



Resilience = (Agility + Innovation)²

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*A formula that helped to deliver
value in the new normal*

Topic map

Introduction

The Old Order

Pre-Pandemic business scene

The Wave of Abnormality continues to become the “new normal” Effect of pandemic - lockdown, remote working, changes in the business scene – dealerships and end customers.

Resilience Enablers: Agile mindset + Innovation

Case study # 1: Mask Project

Case study #2: Shop Click Drive

Wrap up/Q&A



Introduction



Reference:

- Agility is foundational when it comes to responsiveness to risks, mitigation and course correction, but one cannot be Agile if the entire team does not come together and collaborates on innovation.
- This is a story of how teams came together and sometimes disrupted processes to adapt to the pandemic challenge that came like a tsunami – a challenge that changed the life at a personal, professional and entrepreneurial level – with new concerns, new work environment and new business rules. A success story of delivering value to our customers and to our community at large, keeping safety at the forefront.
- As we spring forward into 2021, here are some lessons on how flexibility, innovation and collaboration help PMOs remain dynamic and deliver value in a rapidly evolving business environment.”
- Is going to stay here for a while – but we have adapted to the new scene – and continuously evolving

Commendable successes during pandemic

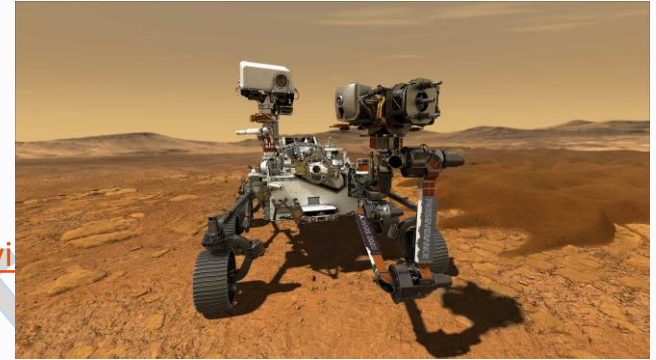


- **Space launches**

- U.S. launch providers flew 40 successful missions in 2020 including NASA's Perseverance Rover to Mars

<https://www.space.com/nasa-perseverance-mars-landing-coronavirus>

- China followed with 35 successful orbital missions.



- **Consumer launches**

- Sneaker brand Allbirds launched its first running shoe. With only four of its 19 stores open globally, it went head on to face its rivals like Nike amidst the coronavirus challenges.

“In the midst of all this, people are running ... more than ever,” (co-founder Tim Brown)

- Another player in the same industry, Asics also decided to press on with the launch of three new sneakers despite the coronavirus outbreak. Virtual reveal stages and VR capabilities replaced the large in-person



Commendable successes during pandemic - 2

- **Service industry**

- **Telemedicine** – the pandemic significantly accelerated this innovation and community at large was forced to rapidly adapt to this extremely effective service that delivers timely healthcare.
- **Robots & mobility solutions** – Pratt Miller Mobility's large-area-autonomous-disinfecting robotic vehicle (LaaD) will be roaming Gerald R Ford International Airport effort to help combat the COVID-19 virus.
- **Autonomous delivery** - Gatik, a Palo Alto-based autonomous delivery company, is working with one of the state's largest retailers to automate their on-road transportation network. The partnership is designed to help reduce human-to-human transmission channels of COVID-19 via contactless delivery.
- **Restaurants** – creative thinking and inspiring innovations – kiosks, igloos, glass houses, bumper tables, contactless payments, pop-up restaurants in parking lots etc.



