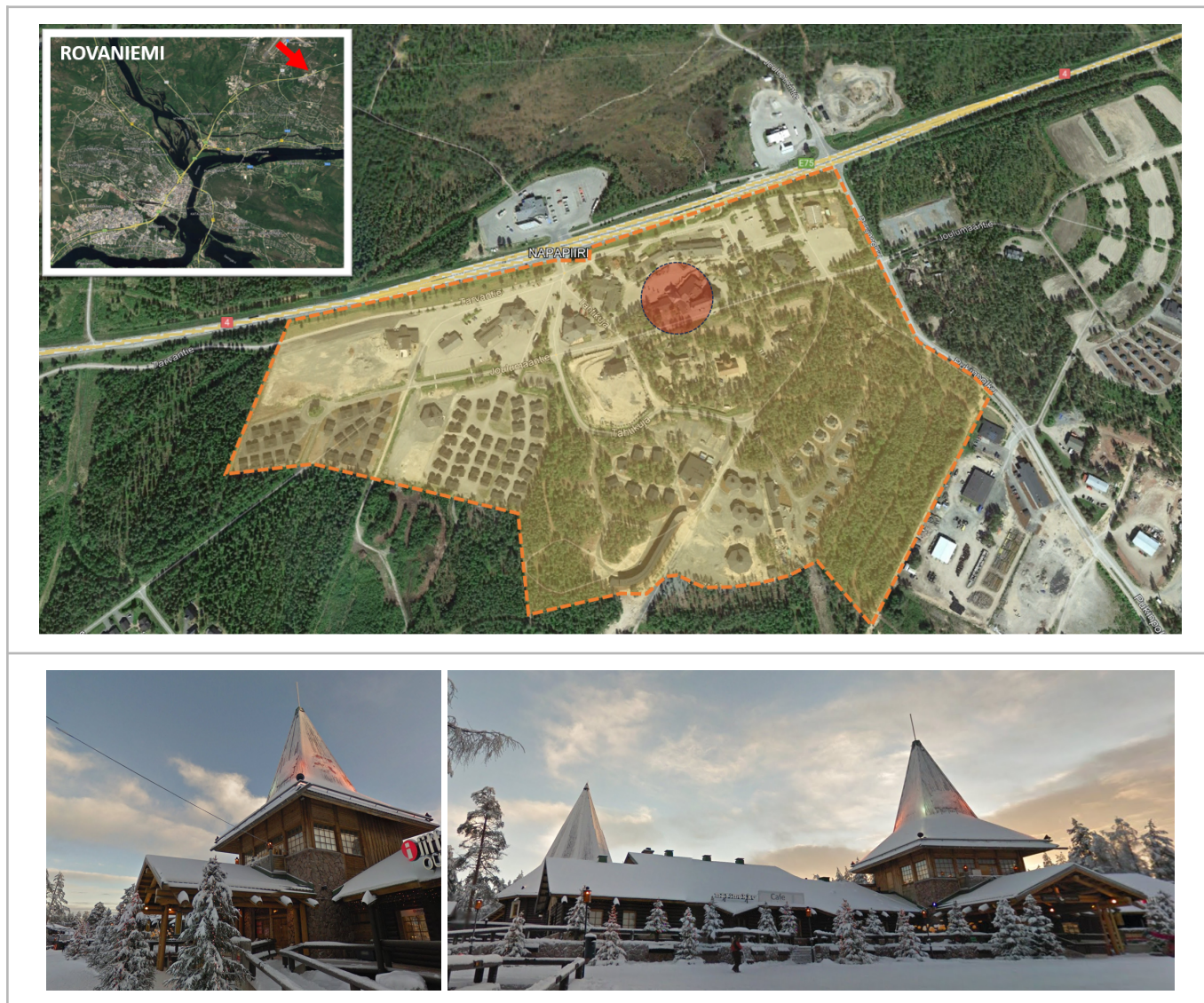
Santa Claus's contemporary image began to crystallize in the United States during the 19th century. The poem "A Visit from St. Nicholas" (or "The Night Before Christmas"), published in 1823, was instrumental in crafting the modern depiction of Santa Claus as a cheerful, elderly figure who travels down the chimney to deliver presents. **Thomas Nast's 19th-century illustrations further reinforced this image, depicting him as a robust, merry man with a white beard, donning a red suit.**

⁸ <https://tinyurl.com/mwe7b42j>



2.3. Property Ownerships

Within multiple open sources it is stated that the **Santa's Claus Office** is located in **Finland**, within the **Rovaniemi Village**. The office itself is part of a complex of buildings, developed and managed by the **Santa Claus Holiday Village** presented below:



Above: Geolocalization of the Office and of the Rovaniemi Village, and detail images of the building (bottom left and right)

Santa Claus Holiday Village Oy⁹ (Business ID 035771-0)¹⁰ is a **limited liability company** registered on **July 17, 1980**. The company's main line of business is **hotels**, which refers to establishments that **provide accommodations, meals, and other services for travelers and guests who require temporary lodging**. The company has a number of **subsidiary companies** that operate in the **food and hotels industries**.

⁹ Oy means LLC under Finish law

¹⁰ <https://tietopalvelu.ytj.fi/yritys/035771-0>



Inga Maarit Pokka-Jääskö is the **CEO of the company** and a member of the Board of Directors. **Olavi Akseli Pokka is the Chairman of the Board.**

Key figures of the company are presented in the table on the right.

Santa Claus Holiday Village OY

	12,6 million EURO	(2022)	+ 368 % compared to 2021
	1,5 million EURO	(2022)	+ 52 % compared to 2021
	25 employees	(2022)	+ 400% compared to 2021

Santa Claus also owns 'Treegardens Christmas House' in Drøbak, a town **20 miles** far from the **east side of Oslo**. It was built in 1877, and since 1988 is administered, when Santa Claus is not home, by **Eva and Willy Johansen**¹¹. The location in Tregaardens julehus, Havnebakken 6, 1440 Drøbak is highlighted below:



Above: Geolocalization of the House, with the Drøbak Town area highlighted (left) and detail with facade of the House (right)

In this yellow wooden house, **Santa's Post Office is located**. Over the years, the Norwegian Santa Claus (on his local name Julenissen) has received approximately 500,000 letters to his address, 1440 Drøbak¹².

Willy Johansen A/S

	582 thousands EURO	(2022)	+ 11 % compared to 2021
	85 thousands EURO	(2022)	+ 183 % compared to 2021
	7 employees	(2022)	

¹¹ <https://tinyurl.com/5fw5twwu>

¹² <https://shorturl.at/jvZ56>



The official company is **Willy Johansen A/S (Organisation Number 928565831)**. It was founded on **24/04/1976**, and its CEO is **Eva-Irene Johansen**, Willy Johansen's wife. The company has **7 employees**.

It also produces and sells Christmas decorations, candlesticks, napkins, elves, Christmas mice, tablecloths, candles - everything Christmas-related. **It is the only Christmas House from a Nordic country that is open all year round**. Greetings for family and friends are stamped with Santa Claus' own postal stamp from 'Santa Claus' Post Office'.

The **local post office** has the name and image of **Julenissen** on their postmark year-round, and the city has little "Santa crossing" signs around the area.

Also Drøbak is the only place in Norway where **the government has deemed it legal to have special signs** on the streets that **warn you to watch out for Santa**.

Santa Claus' House in Drøbak is a major tourist destination, attracting visitors from all over the world, fascinated by the magic of Christmas. The attraction is **known to draw thousands of tourists annually**, especially during the holiday season, making it a **significant point of interest in the region**.

Drøbak, with its **narrow streets and old houses**, offers a **picturesque setting and a peaceful atmosphere**, making it the perfect place to experience the traditional spirit of Christmas. The town itself is charming, with a rich history and beautiful architecture, including well-preserved wooden houses and a quaint harbor area.

Santa Claus's Sleigh

At Santa Claus Village in Rovaniemi, Finland, one of the most beloved attractions is Santa Claus' sleigh, an iconic symbol of the winter holiday spirit. **This sleigh is a masterpiece of craftsmanship**, built to withstand long and arduous journeys through the Christmas night sky. It is festively decorated with elements that reflect the spirit of Christmas, such as shiny bells, ornaments, and lights, and has an aerodynamic shape for easy navigation through the sky.

The sleigh is used by Santa Claus to distribute gifts to children all around the world on Christmas Eve. It is spacious enough to carry all the gifts and is known for its speed and agility. **It was built by Santa Claus' elves, known for their exceptional crafting skills**.

The **reindeer that pull Santa Claus' sleigh are as legendary as the sleigh itself**. The most famous are the original eight reindeer: **Dasher, Dancer, Prancer, Vixen, Comet, Cupid, Donner, and Blitzen**, each with unique abilities. Rudolph, renowned for his bright red nose, is often mentioned as the leader of the reindeer, guiding Santa Claus' sleigh through fog and bad weather.

Reindeer Sleigh Tour in Rovaniemi

During his moments of rest, Santa Claus provides the visitors a unique experience by allowing them to take a tour around the Santa Claus Village in his sleigh, pulled by the



reindeer. Enthusiasts and the curious have the opportunity to participate in special tours, thus experiencing the gallop of the reindeer.

These tours are a rare chance to feel the excitement and magic of traveling with Santa Claus' sleigh, right in the heart of the village dedicated to him. Visitors of all ages are delighted to get close to the legendary reindeer and ride the sleigh that, for one night a year, travels across the entire world.



Above: Rudolf standing ahead of Santa Claus's Sleigh



3. Business Ventures

3.1. Children around the world

In the enchanting narrative of Christmas and winter holidays, **children continuously emerge as the primary stakeholder for Santa Claus**, their eager anticipation and innocent belief in Santa perpetuating the **spirit of generosity and surprise associated with his coming in the festive season**.

Implicitly with children, **parents, family or guardians act as hidden actors** that have the **power to promote or defend Santa Claus**. Parents take a keen interest in the activity of the Subject and are quite receptive to the letters written by their children for Santa and they are willing to carry out some of Santa Claus' tasks to ensure that he is coming each year and brings a smile to their children's faces.

Within this ongoing tradition, **toys stand out as the main gifts bestowed by Santa**, adding an extra layer of delight to the winter celebrations. The heartwarming ritual revolves around the children, creating a continuous cycle of excitement and joy as they eagerly await the magical surprises that Santa Claus brings all around the world.

The **toy market has a great potential** given both the number of children in the world and the tendency of parents in affluent societies to invest in quality rather than quantity in terms of fertility, with fewer yet more "spoiled" children.

Although birth rates have dropped dramatically all over the world in recent years, the **World Population Review estimates that there still are 2 billion children** in the world ages zero to 14-years-old, and the **number is expected to peak in 2050 at 2.06 billion**.¹³

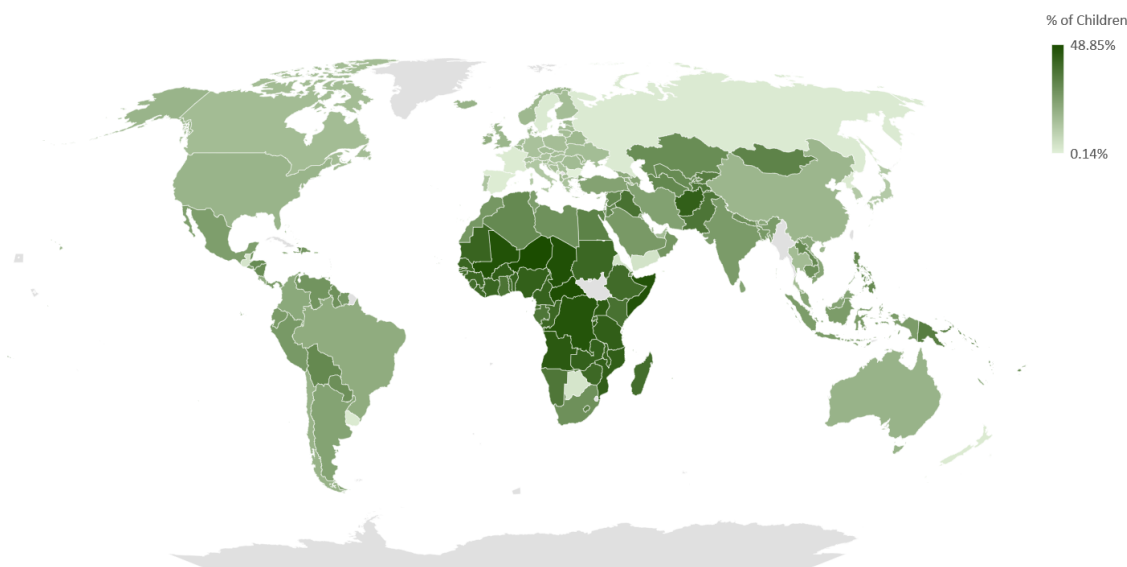
In all **European and North American** countries, the **number of children** (ages zero to 14) represent **less than 20% of the total population**, as shown in the figure below, while in **all African countries the percentage exceeds 30% of the total population**¹⁴.