The old order

The pre-pandemic scene

- Thriving economy
- Co-located teams and coffee room team building and relationship
- War rooms
- Structured work-life balance (9-5) with a clear demarcation line between work and personal activities
- Classroom schooling
- Anxiety-free customer
- On site retail shopping experience
- Elaborate road shows and large gatherings for product launches marketing

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The wave of “abnormality”

- Fear & Anxiety
- State of panic
- Lockdown
- Slowing economy – manufacturing plants hit
- Rapidly diminishing business
- Remote workplace
- Challenging work-life scene with home schooling
- Restricted travel
- Restricted shopping experience
- Service industry/travel/tourism

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The change – new normal

- Safety re-emphasized
 - Social distancing
 - Masks & Face shields
 - Wash hands
- Two is company – three for sure is a CROWD 😊
 - But collaboration has emerged as a valuable COVID-19 lesson – examples:
 - Merck+ J&J ; GM & Ventec, Ford & 3M
- Work from Home
- Hybrid schooling
- Virtual-virtual-virtual
- Online retailing
- Contactless service

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Agility – PPE & Mask Project



Volunteer engagement

Mask production

- 4,738 employee volunteers have participated
- Providing 35,772 hours of service

Mask delivery

- Over 515 employees using personal transportation have delivered over 8.7M masks and other PPE items across Michigan and Ohio



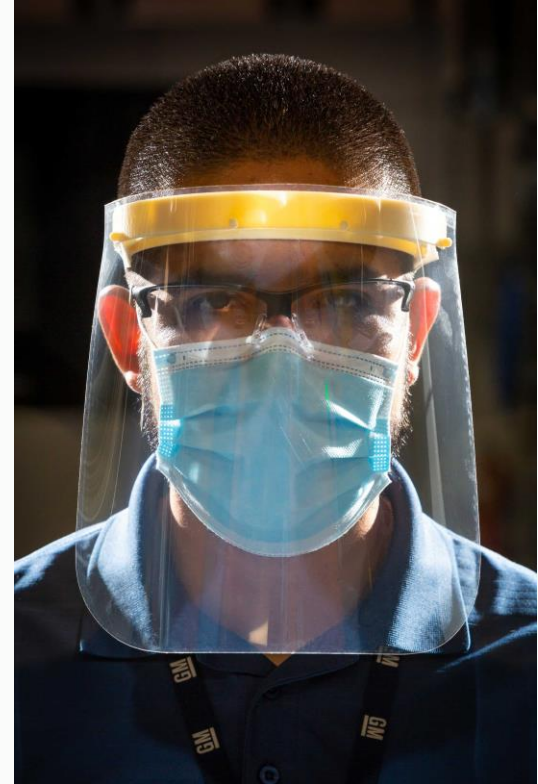
PPE donations



Item	Total Donated
GM Flat Masks Adult/Child MI&OH	7,120,000
GM N95 Masks, MI	32,700
Purchased Masks TX,MO,TN,CA	1,315,000
GM Shields, MI,&OH	288,598
GM Gowns, MI	2,073
GM Aerosol Box, MI	252
iPads, MI	26
Total	8,758,649

Mask Project – Key Agile takeaways


- Don't be afraid to try something that you have never tried before
 - *Responding to change over following a plan*
 - *Welcome changing requirements, even late in development*
- “All In” – organizational accountability to help humanity
 - *Individuals and interactions over processes and tools*
 - *Shared purpose & collaboration*






Innovation – Shop Click Drive Project


**SHOP. CLICK. DRIVE. MAKES
GETTING A NEW CHEVROLET EASY.**



SELECT YOUR VEHICLE



CREATE YOUR DEAL



SCHEDULE DELIVERY



Shop Click Drive Project – Bringing cars to customers

- In a rapid response to get a safe shopping environment for the customers
 - *389 additional dealerships onboarded to the e-experience to provide home delivery taking the total to 3349 dealerships*
 - *Enhanced chat capabilities and home delivery options*
- Industry first pilot with selected dealers to deliver “penny perfect pricing”
 - *Added the ability for Dealers to configure Finance & Insurance products*
 - *Dealerships can now view the SCD status online*
 - *Customers can put a deposit on the vehicle of their choice*
 - *Customer online credit application processing*
- Trade-ins honored online
 - *Multi-lingual support added*





Shop Click Drive Project – Key innovation takeaways

- **Innovation is born when we convert problems to Ideas**
 - *Solving the problem has many options – it is not just eliminating causes.*
 - *Think outside the box*
- **Never underestimate the human spirit and ability to innovate**
 - *Empower teams to disrupt process and “fail” early*
- **Engage with the end-user to reduce innovation risk**
 - *Alignment with customer expectations right from Design stage*



Wrap up & Questions?



Thank you