¹³ <https://tinyurl.com/skx5kfm4>

¹⁴ <http://tinyurl.com/3nejc43c>



Children in the World by Country 2023



While not all the children in the world are Christians or believe in Santa Claus, **it is estimated that between 500 to 900 million kids all over the world are expecting Santa** to visit their home and bring them gifts.¹⁵

Moreover, **a large number of children, especially in the Western world, believe in Santa Claus.** For instance, more than 80% of 5-year-olds in the US are convinced of his existence. And this belief is strengthened by parents' actions such as telling children stories about Santa's home at the North Pole and the elves that help him, encouraging them to write letters to him and leave snacks for him and his reindeer, taking them to visit Santa in shopping centers or even in Lapland.¹⁶

Santa Claus is prominent "cultural figure"¹⁷ and **the power that lies behind the Santa myth is not only about rewarding children for their good behavior during the year, but more about familial bonding.**

Therefore, **children all over the world are waiting for Santa Claus** and, according to a **2020 survey** of Field Agent from the North Pole Research Center, involving almost 2,500 kids from six countries across four continents (US, Australia, Canada, Mexico, South Africa, and the UK), the **most Christmas wishes are related to toys.**¹⁸

¹⁵ <https://tinyurl.com/4bfjumv8>

¹⁶ <https://tinyurl.com/yck5cm98>

¹⁷ <https://tinyurl.com/285mehtx>

¹⁸ <https://tinyurl.com/3hnkbpxm>



The top gift wishes by brand and category for region analyzed is presented below:

In the **USA-Canada region**, boys preferred games, blocks/building sets and toy cars/trucks, while girls preferred dolls, stuffed animals and gaming consoles. In terms of brands, both boys and girls of all ages showed a preference for Lego, Nintendo and Nerf or Hot Wheels, with girls also preferring Barbie and LOL Surprise.

USA-Canada Categories

BOYS

1. Gaming
2. Blocks/Building sets
3. Toy cars/trucks
4. Remote control cars
5. Action figures

GIRLS

1. Dolls
2. Stuffed animals
3. Arts & crafts
4. Gaming
5. Blocks/building sets

Mexico Categories

BOYS

1. Toy cars/trucks
2. Gaming
3. Dolls
4. Bikes
5. Phones

GIRLS

1. Dolls
2. Gaming
3. Tablets
4. Bikes
5. Phones

In **Mexico**, boys expressed their wish for receiving toy cars/trucks, games and dolls, and girls for dolls, games and tablets. While both boys and girls expected gifts from Nintendo and Xbox, boys also preferred Lego, Hot Wheels and Playstation, while girls also preferred Barbie.

UK Categories

BOYS

1. Gaming
2. Blocks/building sets
3. Toy cars/trucks
4. Bikes
5. Scooters

GIRLS

1. Dolls
2. Blocks/building sets
3. Gaming
4. Pets
5. Phones

In the **United Kingdom**, boys and girls wished for games and blocks/building sets; at the same time boys wished for toy cars/trucks and girls for dolls. Lego and Nintendo were preferred for both boys and girls, the former also preferring Hot Wheels, Paw Patrol and Playstation, while the latter being also interested in Barbie and Disney.



In **Australia**, children asked for blocks/building sets; boys also asked for toy cars/trucks, games and toy pets, while girls also asked for dolls. In terms of brands, besides Lego, boys preferred Paw Patrol and Nintendo and girls preferred Barbie, LOL Surprise and Disney.

In **South Africa**, boys hoped to receive games, toy cars/trucks and blocks/building sets, while girls wished for dolls. Playstation, Lego, Hot Wheels and Xbox were the brands preferred by South African boys, while girls preferred Barbie and Xbox.



For instance, a survey made on 1,200 American adults by Field Agent for Santa in 2022 revealed that children specifically wrote to Santa that they wanted Legos, toys, a Nintendo Switch, and dolls for Christmas and **63% of parents declared that they would buy toys, clothing, and electronic brands.**

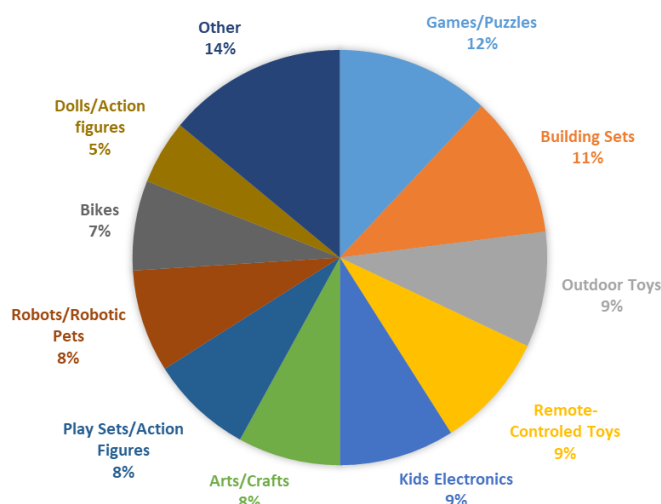
For girls, parents were willing to buy gifts from the arts/crafts, games/puzzles and dolls categories, while for boys they planned to buy gifts from games/puzzles, building blocks/sets and outdoor toys categories. The top 10 gifts parents declared would buy for their boys and girls for the 2022 Christmas season were the following:¹⁹

¹⁹ <https://tinyurl.com/nrx6wu9f>



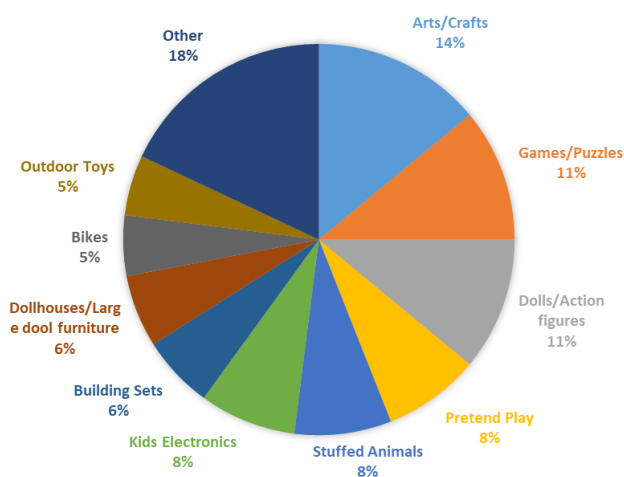
Top 10 Gifts for boys under 18

- Puzzles and Games
- Building Sets
- Outdoor Toys
- Remote Controlled Toys
- Electronics
- Arts and crafts
- Action figures



Top 10 Gifts for girls under 18

- Arts and Crafts
- Games and Puzzles
- Dolls
- Pretend Play
- Stuffed Animals
- Electronics
- Building sets



3.2. Toy producing industry

Santa Claus' business model has remained resilient and successful over the years, particularly in the face of changing global economic landscapes and the rise of younger, more agile corporations. This success can be attributed to several key factors:

1. **Timeless Brand Appeal:** Santa Claus has an enduring brand that appeals to a wide demographic, transcending age, geography, and culture. His image and story evoke feelings of joy, generosity, and warmth, which have remained appealing over generations.
2. **Economic Impact:** The economic activity generated by the holiday season, where Santa plays a central role, is significant, with retailers, manufacturers, and various sectors benefiting from the increase in consumer spending.
3. **Adaptability:** While the core concept of Santa Claus has remained constant, the portrayal and activities associated with him have adapted to cultural and societal



changes. For example, modern depictions often incorporate technology and contemporary themes, keeping the brand relevant.

4. **Global Reach and Cultural Integration:** Santa Claus is a globally recognized figure, with variations of his story present in many cultures. This wide cultural integration has helped maintain his relevance across different regions.
5. **Strong Emotional Connection:** The business model leverages a strong emotional connection with customers (especially children), fostering a sense of anticipation and joy. This emotional engagement is a powerful driver of brand loyalty.
6. **Diverse Revenue Streams:** Santa Claus is central to a vast array of products and services, from holiday decorations and movies to advertising campaigns and theme park attractions. This diversification helps sustain and grow the business model.

As the world evolved, Santa Claus updated his approach from producing toys in his workshop to **distributing goods manufactured globally**. This change was driven by the growing complexity and diversity of children's wishes, advancements in toy technology, and the need for scalability to reach a rapidly increasing global population. By outsourcing production to specialized manufacturers, Santa could offer a wider range of high-quality, culturally relevant, and safe toys. This shift also allowed him to focus on logistics and personalization, ensuring that every child's holiday experience remained magical and joyous, while embracing efficiency, sustainability, and the spirit of global collaboration. However, his mission of spreading joy and gifts remains as effective as ever.





Not only children and parents are waiting for Santa, but also the retailers and brands that count on Christmas for major sales. According to the news and review site [The Toy Insider](#), the last years and especially **the year 2023 have been characterized by a more diverse and exciting “toy landscape”**, with both a **resurgence of classic favorites and innovative new entries**.

Generally speaking, given the parents' and grandparents' preference for **affordable toys** that **do not occupy much space in the house and have lasting power**, experts recommend Santa Claus gifting eight categories of “hot toys”:²⁰





Category	Observations	Best selling in the category	
Toy cars	<ul style="list-style-type: none">- a classic toy which has been popular for decades- can be combined with many other products		Hot Wheels
Plushies	<ul style="list-style-type: none">- can be comforting and entertaining- can teach the child social skills	 	Gund Sustainably Soft Plush Emotional Support Fries

²⁰ <https://tinyurl.com/42s48w7e>









Fake food and appliances	<ul style="list-style-type: none">- one of the preferred categories in 2023- can teach the child practical skills- high-tech toys, some producers integrating virtual reality		Bandai Namco
Interactive pets	<ul style="list-style-type: none">- classic toys which have been developed and redesigned- large variety of options, with toys doing more than 600 things, including singing songs, telling jokes and responding to hugs- a pricier option	 	Furby Dog-E
Building toys	<ul style="list-style-type: none">- available for all age groups- consistently popular with kids- a pricier option		Lego

For the 2023 holiday season, the **must-have toys based on expert insights** are from various categories and for a large variety of age groups, as follows:²¹

Brand / Producer		Comments
	Bitzee / Spin Master Ltd, Canada	<ul style="list-style-type: none">- it has gained a large amount of attention and it is expected to be a hit among kids- it offers engaging features and interactive play opportunities
	Furby / Tiger Electronics Ltd., a subsidiary of Hasbro Inc., USA	<ul style="list-style-type: none">- it is enjoying successful comeback- it offers a combination of “nostalgic charm” with a “modern twist”- it gained attention from both new and returning fans
	Nerf Products / Hasbro Inc., USA	<ul style="list-style-type: none">- it is a popular choice for outdoor playing- it offers a wide variety of outdoor fun with its blasters and gear
	Disney Mickey and Friends Starter Set by Tonies / tonies GmbH, Germany	<ul style="list-style-type: none">- suitable for younger children- includes an audio system designed for little listeners- it offers the chance of imaginative play

²¹ <https://tinyurl.com/chx4mu43>



	Pokémon Scarlet & Violet 151 Elite Trainer Box / The Pokémon Company, Japan	<ul style="list-style-type: none">- the set is suitable for Pokémon fans- it offers a rich and engaging experience for collectors and players
	L.O.L. Surprise! Magic Flyers / MGA Entertainment Inc., USA	<ul style="list-style-type: none">- it is a combination of surprise and interactive play- idea for children who enjoy collectibles
	LEGO Disney 100 Years of Disney Animated Icons / The Lego Group, Denmark	<ul style="list-style-type: none">- the set celebrates a century of Disney animation- it offers a creative and immersive building experience
	TrollsTopia Color Poppin' Poppy Interactive Plush / manufactured by Just Play LLC for DreamWorks Animation LLC, USA	<ul style="list-style-type: none">- it is inspired by the <i>Trolls World Tour</i> movie- it is an interactive toy, with several functions- it combines music with creative play- suitable for ages 3 and up
	Barbie® Color Reveal Doll: Sand & Sun Series™ / Mattel Inc., USA	<ul style="list-style-type: none">- it is a long standing favorite, this version being big hit on social media- it is suitable for ages 3 and up
	Fisher-Price Linkimals / Fisher-Price Inc., subsidiary of Mattel Inc., USA	<ul style="list-style-type: none">- these are interactive toys that can be linked together- they offer an educational experience- suitable for ages 9 months and up

Based on the **conclusions of the toy manufacturing industry analysis conducted above**, it was established that from these toy manufacturers, the most common and thus, the biggest stakeholders of the Christmas Market generated by Santa are:

- ❖ **The LEGO Group** - sole manufacturer of the well-known Lego sets, which come in various models, have a wide range of prices, and are one of the most common gifts for people of any age;
- ❖ **Bandai Namco Holdings** - a Japanese multinational conglomerate and the manufacturer and holder of various toy brands with a high market quota in Asia, including Power Rangers, Bandai Figurines, Ben 10 and Tamagotchi;
- ❖ **Hasbro Inc.** - the manufacturer of well-established western toy and games brands, like Nerf, Transformers, Monopoly, as well as toys based on highly influential TV series like the Star Wars and the Marvel series.



Given the fact that these **three multinational companies** are deeply implicated in the production of the toys needed by Santa, a short company profile was drafted for each one of them.

These profiles contain **a summarized description of the companies' financial** data, production facilities, ownership and directorship, history and capabilities. At the Client's request, the profile can be extended in order to establish other details like: chain of supply, profiles for executive individuals, information based on human sources within the companies, etc.

3.3. Company Profiles

Given the **big amount of toys** that are gifted annually on Christmans, **Santa Clouse is not capable of producing enough toys in-house** in order to **meet the demand**. By these means, Santa is **engaging different toy producers in order to compensate for the need for gifts and presents**.

The following **market analysis is conducted in order to establish the top 3 stakeholders that are deeply influenced by the Christmas holiday market**.



3.2.1. The LEGO Group



5,14 billions USD (2022) *Increase by 3.93% compared to 2021*



1,95 billions USD (2022) *Decrease by 7.78% compared to 2021*



23,775 employees (2022) *Increase by 17.71% compared to 2021*



KIRKBI A/S (75%) and LEGO foundation (25%)



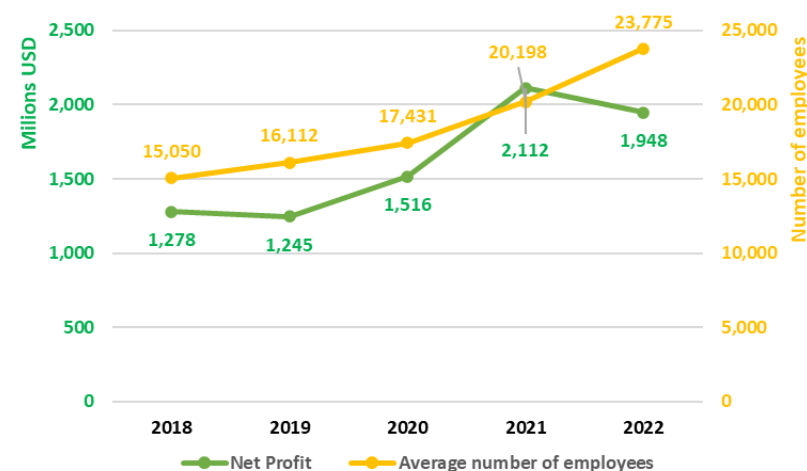
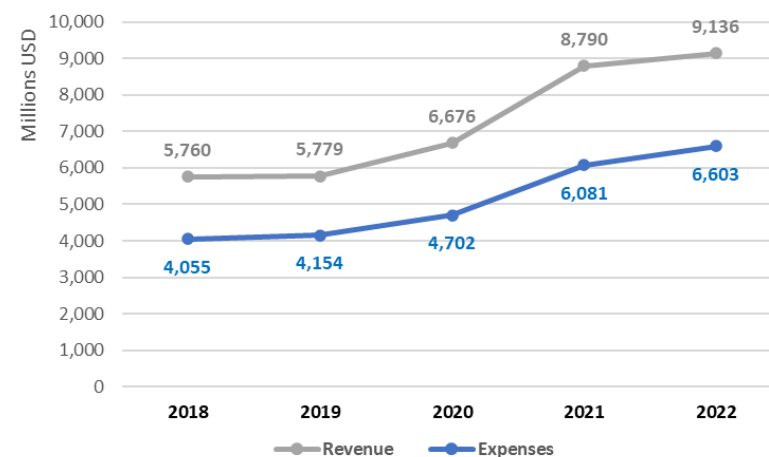
1 Åstvej Street, DK-7190, Billund City, Billund Municipality, Denmark, Europe

The **CEO of the company** has been **Niels B. Christiansen** since October 2017.

The **LEGO Group's chain of sales** is present in **111 countries** mainly through two vehicles:

- **185 LEGO Brand Retail** stores that are owned and **operated by the group**
- **719 LEGO Certified Retail** and **LEGO Travel Retail Stores** that are owned and **operated by partners**.

Production facilities of LEGO are present in: Billund, Denmark – Headquarters and Factory, Klando (Czech Republic) – Factory, Nyiregyhaza (Hungary) – Factory, Monterrey (Mexico) – Factory, Jiaxing (China) – Factory, **Binh Duong (Vietnam) – New factory (2024)**, **Richmond (Virginiaa, USA) – New Factory (2025)**, London (United Kingdom) – Hub, Enfield (Connecticut, USA), Shanghai (China) – Hub, Singapore (Singapore) – Hub





Headquarters and production facilities

Billund City is the hometown of both the LEGO headquarters and other facilities. The geolocation of the whole LEGO Group complex is presented below:



Above: Geolocalization of the headquarters and other facilities area

The highlighted area owned by The LEGO Group, has administrative, and other LEGO facilities, shortly presented below:

- **Lego House**, also known as "Home of the Brick," is an experience and exhibition center in Billund, Denmark, dedicated to the LEGO brand and its philosophy. Opened in September 2017, the LEGO House is designed to offer visitors of all ages an interactive and immersive experience into the world of LEGO. Key features of the LEGO House include: Interactive Exhibits, History of LEGO, Art and Design, Restaurants and Shops
- **Legoland** is a chain of amusement theme parks primarily focused on the LEGO experience, a popular brand of building toys. These parks are designed especially for children and offer a variety of attractions, including models and landscapes built from LEGO blocks, roller coasters, interactive rides, and play areas. Legoland combines fun with educational aspects, encouraging creativity and construction.



- **Lego Hotel** – often located near or adjacent to a Legoland theme park, is a hotel that embraces the LEGO theme in its design, decor, and overall experience. These hotels are designed to extend the LEGO experience beyond the park, offering personalized stay for families and LEGO enthusiasts. Key features of a Lego hotel include Themed Rooms, Interactive Elements, Lego Decor, Family-Friendly Services, Lego-themed Dining.
- **Lego's headquarters** is located in Billund, Denmark. This location has been the **central hub of the company since its founding in 1932 by Ole Kirk Christiansen**. The headquarters in Billund serve as the primary base for the company's global operations, including product development, strategic planning, and administrative functions. notable for embodying the creative and playful spirit of the LEGO brand.
- The campus includes state-of-the-art facilities for design and innovation, reflecting the **company's commitment to creativity**, quality, and the developmental benefits of play.

Shareholders

The owners of the group, together with details about them are presented below:

- KIRKBI A/S holding 75% of the shares is the **Kirk Kristiansen family's private holding and investment company**. The company Chairman of the Board is Kjeld Kirk Kristiansen, while its CEO is Soren Thorup Sorensen. The owners are Kjeld Kirk Kristiansen, Sofie Kirk Kristiansen, Thomas Kirk Kristiansen, Agnete Kirk Kristiansen, members of a family which it was called the richest one in Denmark²².

The last change in Kirbi A/S's ownership occurred in November 2023, when one of the two inheritor sisters – Sofie Kirk Kristiansen, who before owned a 12,7% stake – sold 930 USD Million worth of shares.

Kirbi A/S also owns the following:

- **27.9%** shares of **Falck A/S**, a Healthcare and emergency response company,
 - **16.7%** of **ISS A/S**, a Facility services company, **20.3%** of **Nilfisk A/S**, a professional cleaning equipment company,
 - **48.6%** of **Valinge AB**, a Floor and furniture company
 - **15.4%** of **Landis+Gyr**, an Energy management solutions for utility,
 - **45%** of **Armacell**, a Flexible insulation foams company and **6.8%** of **Kerecis**, a Biotech company
- **LEGO Foundation (through Koldingvej 2, Billund A/S) holding 25% of the share** is an **independent Danish corporate Foundation**, providing **support for children and their development** along with support for general research and educational

²² <https://tinyurl.com/2s46w64y>



purposes. The LEGO Foundation Charter also emphasizes the close relationship between the LEGO Foundation and the LEGO Group through the stipulation of the purpose to ensure and support the ongoing existence and development of learning through play²³. The CEO of the Foundation is Sidsel Marie Kristensen, and its owners are the **Kirk Kristiansen family**.

Koldingvej 2, Billund A/S manages the LEGO Foundation's investment activities within the overall investment strategy authorized by the LEGO Foundation Board of Directors. Further, through Koldingvej 2, Billund A/S the LEGO Foundation owns 50% of the public-private Corporation COC Office A/S (CoC Playful Minds A/S), a company with the desire to develop Billund into the capital of children with play, learning and creativity in focus. Koldingvej 2, Billund A/S also owns 94% of Nordvej Vest P/S, a company with the purpose of building and renting out collegial housing at Danmarks Teknisk Universitet (DTU) Lyngby.

Management Team

Lego Group managerial team is composed of the **Board of Directors**, lead by **Thomas Kirk Kristiansen** (chairman) and **Soren Thorup Sorensen** (Vice Chairman of the Board), and the **Executive Leadership Team**, which is run by **Niels B. Christiansen** (CEO) and **Carsten Rasmussen** (COO).

An overview of the management structure is presented in the chart below, in accordance with LEGO Group official sources:



²³ <https://tinyurl.com/uazt7ten>



Lego manufacturers use the same blueprint for all LEGO factories – high-tech production equipment that ensures each brick is made to the accuracy of 1/10th of a hair's width. This **precision** means that **LEGO bricks made today fit perfectly with bricks and products made over the past 60 years.**



3.2.2. Bandai Namco Holdings Inc.



7.414 million USD (2022)

Increase by 2.04% compared to 2021



989 million USD (2022)

Increase by 3.54% compared to 2021



9.890 employees (2022)

Increase by 30.7% compared to 2021



The company officially has 42.278 different shareholders



Bandai Namco Miraikenkyusho 5-37-8, Shiba, Minato-ku, Tokyo, 108-0014, Japan

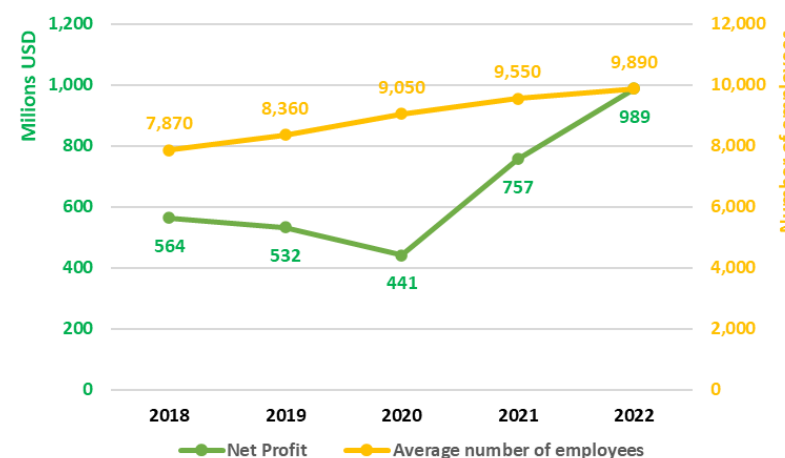
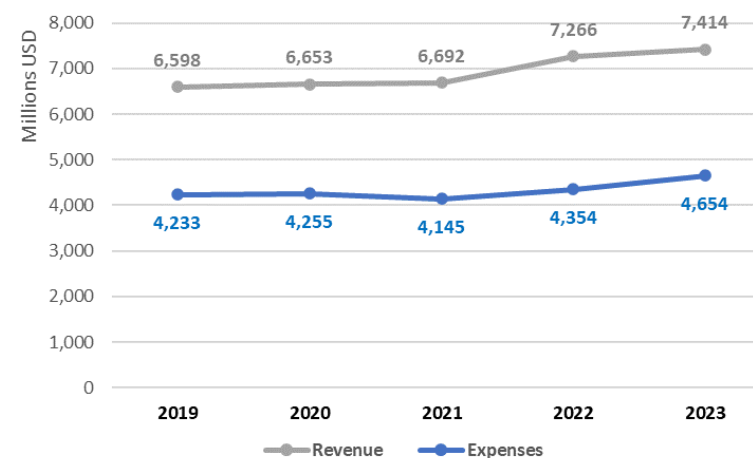
Regarding the financial data presented in the graphs, it is worth mentioning that In Japan, the fiscal year ends on March 31st of the following year, so these numbers were reported in March of each year.

The company was founded pursuant to a 2005 merger agreement between Namco and Bandai and is specialized in toys, video games, arcades, anime, restaurants, and amusement parks.

The Toys and Hobby Business offers a diverse range of products and services, such as capsule toys and vending machine toys, lifestyle sundries, card products, confectionery and foods, plastic models, toys for the mature fan base, character lotteries, amusement prizes, Othello series, home appliances, stationery.

The **Bandai Namco Group owns the holding company Bandai Namco Holdings Inc., three Units for Entertainment** (Digital Business and Toys and Hobby Business), **IP Production** and Amusement, and **affiliated business companies** that support the work of the Units.

The Units, which include the operating companies in each field, formulate and implement business strategies and provide a diverse range of entertainment.





Although the Bandai Namco Group has developed its global business activities from its bases in each region, mainly in Europe, the Americas, and Asia, the Group has started to combine business companies, consolidate offices, and establish systems under the **All Bandai Namco concept**.

The unique strength of Bandai Namco lies in its **ability to leverage popular intellectual properties and franchises**, such as Power Rangers, Gundam, and Tamagotchi, being widely known for video games like Pac-Man, Tekken, and the Dark Souls series.²⁴

Headquarters and production facilities

The headquarters of the Bandai Namco Holdings is located in the **Minato City, Tokyo**, presented below both as geolocalization and on the ground identification:



Above: Geolocalization of the headquarters, highlighted with yellow, and the building facade (top right)

The Group operates globally through its **regional management companies, namely:**

- **Bandai Namco Holdings USA Inc.** (Located at 23 Odyssey Irvine, California 92618)²⁵.
- **Bandai Namco Europe SAS** (also an operating holding company) – (15 rue Félix Mangini, 69009 Lyon, France).

²⁴ <https://tinyurl.com/yv9rjv4d>

²⁵ <https://bandainamco.com/about-us/>

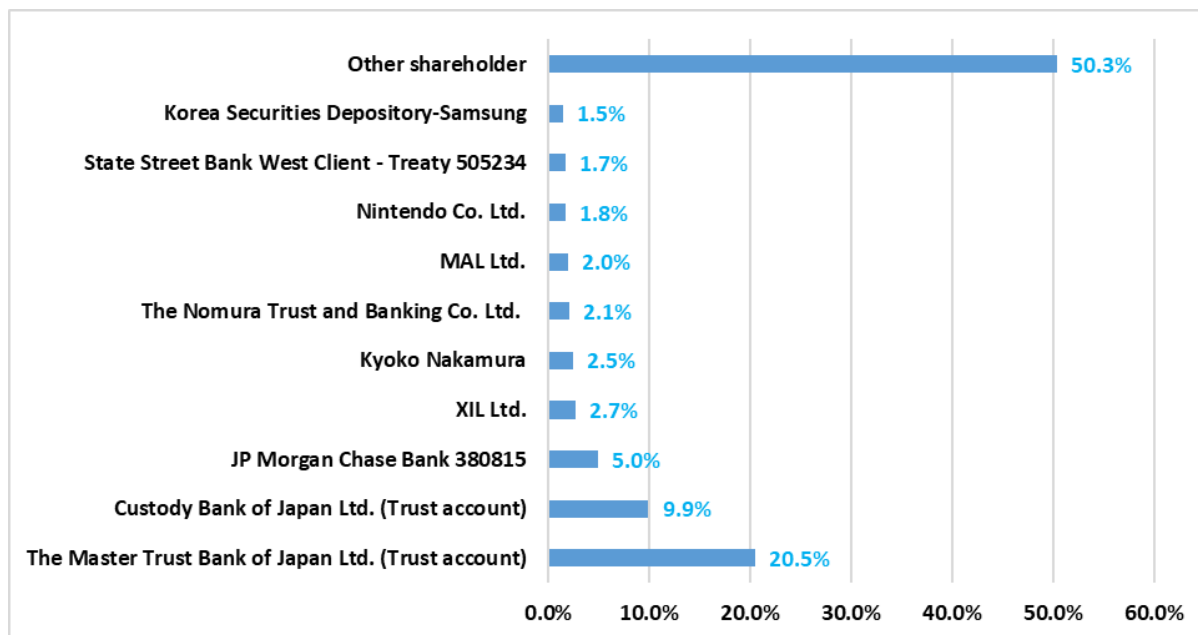


- **Bandai Namco Holdings Asia Co. Ltd** (28/F MG Tower, 133 Hoi Bun Road, Kwun Tong, Kowloon, Hong Kong)²⁶.
- **Bandai Namco Holdings China Co. Ltd. / Bandai Namco Entertainment Shanghai Co., Ltd.**

Through these companies the activity of **35 Bandai Namco offices in 20 countries** is coordinated (France, United Kingdom, Germany, Sweden, Portugal, Spain, Greece, Romania, Canada, United States, Brazil, China, Hong Kong, Taiwan, Malaysia, Singapore, Japan, Korea, Australia, New Zealand)²⁷.

Shareholders

Bandai Namco Holdings Inc. **has 42,278 shareholders**. As of **September 30, 2023**, the **top ten shareholders** are the following:



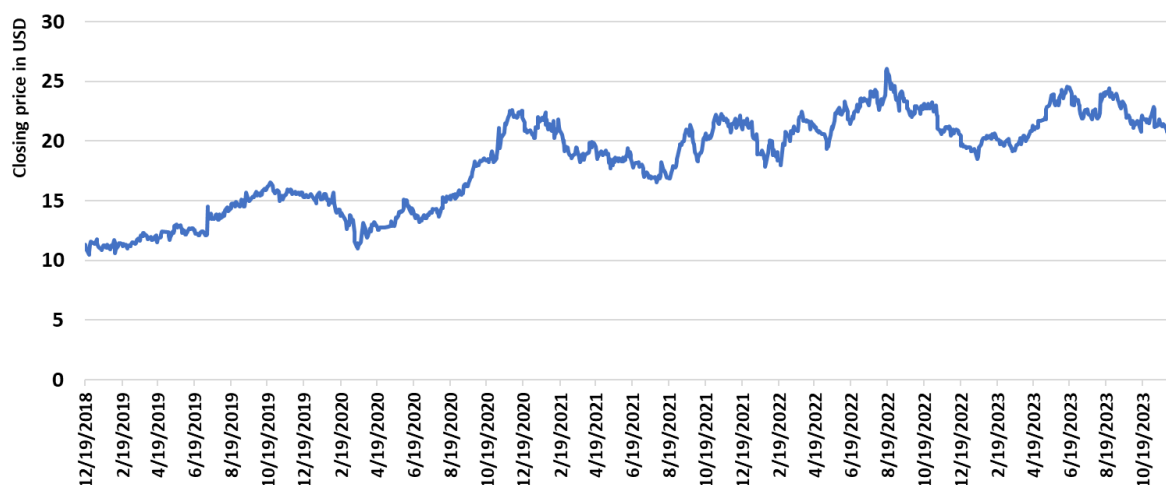
The company's **shares have been traded on Tokyo Stock Market since 2001**, under the symbol NCBDF, currently at a price of 2,780 JPY / 19.3 USD in the USA through OTC (pink sheet trading)²⁸.

The **daily evolution of the price per share at closing** is presented below starting from **December 2018**:

²⁶ <https://www.bandainamcoasia.com/index.php/info/>

²⁷ https://www.bandainamcoent.co.jp/english/doc/bne_corporate_profile_English.pdf?2023062101

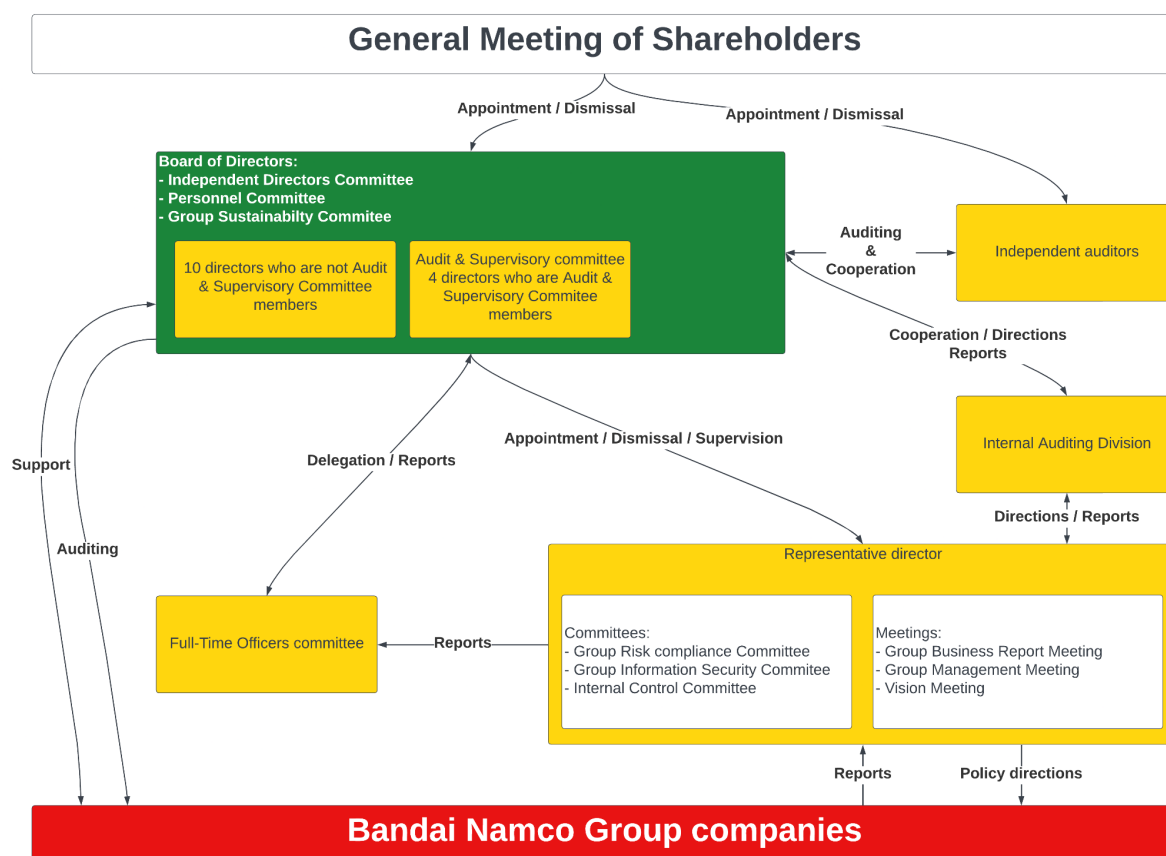
²⁸ <https://shorturl.at/pwzNO>; <https://shorturl.at/abjnf>



Management Team

The **President and Representative Director of the Board of Directors** is **Masaru Kawaguchi**.

The Corporate Governance System is structured as follows:





3.2.3. Hasbro Inc.



5.856,7 million USD (2022) *Decrease by 8.78% compared to 2021*



203,5 million USD (2022) *Decrease by 52.53% compared to 2021*



6.490 employees (2022) *Decrease by 2.26% compared to 2021*



The company officially has 7.460 different shareholders

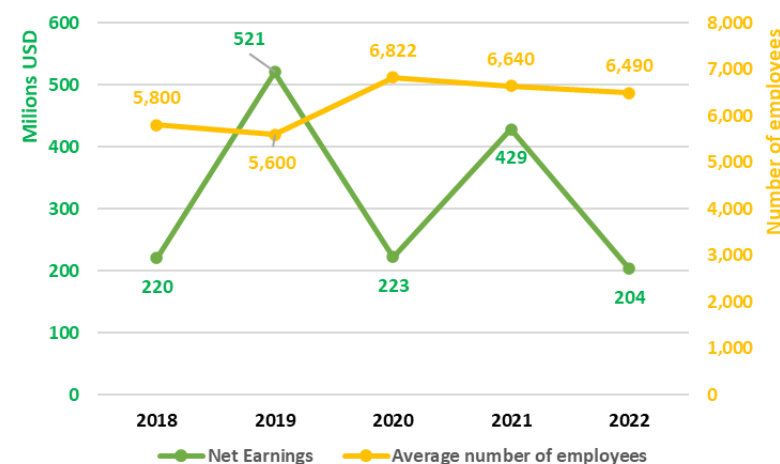
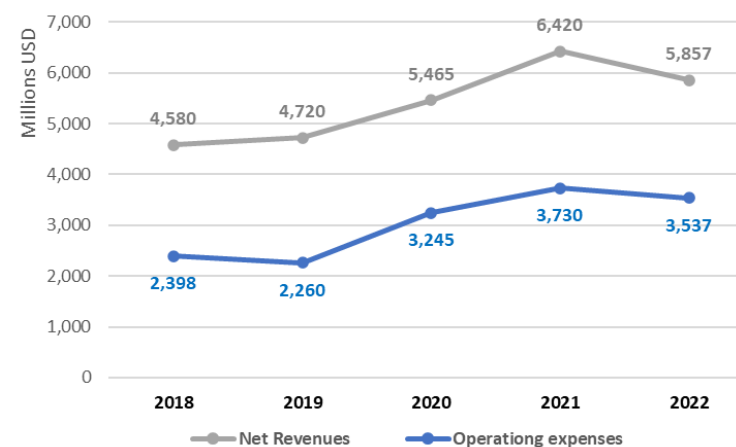


1027 Newport Avenue Pawtucket, Rhode Island, USA

Hasbro offers a wide variety of toys, consumer products, gaming and entertainment, having a portfolio of iconic brands including **Magic: The Gathering, Dungeons & Dragons, Hasbro Gaming, Nerf, Transformers, Play-Doh and Peppa Pig**, as well as premier partner brands.

The **company has its own sales forces distributed globally**, which account for the majority of sales, while the remaining sales are generated by independent distributors which sell the products in areas of the world where the company does not have a direct presence.

The majority of the product sales are to large chain stores, distributors, e-retailers and wholesalers.





Headquarters and production facilities

The headquarters of the Hasbro company, located in Pawtucket, Rhode Island, United States of America is highlighted in the bellow image:



Above: Geolocalization of the headquarters highlighted with yellow and red and the Pawtucket Rhode Island (top left)

On the **ground research** of the perimeter indicated that the factory is one of the biggest in town, receiving from the Town Hall even a **designated road, entitled “Hasbro Way”** as shown below:



Above: Office Building and the street view (top left)

The **deployed team** on the ground established that the generous building serves as an office building, as presented in the picture above, as well as a manufacturing storage, as shown below.





Above: Production (top) and storage buildings (bottom)

In 2022, the majority of products were **manufactured in third-party facilities in the Far East, primarily China, Vietnam and India**, using a Hong Kong based wholly-owned subsidiary operation for quality control and order coordination purposes.

Within the **US and Ireland, Hasbro used two previously owned facilities currently operated by Cartamundi**, which are located in East Longmeadow, Massachusetts and Waterford, Ireland, to manufacture significant quantities of Hasbro game products.²⁹

Cartamundi Group is a family-owned business with headquarters in Belgium and a global sales office network and 13 manufacturing facilities. It is the worldwide leader in play solutions, operating in many countries of the world with a team of over 3,000 employees. Currently, Cartamundi Group is the largest playing cards and board game manufacturer in the world, making famous brands such as Monopoly®, Uno®, Magic: the Gathering®, Guess Who®, Pokémon®, Trivial Pursuit®.³⁰

As regarding its toys and games, Hasbro Inc. markets and sells the brands it owns and controls **globally in retail stores, through ecommerce platforms, and through its fan-based direct-to-consumer platforms Hasbro Pulse and Secret Lair**.

Additionally, through license agreements with third parties, the company **develops and sells products based on popular third-party brands**.

The company's toys and games include action figures, arts and crafts and creative play products, dolls, play sets, preschool toys, plush products, sports action blasters and accessories, vehicles and toy-related specialty products, games and many other consumer products which represent an array of internationally recognizable brands.³¹

Shareholders

As of December 2023, there were **approximately 7,460 shareholders of Hasbro's common**

²⁹ <https://tinyurl.com/ytctztkmj>

³⁰ <https://tinyurl.com/yfh6ctdh>

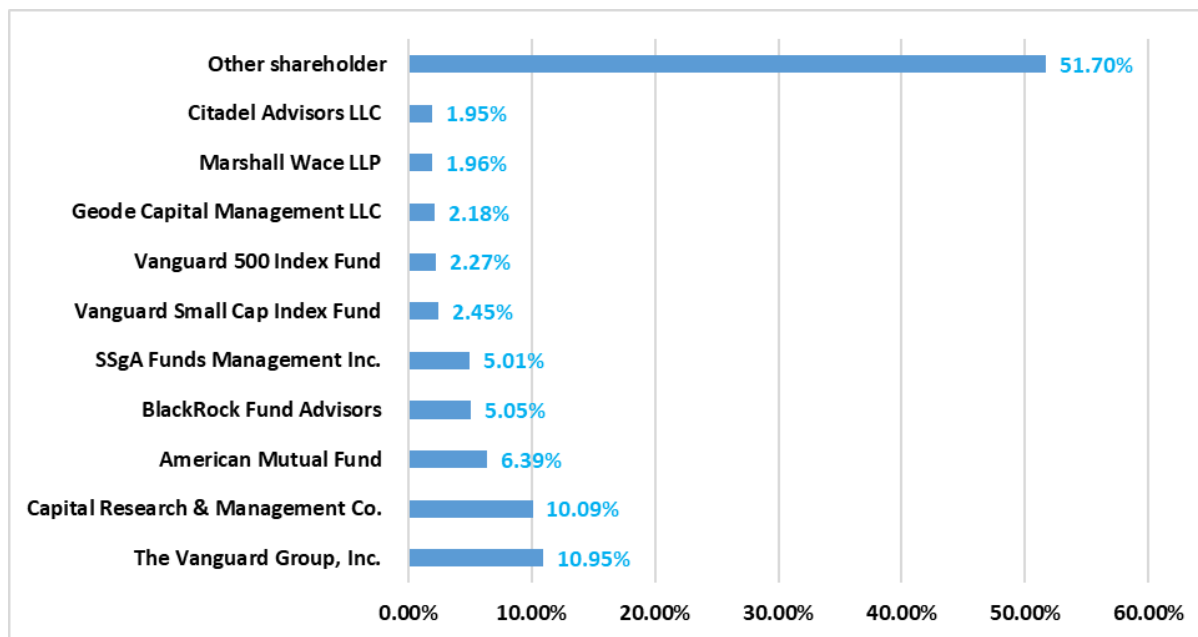
³¹ <https://tinyurl.com/22zbsyxn>



stock, of which:

- 900 institutions (41.19%);
- 1,298 mutual funds (50.65%);
- 24 insiders / individuals (11.89%).

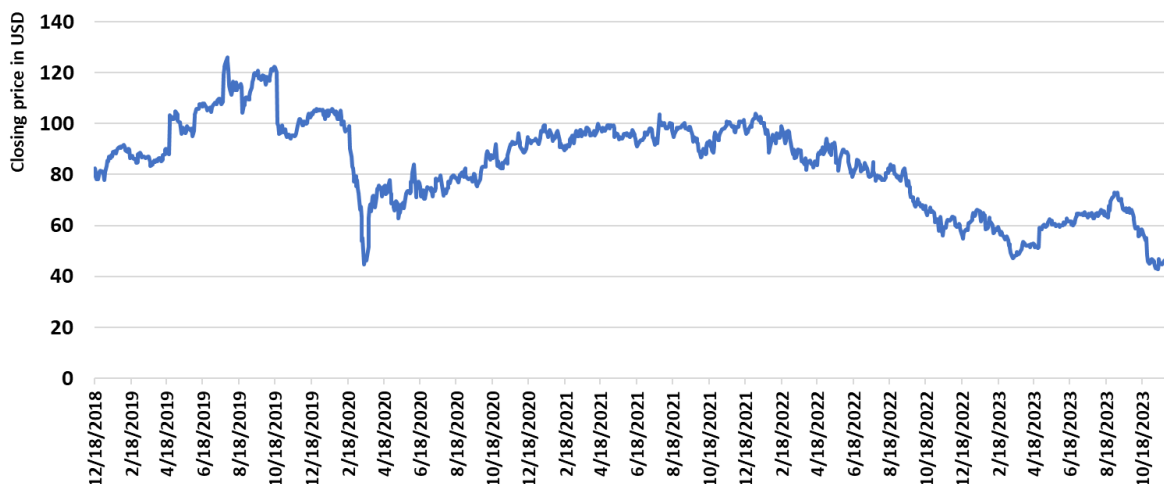
The top 10 shareholders of Hasbro Inc. are the following:



The company is listed on **NASDAQ Global Select Market** since **December 2010**, when it **transferred its shares** (traded under the symbol 'HAS') from **The New York Stock Exchange**, where it was traded since 1980³².

On 14th of December 2023, the closing price of one share was 50,38 USD. The daily evolution of the price per share at closing starting from december 2018 is presented below:

³² <https://shorturl.at/pLQUX>; <https://shorturl.at/ejLZ2>



Management Team

The **Chairman of the Board of Directors** is **Richard S. Stoddart**, occupying the position since February 2022, while the **Vice Chairman** is **Michael R. Burns**.

The **CEO of Hasbro Inc.** is **Christian Cocks**, who has been a **member of the Board of Directors** since February 2022.

In terms of Corporate Governance principles, the Board of Directors is elected by the Company's shareholders to oversee the management and conduct the business. It is the **ultimate decision-making body** of the Company, except with respect to matters reserved to the shareholders. The Board appoints the Company's senior management and then oversees their operation and performance, and provides advice and counsel.³³



³³ <https://tinyurl.com/566nucx8>



3.4. Other Business Ventures or Interests

The Coca-Cola Company

Although not a significant stakeholder of Santa Claus, **Coca-Cola's advertising campaign**, which started in the 1930s with Haddon Sundblom's illustrations, **did play a significant role in popularizing this image of Santa Claus**. Sundblom's depiction of a jolly, rosy-cheeked Santa in red and white further solidified this color scheme as part of the Santa Claus iconography. While Coca-Cola did not create the idea of Santa wearing red, their influential marketing helped make this image universally recognized and enduring.

In 1931, Coca-Cola commissioned illustrator Haddon Sundblom to create images of Santa Claus for its Christmas advertising campaign. Sundblom's depiction of Santa as a jolly, plump, and friendly figure in a red suit with white fur trim became hugely popular and is often credited with shaping the modern image of Santa Claus. Prior to this, Santa Claus had been depicted in various ways, including as a tall, thin, and sometimes stern figure. Since then, **Coca-Cola has been continuously trying to associate their product with Christmas through the use of Santa Claus' identity**, including the Coca-Cola Holiday Caravan.



Mars Inc.

Mars Inc. occupies a secondary place behind the forefront of Santa Claus' business ventures since his image mostly revolves around gift giving of toys. Nevertheless, **Mars Inc. is an important beneficiary of the Subject's image and popularity** and of its alternative identities in some areas (e.g. "Saint Nicholas") since secondary to the giving of toy gifts is **the giving of candy**.

Mars Inc. controls popular worldwide candy brands such as Snickers, Twix, Bounty, Mars, Milky Way, M&M's and others. They show an interest in using Christmas and Santa Claus imagery, but they do not conduct aggressive or grand marketing campaigns compared to other stakeholders of Santa Claus.



Chocoladefabriken Lindt & Sprüngli AG

Lindt is widely recognized for their premium chocolates, and has a notable presence in Christmas celebrations, particularly through their Santa Claus-themed products and Holiday Collection. **A very important part of their confectionery chocolate and sweets portfolio revolves around Santa Claus or Christmas themed figurines.**

Lindt, similarly to Mars Inc., has been staying under the radar considering marketing initiatives related to Santa Claus, but it is however a beneficiary of his image. This might be due to their business model in which they want to maintain a low operational dependency to their stakeholder or business partners.

Mattel Inc.

Mattel Inc. is an important actor in the toy and entertainment industry, manufacturing brands such as Hot Wheels, Barbie, Uno and many others. **Despite the connection of toys to Santa Claus, Mattel Inc. focuses on strategies to keep their toy sales constant all year round**, not being heavily dependent on the image of Santa Claus and that of Christmas.

Mattel Inc. has an interesting approach on Christmas, particularly through its foray into film production. In December 2021, Mattel announced the creation of a live-action film titled "Christmas Balloon." This movie is unique among Mattel's film projects for being based on a real-life event. **This initiative reflects Mattel's commitment to storytelling that resonates with the themes of kindness, generosity, and the magic of Christmas, replacing the traditional narrative of Santa Claus.** Considering these discoveries we have justifiable reasons to believe that **Mattel Inc. has a precarious business relation to Santa Claus**, being the reason why the company does not occupy the position of "Significant Stakeholder".

The Hershey Company

The Hershey Company, a well-known confectionery manufacturer that produces brands like Hershey Bar, Kit Kat, Reese's and others, **has an interesting connection to Santa Claus**, other personas in Santa Claus' relational circle and overall with Christmas, particularly through their festive activities and themed products.

The Hershey Company offers Christmas-based entertainment mainly through their "*Hersheypark Christmas Candylane*" in which they promote "*Breakfast With Santa*" where families can have their breakfast with Santa Claus. **At the events of "Hershey's Chocolate World" Santa Claus and the Grinch have been spotted together**, but the circumstances



and their overall relation to the Hershey Company are inconclusive.³⁴



Corporate Interests

Along the time and since the more aggressive commercialization of Santa Claus' image in the 20th century **increasingly more companies have been using the Subject's image**. It is unclear whether the Subject has any **business interest** in all the companies that have been using his image.



³⁴ <http://tinyurl.com/vsecp48n>

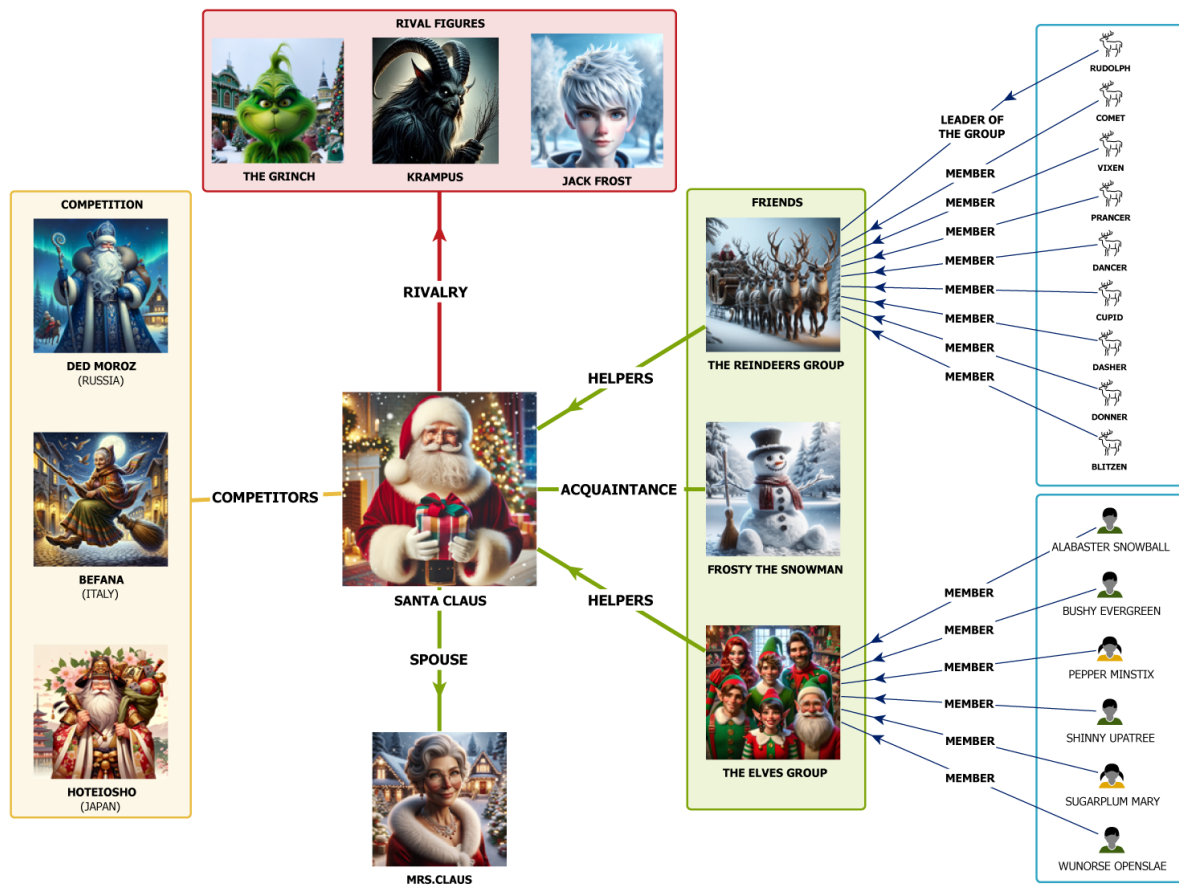


4. Relational Circle

The **relational circle** of the Subject was documented in order to determine **different relationships developed**, focusing on **both family and close friends** and also on **enemies and competitors** that Santa Clause has.

4.1. Overview

The following **relational chart** was designed with a special tool to highlight relationships, present the relational circle and environment of the Subject:



Santa Claus's relational chart

Details referring to each of these individuals are presented in the following chapters, focusing on **relationships to Subject**, **nature of relation** and **details regarding the current state of the individuals** along with other relevant information.



4.2. Family & close friends

Mrs. Claus



Full Name: Mrs. Claus

Relation to Subject: Wife

First mention: 1849

Mrs. Claus is traditionally described as **Santa Claus's wife**. She is portrayed in the online sources as a **rather corpulent, white-haired older woman who wears glasses and a red fur dress** similar to the one Santa wears. She assists Santa with

- Producing and distributing the toys;
- Taking care of the reindeers;
- Managing the elves.

According to online sources, Mrs. Claus was **first mentioned in the 1849 short story, A Christmas Legend, written by missionary James Rees.**³⁵

In that story, a couple seeks shelter the night before Christmas, and a poor family of four takes them into their home. The man of the family thought that their appearance resembled that of Santa Claus and his wife, and his belief was strengthened the next morning when the couple was gone and the house was full of presents.³⁶

Throughout the 19th and 20th centuries, Mrs. Claus was often referenced in literary productions. Some of the more popular and early works include:

- **"Lill's Travels in Santa Claus Land and Other Stories" (1878)**, a short book by **Ella Farman, Ellis Towne, Sophie May**;
- **"The Great Adventure of Mrs. Santa Claus" (1923)**, an illustrated book by **Sarah Addington**;
- **"How Mrs. Santa Claus Saved Christmas" (1960)**, a book by **Phyllis McGinley**.

Mrs. Claus was also the subject of the television special **Santa Claus is Comin' To Town** (1970).

³⁵ <https://tinyurl.com/3x8mwbd5>

³⁶ <https://tinyurl.com/3rvy46u2>



Elves



Full Name: Alabaster Snowball, Bushy Evergreen, Pepper Minstix, Shinny Upatree, Sugarplum Mary, and Wunorse Openslae

Relation to Subject: Friends/Helpers

First mention: In relation to Santa Claus, in the early 1800s

According to various **online sources**, the elves are:

- **tiny, dwarf-like creatures with pointy ears**, who can be either male or female;³⁷
- **“youthful but immortal and have magical powers** that can control what you see and experience;”³⁸
- generally depicted as **wearing fur-trimmed costumes with pointy hats and gold-buckled belts**.

The **elves began to be referenced in connection with Christmas in the early 1800s**. At that time, writers in central and northern Europe described them as **mischievous fairies that help Santa with various tasks**. Such tasks included:

- **helping Santa design and produce toys and gifts for children,**
- **taking care of Santa’s reindeers and sleigh,**
- **performing administrative tasks** (keeping records on bad and good children).³⁹

Some of the most well-known mentions of elves in the literary and artistic world are:

1. **“The Elves and the Shoemaker” (1812)**, a fairytale written by the **Brothers Grimm**, in which they helped a poor cobbler finish the shoe orders the night before Christmas.
2. **“Twas the Night Before Christmas” (1823)**, a poem written by **Clement Clarke Moore**, in which the author referred to Santa as a “jolly old elf.”⁴⁰
3. **“Elf,” the 2003 movie** that tells the story of an elf’s journey in New York City.

The **online sources are conflicted about the number of existing elves**. Some sources **claim that there are only 6 elves**,⁴¹ while others **claim that there are over 100.000 elves**.⁴²

The names of the supposed only 6 elves are: (1) Alabaster Snowball, (2) Bushy Evergreen, (3) Pepper Minstix, (4) Shinny Upatree, (5) Sugarplum Mary, and (6) Wunorse Openslae.

³⁷ <https://tinyurl.com/bdh9648w>

³⁸ <https://tinyurl.com/bdh9648w>

³⁹ <https://tinyurl.com/bdh9648w>

⁴⁰ <https://tinyurl.com/mtp2z5sp>

⁴¹ <https://tinyurl.com/bdh9648w>

⁴² <https://tinyurl.com/4rvr8pxa>



Reindeers



Leader of the pack: Rudolph

Members: Dasher, Dancer, Prancer, Vixen, Comet, Cupid, Donner, and Blitzen.

Relation to Subject: Pets/Helpers

First Mention: 1821-1823

Santa has **9 reindeer**, all of which are **females** and belong to the **very rare species** “**saintnicolas magicalus**.”⁴³

According to online sources, **the reindeers made their first appearance as Santa’s helpers in 1821** in the publication “**The Children’s Friend: A New Year’s Present to the Little Ones from Five to Twelve**.” In that publication, one of the poems stated that **1 reindeer** was towing Santa’s sleigh.⁴⁴

Two years later, the 1823 poem, “Twas the Night Before Christmas,” introduced 8 reindeers, which Santa called by their names before setting off to deliver the gifts.⁴⁵

Those 8 reindeer were **Dasher, Dancer, Prancer, Vixen, Comet, Cupid, Donner, and Blitzen**, which became the commonly accepted group of reindeer pulling Santa’s sleigh.

In 1939, Rudolph was added to the reindeer troupe after the publication of the story “**Rudolph the Red-Nosed Reindeer**.” **Rudolph is Santa’s youngest reindeer**.

In the story, because of his bright red nose, Rudolph was often ridiculed by the other reindeer. However, one Christmas Eve, when the winter weather was so harsh that Santa could not see the way, Rudolph illuminated the path with his luminous red nose, thus saving Christmas.

Frosty the Snowman



Full Name: Frosty the Snowman

Relation to Subject: Acquaintance

First Mention: 1950

Frosty the Snowman sometimes appears together with **Santa** in **certain stories or media illustrations**.

⁴³ <https://tinyurl.com/39wtbcjz>

⁴⁴ <https://tinyurl.com/yc4uwshu>

⁴⁵ <https://tinyurl.com/39wtbcjz>



The Grinch is a fictional character created by Dr. Seuss in the story “How the Grinch Stole Christmas,” which was published in 1957.

The story’s action revolves around the **Christmas loving people of Whoville** and the **Grinch**, who despised Christmas because **he hated to see the people being merry, feast, and sing on the Christmas Day**. The Grinch lived together with his dog in a cave to the north of Whoville.

One year, completely irritated by the warmth and joy coming from the town, **the Grinch decided to break everyone’s spirit by stealing their Christmas presents and destroying the Christmas decorations**. After he succeeds with his plan, he waits on top of his mountain to hear the cries of the people when they discover that they do not have any presents.

However, to his dismay, the people of Whoville come together in the town square and sing Christmas carols. **Upon realizing that Christmas is not about material possession, the Grinch has a change of heart, returns all the stolen goods, and joins the festivities.**

The antagonism between the Grinch and Santa Claus is rooted in their **conflicting attitudes toward the holiday**. The Grinch's attempt to steal Christmas directly opposes Santa's values of spreading joy and generosity. However, even the Grinch realized that the true meaning of the holiday isn't found in presents and decorations but in the **spirit of togetherness and love**. As a consequence, his heart grew three sizes, embracing the joy and goodwill Santa represents.

The Grinch also appeared in a movie adaptation of the book in 2000.

Krampus



Full Name: Krampus

Relation to Subject: Counterpart

First Mention: sometime during the early centuries AD.

Krampus is **Santa Claus’ counterpart**. According to online sources he

- has the **body of a half-goat, half-demon monster**,
- has **black or dark fur, horns, unkempt hair, and cloven hooves**,
- **punishes misbehaving children** at Christmas time.⁴⁸

Krampus’ name derives from the **German word ‘Krampen,’** which means **“claw.”**

⁴⁸ <https://tinyurl.com/bddf4dke>



Krampus is **mostly celebrated in parts of Germany, Austria, and other central European countries**. In Germany, the celebration is called “**Krampusnacht**” and has been around for about **two millenia**.⁴⁹

According to online sources, Krampus **punishes the children by beating them with branches and sticks or even eating them or taking them to hell**.⁵⁰ Krampus **visits the naughty children on the evening of December 5**.

Historically, parents would dress as Krampus during Krampusnacht and frighten their children at their homes or on the streets. In the **1890s, there was a proliferation of postcards, called Krampuskarten, which featured Krampus**.⁵¹

In the contrasting realm of holiday folklore, **Santa Claus embodies the spirit of generosity** and kindness, symbolizing the epitome of goodwill and joy during the festive season. In stark antithesis, **Krampus lurks in the shadows**, representing the darker side of winter mythology with a mischievous and menacing demeanor, creating a dynamic juxtaposition between the benevolent and the ominous characters that captivate the spirit of the holidays, the children's favorite, Santa Claus .

Jack Frost



Full Name: Jack Frost

Relation to Subject: Anti-Hero

First Mention: Around 18th Century

Jack Frost is a **mythological individual** whose origin is often associated with Norse **folklore**. According to online sources he has

- a **slim, elvish looking figure**;
- **pale skin, white or silver hair**, and **bright blue or green eyes**;
- **icicles hanging off of him**;
- a **white or blue outfit** with a **hat or hood**; and

⁴⁹ <https://tinyurl.com/3mh3hspa>

⁵⁰ <https://tinyurl.com/3w3ejuj7>

⁵¹ <https://tinyurl.com/4kstxbyk>



- a wand that he uses to create snow.⁵²

Some online sources claim that **Jack Frost is the Anglicized name of Jokul Frosti**, which means “**Icicle Frost**.”⁵³ **Jokul was the son of the Norse wind god Kari**, and he enjoyed leaving frosty patterns on windows during nighttime.

Although he is often depicted as “**a playful sprite with innocent intentions**,” other cultures recognised Jokul as a more sombre figure – one that was feared and respected.”⁵⁴ Other online sources claim that **Jack Frost is simply the personification of winter**, and that he does not have a clear mythological origin.⁵⁵

One of the earliest literary works in which Jack Frost is mentioned is “**Round About Our Coal Fire, or Christmas Entertainments**,” published around the 1740s.

Santa Claus encountered many troubles because of the mischievous pranks of Jack Frost. On one occasion, Jack Frost unleashed an unusually fierce frost over the North Pole, **hampering Santa Claus' Christmas preparations**. Santa, unable to access his workshop buried in ice, **confronted Jack Frost about the disruption**. Initially, Jack Frost found amusement in his wintry creation, but realizing the chaos caused, he agreed to limit his icy antics, **allowing Santa to resume his preparations and save Christmas**. Most often **his agenda and motives do not align with that of Santa's** and can often be a blocker of the Subject's activity.

4.4. Competition

In the global tapestry of holiday traditions, **Santa Claus encounters competition** from counterparts such as Japan's **Hoteiosho**, Italy's **Befana**, and Russia's **Ded Moroz**, each embodying unique cultural elements that rival the festive presence of the beloved gift-bringer.

Hoteiosho



Full Name: Hotei-oshosama

Jurisdiction: Japan

Relation to Subject: Competitor

First Mention: 916

⁵² <https://tinyurl.com/yc8fway3>

⁵³ <https://tinyurl.com/yfvt5n46>

⁵⁴ <https://tinyurl.com/yfvt5n46>

⁵⁵ <https://tinyurl.com/yuewzaj8>



In Japan, **Christmas is not a national holiday**, as the overwhelming majority of Japanese people are not Christian.⁵⁶ However, **the Japanese still decorate their homes and stores with evergreens** throughout the **Christmas period and exchange gifts** with friends and family.

They also have **Hotei-osho**, sometimes referred to simply as “Hotei,” who is **a figure similar to Santa and delivers gifts to people between December 24 and January 4**.⁵⁷

Hotei-osho is a **buddhist monk with a large belly and a cloth sack full of toys**. He has eyes in the back of his head and is able to **see the children at all times**, so that he knows whether they behaved. He is considered **one of the seven gods of fortune**, and he is the protector of children and the patron of bartenders.⁵⁸

He has an easy-going and jovial personality and is **based on a Chinese monk who died in 916 CE**. Hotei’s robes protect him against diseases and demonic attacks.

It is said that Hotei-osho’s large belly is due to the fact that **his soul overflows with love** for humanity. In Japanese culture, the soul is thought to rest in the stomach.⁵⁹

Even though Japanese do not celebrate Christmas, they are still **big fans of Santa Claus**, and, in 2020, they sent Santa close to 80,000 letters.⁶⁰

Every year, both Santa and Hotei-osho vie to be the person that brings more joy to the Japanese people.

Befana



Full Name: La Befana

Jurisdiction: Italy

Relation to Subject: Competitor

First Mention: 13th Century

La Befana visits the well-behaved children throughout Italy on the evening of January 5, which is the eve of the Festa dell’Epifania (Feast of Epiphany), a celebration of the visit of three Kings or Magi to the newborn Christ child in Bethlehem.⁶¹

The online sources portray her as an **elderly woman, wrapped in a dark shawl, wearing**

⁵⁶ <https://tinyurl.com/4c6hnrzd>

⁵⁷ <https://tinyurl.com/44dn49n5>

⁵⁸ <https://tinyurl.com/mrxu9tup>

⁵⁹ <https://tinyurl.com/mrxu9tup>

⁶⁰ <https://tinyurl.com/mrxu9tup>

⁶¹ <https://tinyurl.com/3ub8ru96>



a kerchief on her head, and carrying or riding a broom. This is an outfit based on the Roman custom.⁶²

The **legend of Befana** begins together with the Three Magi's quest to find baby Jesus. While they were on their way, they stopped at Befana's house to ask her for directions. She provided them with shelter for the night but refused their invitation to join them to greet baby Jesus. However, **she had a change of heart** and set off after them with her broom and her basket of small gifts for the holy child, but she was unable to catch up to them. The legend says that **she is still searching for the baby**.⁶³ The legend dates back to the 13th century.⁶⁴

On the eve of January 6, **she leaves treats**, such as **candies and toys**, for well-behaved children.

Santa Claus and La Befana are in fierce competition to be the one that distributes the most gifts to Italian children every year.

Ded Moroz



Full Name: Ded Moroz

Jurisdiction: Russia

Relation to Subject: Competitor

First Mention: 19th century

Ded Moroz, or Grandfather Frost, is a character rooted in **Slavic folklore** and is present primarily in Russia. He is a tall, slender man with a flowing, white beard and **wears a long robe** that comes in blue and white. He also carries a **magical staff that helps him navigate the snow**.

Together with his granddaughter, **Snegurochka** (Snow Maiden), he goes from house to house to **spread gifts and joy**. His sleigh is pulled not by reindeers but by **3 snow-white horses**. Unlike Santa, Ded Moroz does not climb down through a chimney to deliver gifts; he **goes in through the front door**.⁶⁵

According to online sources, Ded Moroz **lives in a palace in a small village near Velikiy Ustyug** in the Vologda region, a few hours north of Moscow. He also has a **giant post office next to his home** to receive letters from the hopeful children from Russia and other

⁶² <https://tinyurl.com/3ub8ru96>

⁶³ <https://tinyurl.com/3ub8ru96>

⁶⁴ <https://tinyurl.com/52wkv77d>

⁶⁵ <https://tinyurl.com/msv8ye6j>



ex-Soviet states. He receives hundreds of thousands of visitors and letters each year.⁶⁶

Ded Moroz's birthday is on **November 18**; however, the exact date is unknown.⁶⁷ He was first mentioned sometime around the 19th century.⁶⁸ One of the earliest artistic mentions of Ded Moroz was in 1873 when he was introduced in one of the most important Russian playwrights, "**The Snow Maiden**," written by **Alexander Ostrovsky**.

Ded Moroz **delivers presents to well-behaved children on New Year's Eve.**

Ded Moroz and Santa are representative of the cultural differences between the western and the eastern hemispheres as **they race each year through the cold snow to deliver gifts to well-behaved children.**

⁶⁶ <https://tinyurl.com/3sbexup4>

⁶⁷ <https://tinyurl.com/2zjdrsss>

⁶⁸ <https://tinyurl.com/5n7vr2wc>



5. Reputation and Controversies

5.1. Reputation (Positive, as supported by highly credible stakeholders)

Santa Claus maintains a **good reputation worldwide** for bringing joy, spreading goodwill and making children happy through his **annual winter holiday gift campaign**. This has garnered him **support and collaboration from various US state institutions**, in partnerships that not only protect but actively endorse his benevolent actions, further solidifying his role as a cherished symbol of generosity.

Partnership with the US Postal Service

Pursuant to a partnership agreement between **Santa Claus** and the **United States Postal Service**, children in need from the United States, and even adults / organizations, can send their Christmas letters to Santa at the address located at **123 Elf Road, North Pole, 88888**⁶⁹ – this is known as the **USPS Operation Santa®** program. It has been a tradition for many years, and it's designed to bring the holiday spirit to children and families who may be facing troubling circumstances.

Engaging in the USPS Operation Santa® **is optional**, and individuals should be aware that **the specifics and accessibility of the program might differ annually and across different locations**. The latest information regarding this can be verified by contacting local US postal services or by visiting the Program's page⁷⁰.

The **4-step process** is mainly comprised of the following:

1. **Letter writing** – children are encouraged to compose letter to Santa Claus, detailing their holiday wishes, along with information about their family and situations;
2. **Dispatch to the North Pole** – letters are sent to the “North Pole”, an officially designated post office, where the USPS manages the processing of these;
3. **Adoption** – individuals, charitable organizations and / or businesses can go to participating post offices in order to “Adopt” a letter – by doing this, they are in charge of fulfilling the holiday wishes expressed by the children whose letter is chosen;
4. **Gift giving** – the “adopter” purchases and wraps the requested gifts, after which they deliver them to the post office. Subsequently, the USPS sends the gifts to the provided address.

The program most likely represents a **marketing and communication channel through which USPS addresses a wider audience through the image of the Subject**. They have a keen interest in defending the image of Santa Claus, despite not having a significant power over his overall activity.

⁶⁹ <https://tinyurl.com/9hcp8ury>

⁷⁰ <https://tinyurl.com/3t33nbsw>



US Secret Service and the “Big Red” Operation

Each year, the **US Secret Service** comes up with a specific plan meant to protect **Santa Claus** as he makes his way across different locations at night. A few months prior to the holiday season, the Secret Service hosts **joint training exercises** with partners from the North Pole, as well as other services across the globe⁷¹.

NORAD’S Secret Santa Mission

NORAD’s (North American Aerospace Defense Command) “Secret Santa” mission is an annual holiday “mission” that began in 1955, as Sears Roebuck & Co.’s advertisement in a Colorado Springs newspaper included a **phone number for children to call Santa Claus**. However, **the number was misprinted** and instead of Santa, the children began dialing the **Continental Air Defense Command (CONAD)** – NORAD’s precursor⁷², on a top-secret hotline that was used only in national emergencies to alert the system if the Soviets were attacking.

U.S. Air Force Colonel Harry Shoup was the one who **answered the first call** and, once they figured out the error, he decided to play along and **instructed his team to act as Santa’s helpers**, and had his radar operators check it for “indications” of Santa’s whereabouts – as such, he became the “**Santa Colonel**”.



Above: the original newspaper ad (left photo), U.S Air Force Col. Harry Shoup (top right), and a 1955 red hotline phone (bottom right)

⁷¹ <https://tinyurl.com/398c3f42>

⁷² <https://tinyurl.com/yc4vrrtb>



In the modern era, this initiative has evolved as a **tradition**, getting a dedicated website⁷³, active social media channels⁷⁴, and a global hotline for inquiries on Christmas Eve, as nowadays the program engages children worldwide.

Currently, NORAD employs the identical technology integral to its daily operations – satellites, advanced radar systems, and jet fighters⁷⁵ – in order to monitor Santa Claus during his journey:

- **Satellites**, positioned in geo-synchronous orbit, equipped with infrared sensors to detect heat, as Rudolph's red nose emits an infrared signature allowing for tracking;
- **Cam Network** of high-tech digital cameras strategically places worldwide to capture images and videos of Mr. Claus;
- **Canadian and American fighter pilots**, flying CF-18s, F-15s, F-16s jets, to intercept and escort Santa as he enters North America.

Over time, NORAD's Secret Santa mission has evolved into a **highly coordinated and technologically advanced operation**, with volunteers and staff, educational components, as well as multilingual support.

Other Various International Postal Services

Similar to the USPS, **postal services in other countries often have special provisions for handling letters addressed to Santa Claus**. Many of these services provide responses to children's letters, helping to keep the magic of Santa Claus alive across different cultures and countries. Some of these examples include Canada Post (the "Santa Letter-writing" program at postal code H0H 0H0), Royal Mail UK, La Poste France, Posti Finland. These smaller postal services do not rely so heavily on their relationship with Santa Claus and do not have a big impact on the Subject's activity.

Global Retail Stores and E-commerce Platforms

Retail stores and e-commerce platforms **significantly contribute to the Santa Claus tradition** by offering an extensive range of Santa-related products, decorations, and gifts. Their holiday marketing campaigns often feature Santa Claus imagery, reinforcing his association with the season of giving and festive shopping. These types of entities are bystanders that benefit hugely from using the image and popularity of Santa Claus on secondary or tertiary markets, having relatively small interest and power in Santa Claus overall.

⁷³ <https://tinyurl.com/4cebj4t3> , <https://tinyurl.com/3t8c5jbh>

⁷⁴ <https://tinyurl.com/4mpys6dv> , <https://tinyurl.com/bdzk852d>

⁷⁵ <https://tinyurl.com/5n83ts7y>



Holiday Movie and Book Publishers

Film and publishing industries greatly influence the Santa Claus mythos through a vast array of holiday movies and books. **These media often explore various aspects of Santa Claus' legend, character, and his role** in Christmas celebrations, thus shaping public perception and understanding of this iconic figure.

Other Winter Travel and Tourism Agencies

Travel and tourism agencies capitalize on the allure of Santa Claus by offering holiday-themed vacations and experiences. This includes trips to colder places associated with Santa Claus' facilities (e.g. Finland), where visitors can experience a winter wonderland, meet Santa, and enjoy various festive activities.

5.2. Controversies

Research has uncovered **certain controversies** surrounding Santa Claus, shedding light on aspects of debate and discussion related to his actions.

- In 2013, **the inclusion of a fighter jet escort for Santa Claus had sparked controversy**, despite it being a longstanding tradition in the NORAD Santa Tracker. A video⁷⁶ of a **test flight** that included an overview of the technology used by the Air Force was posted online, presenting some of the operations and part of the staff involved in it.

According to media sources, in response to this, a children's advocacy group raised concerns, stating that the ***"animated video introduces militarism into Christmas by depicting fighter jets accompanying Santa's sleigh"***.

- Reportedly, **Santa Claus encountered legal issues at least on one occasion.**

On December 20, **2001**, in the court case **State v. Hayes**,⁷⁷ Warren J. Hayes, who was **referred to by the court as Santa Claus**, was charged by the Ohio police with display and/or **possession of a fictitious identification card**. On that date, Hayes was driving his car when he slightly hit another car. Following the accident, policeman Eric Merkel asked him to provide his identification. Hayes had an Ohio driving license in which his name appeared and an Ohio identification card in which **the name Santa Claus appeared**.

At the court proceedings, Santa Claus introduced **8 documentary exhibits** to prove that his name is actually Santa Claus. The 8 exhibits were:

⁷⁶ <https://tinyurl.com/4zuky643>

⁷⁷ <https://tinyurl.com/5d3redhn>



1. Copy of **Certificate of Birth** for one named Santa Claus born at the **North Pole December 25th** in the year **383 A.D.** to Mr. Claus and Holly Noel with Dr. Snowflake attending;
2. Copy of **Ohio Identification Cards** for the years 1996 and 1997 issued to Santa, having photos of Santa, and indicating that his **residence was at 1 Noel Drive, North Pole OH 44481**;
3. Copy of **Ohio Identification Cards** for the years 1985-1990 and 1988-1992 issued to Santa Claus by the State of Ohio, indicating that his residence was at 1 Noel Drive, North Pole, USA; as well as a copy of a **certificate of title** issued to Santa Claus on December 17, 1987, by the state of Ohio for one 1965 Volkswagen 2-Door Sedan;
4. Copy of **Ohio Identification Cards** for the years 1982-1986 and 1985-1988 issued to Santa Claus by the State of Ohio, indicating that his residence was at 1 Noel Drive, North Pole, USA;
5. **Vehicle registration receipts** issued to Santa Claus in 1992 by the State of Ohio;
6. **Vehicle registration receipts** issued to Santa Claus in 1989 by the State of Ohio;
7. **Vehicle registration expiration** notice mailed to Santa Claus by the State of Ohio; and
8. **Vehicle registration receipts** issued to Santa Claus in 2001 by the State of Ohio.

The court noted that Santa Claus has had **a long-standing relationship of 20 years with the State of Ohio**. Moreover, the State did not introduce any evidence that Santa Claus tried to avoid paying taxes by having a fictitious identification card. In fact, the evidence showed that Santa **routinely paid his taxes and registration fees**. In light of all of this evidence, the court concluded that **Santa Claus “has been a real person since as early as 1982” and dismissed the case.**⁷⁸

5.3. Legal implications

Even though Santa Claus is generally embraced as a symbol of joy and generosity, there have been **occasional debates surrounding the legal aspects of his work**, as well as the activities in which he's involved.

A team of **legal experts have conducted an in-depth analysis**, taking into account different angles such as privacy, travel regulations, labor law, animal and environmental rights, etc., to identify potential legal implications Santa could be subjected to / accused of, as well as identify potential weaknesses.

■ Trespassing / breaking and entering, and invasion of privacy

As Santa Claus enters homes unannounced and without explicit permission / authorization from the homeowners, **his actions can be classified as trespassing, while forcibly entering someone's home can be viewed as breaking and entering**, an action considered a criminal offense in most countries of the world.

⁷⁸ <https://tinyurl.com/5d3redhn>



Additionally, the **invasion of personal privacy** could be classified as a matter of concern, raising questions about possible **surveillance** carried out by the Subject during the year (in order to establish which of his potential recipients is worthy of receiving the desired gifts).

Moreover, taking into account that he is in possession of personal information regarding Data Subjects from all over the world, as well as the **recent data protection regulation discussions**, **Santa Claus is bound to be compliant with the GDPR⁷⁹ / CCPA⁸⁰ / LGPD⁸¹ / APPI⁸²**, as well as the rest of the data protection laws, in order to avoid possible legal disputes.

■ Crossing international borders without a passport / documents

Individuals crossing international borders are required to have **proper documentation** (varying from one country to another) such as **passports and visas**, in order to enter a foreign land lawfully. As his main activity requires him to travel around the globe and cross international borders, **Santa Claus is subject to immigration laws and regulations and could potentially result in a legal dispute and have legal consequences.**

Additionally, depending on the jurisdiction, he would be required to have a **pilot's license that would grant him the rights of driving his sleigh**, just like anyone would need a driver's license in order to be able to legally drive a car. **Flying without a license could pose serious consequences** such as, but not limited to:

- Criminal charges – fines, probation, even imprisonment;
- Civil penalties – fines imposed by aviation authorities meant to deter and ensure compliance with specific regulations;
- Vehicle impoundment – to prevent further use of it in the future.

■ Possible labor law violations

As the **three main toy production facilities for Santa Claus, identified in [Chapter 3.3](#), are located in different countries**, each one is subject to certain regulations regarding **labor law**. Additionally, a particular legal framework in which every operation must take place is required, in order to ensure the **proper safety of workers, protect the environment and maintain product quality.**

Labor laws worldwide emphasize fair treatment, breaks, and require safe working conditions for employees, in order to promote their well-being, and hold accountable the ones in a position of power, if needed.

⁷⁹ General Data Protection Regulation

⁸⁰ California Consumer Privacy Act

⁸¹ Lei General de Proteção de Dados

⁸² Act on the Protection of Personal Information



■ Animal rights

The **legal considerations surrounding Santa's mode of travel** raise concerns about several aspects such as the **legal ownership of Alaskan Reindeer**, import and export of wildlife, environmental impact, as well as animal welfare.

Generally, **the ownership and possession of Alaskan Reindeer is limited to the Alaskan Natives**, and their presence elsewhere could raise legal questions about ownership and potential permits.

The **import and export of wildlife**, including reindeer, **are regulated by agencies such as the USDA's Animal and Plant Health Safety Inspection Service – APHIS**, who is also responsible for granting permits to individuals interested in engaging in this kind of business. Among others, the movement of animals across borders involves strict regulations and **raises questions related to preventing potential spread of disease** and ensuring the well-being of animals in both the country of import and export.

Additionally, **land use and environmental considerations** in general are an important aspect of animal husbandry and conservation, especially in the Northern countries of Europe – as such, a **legal framework**⁸³ has been established in order to regulate this issue. However, no recent modifications have been brought to it.

Moreover, taking into account the recent discussions regarding **pollution and the rising levels of carbon emissions worldwide**, additional legal issues may derive from the fact that, according to estimations, **Santa flies approximately 350 million kilometers each year**⁸⁴, which creates around **53,667 million metric tonnes of carbon emissions** attributable to the methane gas produced by his reindeer⁸⁵.

Although some may believe that a multitude of legal implications **can be attributable to Santa Claus or he may be accountable of**, not limited to those presented above, **until this moment he has not been officially accused or held legally responsible for any of them**. Moreover, **there were no long-term legal repercussions**, his activity continuing as usual every year.

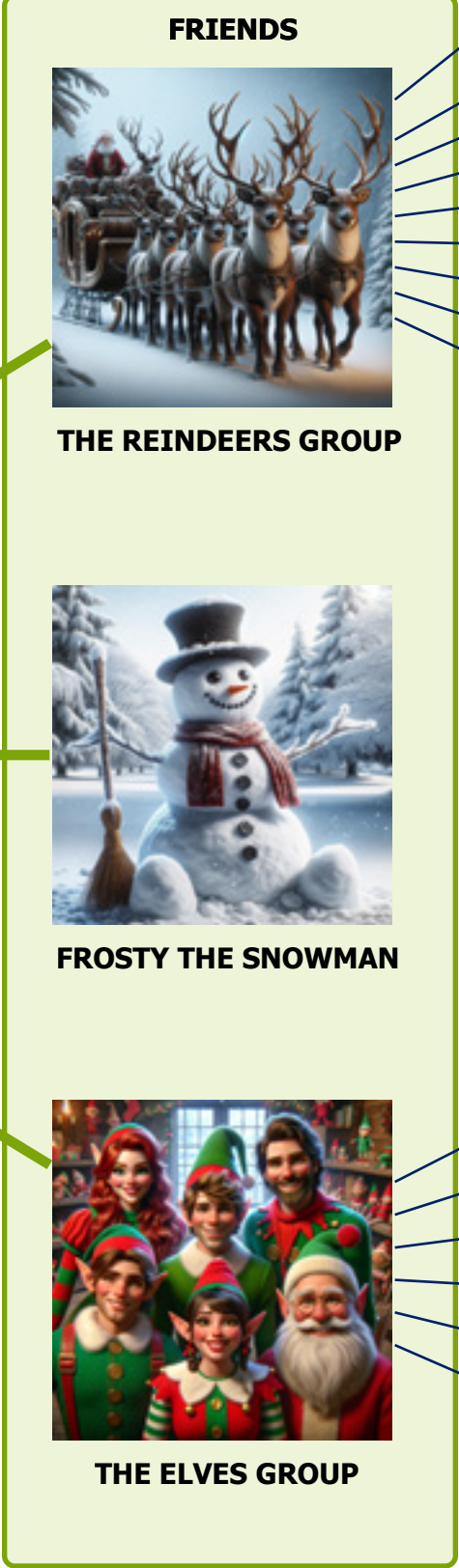
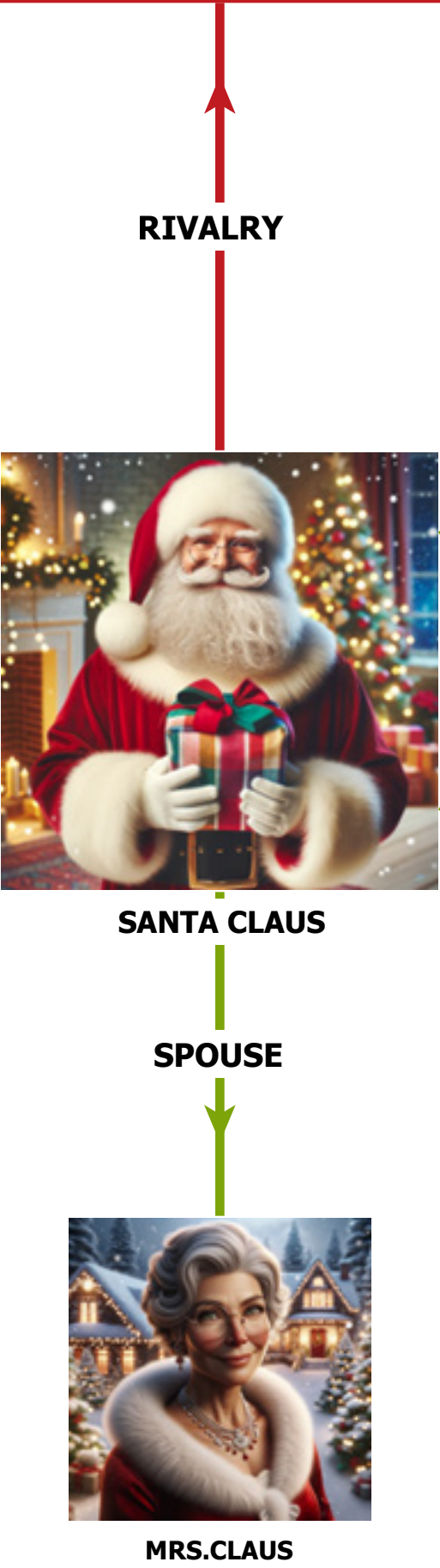
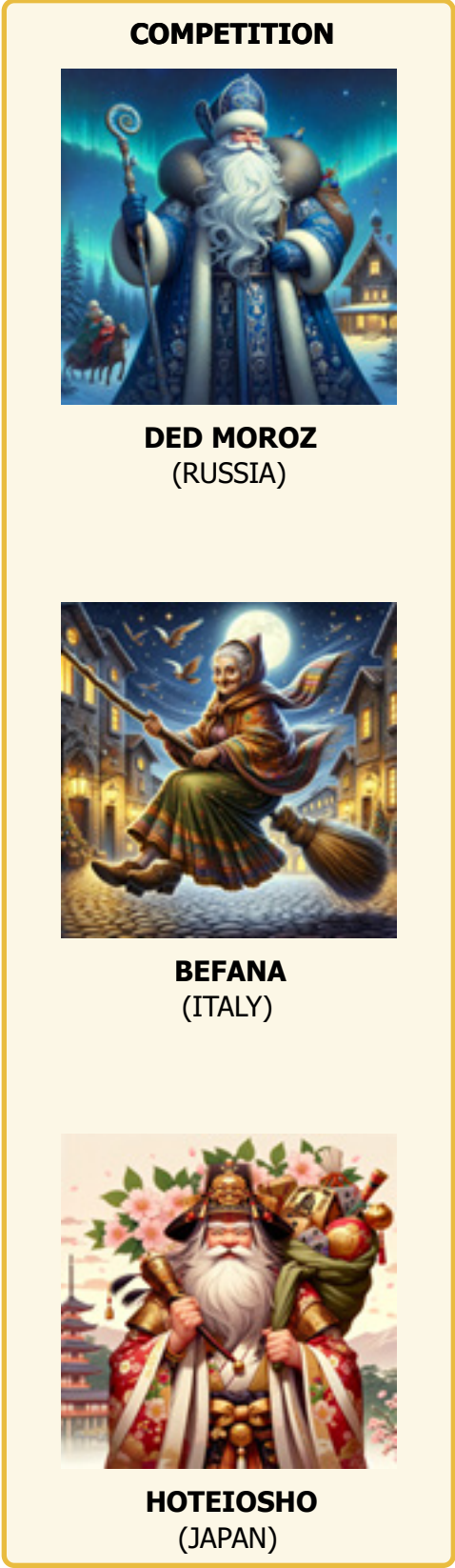
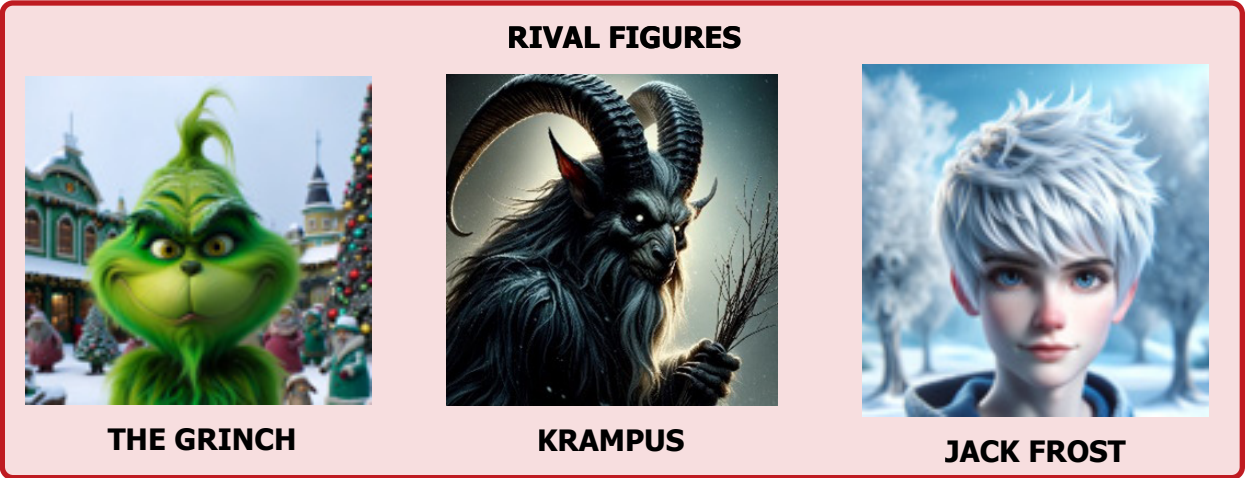
Annex - Relational Chart Close Circle

Annex - Relational Chart

⁸³ <https://tinyurl.com/26dn26xz>

⁸⁴ <https://tinyurl.com/2emefdxs>

⁸⁵ <https://tinyurl.com/w2j7uh59>



LEADER OF THE GROUP

MEMBER

MEMBER

MEMBER

MEMBER

MEMBER

MEMBER

MEMBER

MEMBER

MEMBER



RUDOLPH



COMET



VIXEN



PRANCER



DANCER



CUPID



DASHER



DONNER



BLITZEN



ALABASTER SNOWBALL



BUSHY EVERGREEN



PEPPER MINSTIX



SHINNY UPATREE



SUGARPLUM MARY



WUNORSE OPENSLAE

HELPERS

ACQUAINTANCE

HELPERS

RELATIONAL CHART OF SANTA CLAUS

