

Restarting the Economy: Guidance on the Backside of the Disruption



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IISE's Global Response—We Engineer Value (Even in Times of Major Disruption)

Webinars that Matter in the face of COVID-19

If you missed these timely, great Webinars, go to this link on the IISE Website and get to them.



<https://www.iise.org/details.aspx?id=46729>

30 Jan 2020: How to Design and Execute **Flow Workshops in Healthcare**—OSU University Hospital East Case Example (Scott Sink and Olivia Vance)

25 Feb 2020: Agile Principles and Methods to **Accelerate Critical Process Innovation** and Improvement—Joan Tafoya and Caitlyn Kenney

19 March 2020: **Creating Cultures** to Support Performance Excellence (crucial foundational element for surviving major disruptions!!) (David Poirier, President IISE)

Engineering Management Systems to Ensure Survival and Success

Navigating your Business Through the COVID-19 Crisis—7 April

Business Continuity Strategies and Tactics in Periods of Major Disruption—16 April

James A. Tompkins Ph.D.
Chairman, Tompkins International



David Poirier, P.E.
CEO The Poirier Group



***Engineering Management Systems to Ensure
Survival and Success***

Housekeeping

We've provided a handed out Jim's hot off the press white paper entitled **"Restarting the Economy: Guidance for Public and Private Leaders"** as a handout for today also!!



A webinar recording will be made available after the session, follow up e-mail.



Download the presentation **DURING** the Webinar, before it ends!! and request extra handouts after the webinar.



Questions? Type them in the CHAT window and we will answer as time permits.



Follow up questions are welcomed and contact information is provided at the end of the presentation.

And, the Recording and Presentation pdf will be available on IIESE's website for IIESE members shortly after the webinar date—Training/Webinars/Performance Excellence. ***Membership Has Privileges!!***



Restarting the Economy, Guidance on the Backside of Disruption

Presented by: **James A. Tompkins, Ph.D.**
Founder and Chairman, Tompkins International



May 15, 2020
11AM-12PM ET

Disclaimer

All the information in this presentation is the result of Tompkins International's research of public information.

There is no information being presented today that comes from any proprietary source.

Tompkins International does not discuss information about their clients unless that information has been published.

IF THEY HAD AN ACADEMY AWARD FOR DISRUPTOR OF THE YEAR

1. The winner in the Innovative Disruption category would be:
DIGITAL COMMERCE
2. The winner in the Crisis Disruption category would be:
COVID-19
2. All would agree the last 6 months would win the Lifetime Oscar for Disruptions
3. Major disagreement would reign with respect to which was the most evil of COVID-19:
 - a. Health
 - b. Economy

EARTHQUAKES AND TSUNAMIS

1. Most earthquakes do not result in tsunamis.
2. Most tsunamis result from earthquakes.
3. A tsunami is not a wave, it is a series of waves.
4. The economical impact of COVID-19:
 - a. Wave 1: Chinese economy is locked down during the Lunar New Year celebration due to COVID-19.
 - b. Wave 2: Global supply is disrupted as China “Factory of the World” closes.
 - c. Wave 3: COVID-19 locks down the world.
 - d. Wave 4: Global demand is disrupted.
 - e. Wave 5: Lack of synchronization of supply and demand exposes brittle and fragile supply chains.
 - f. Wave 6: Supply chains break and economies falter.

GOVERNMENTS CLOSE, BUT THEY CANNOT OPEN

1. Governments ordered the close of the economy and governments can lift their orders. Governments cannot order the economy to reopen.
2. To reopen the economy, companies must respond to the imperative for the reinvention quickly. Speed is essential.
 - a. Business supply chains must restore the synchronization of supply and demand.
 - b. Consumers must be willing to dismiss their personal stay-at-home orders.
 - c. The economy must adapt to what will evolve over time as the “next normal.”
3. How to design or plan for the NEXT NORMAL:
 - a. Agility
 - b. Anti-Brittle
 - c. Optionality no Optimality

BUSINESS STATUS AND GO FORWARD STRATEGY

1. Two factors to determine business status:
 - a. Prior performance: Strong or Weak
 - b. Industry sector: Have or Have Not

2. Go forward strategy:
 - a. Strong/Have: Boom to Boom – Walmart
 - b. Weak/Have: Doom to Boom – Clorox
 - c. Strong/Have Not: Boom to Hibernate – Marriott
 - d. Weak/Have Not: Doom to Tomb – Gold's Gyms

DOOM TO TOMB STEPS TO FOLLOW

1. Meet with co-owners or board and agree on dissolution.
2. Retain attorney and accountants to support dissolution.
3. Develop dissolution plan and timetable.
4. Share dissolution plan and timetable with employees and customers
5. Create and deploy a team-based process to pursue dissolution plan and timetable.
6. Cancel financial commitments, collect AR, pay AP and outstanding debt and sell assets.
7. Close out with bank, state, IRS and local agencies.
8. Distribute remaining cash and assets.

BOOM TO HIBERNATE STEPS TO FOLLOW

1. Maintain good customer relationships, ensure quality and productivity.
2. Maintain revenue and look for opportunities to grow revenue with current clients.
3. Reduce costs to a minimum to maintain service.
4. Ensure financial stability and liquidity.
5. Develop a hibernation plan and timeline to come out of hibernation.
6. Communicate the hibernation plan to employees and ensure alignment.
7. Create and deploy a team-based process to pursue hibernation plan.
8. Maintain brand, reputation and optimism.
9. Stay alert to happenings to come out of hibernation, be agile and flexible.
10. Refine plan for exit from hibernation.
11. Exit hibernation.

DOOM TO BOOM OR BOOM TO BOOM STEPS TO FOLLOW

1. Refine/revise vision to seize new opportunities and communicate to all staff.
2. Check in with all key customers, retain revenue and aggressively pursue new revenue.
3. Hire additional marketing and sales talent and redo messaging to make it consistent with the new vision.
4. Protect key staff and suppliers.
5. Review changes brought about by COVID-19 and be certain to pursue the next normal:
 - a. Major growth in eCommerce
 - b. Global footprint and alternative, redundant sourcing
 - c. Make-buy decisions for raw materials, products, and services
 - d. Assess vulnerability and risk
 - e. Process automation and supply chain visibility
 - f. Product and service offerings
 - g. Where work is done and working remotely

DOOM TO BOOM OR BOOM TO BOOM STEPS TO FOLLOW (continued)

6. Create and deploy a team-based process to pursue profitable growth.
7. Confirm financial plan and stability are in place and adequate liquidity is available.
8. Review all capital expenditures and assure they are consistent with new vision.
9. Reorganize as needed and ensure compensation/incentives are consistent with the path to success.
10. Accelerate and remove all barriers to speed. Be agile and responsive.
11. Develop ramp up plan for business and supply chains.
12. GO! GO! GO!

THE REINVENTION SUCCESS PLAYBOOK AND PROCESS

1. Each company must develop their own Reinvention Success Playbook and Process (RSPP) to guide their Restarting Path.
2. The RSPP is not about:
 - a. Reopening the business
 - b. Recovery of the business
 - c. Returning to the “old normal”

but rather about **REINVENTING** the business to respond to the next normal.

THE REINVENTION SUCCESS PLAYBOOK AND PROCESS

1. Federal and state governments, with health experts support decide:
 - a. When and how to relax stay-at-home, business, school and events orders.
 - b. Monitoring health analytics and being prepared to judiciously issue new or evolving orders or guidelines.
 - c. Issuing and evolving social distancing, public safety, worker safety and other guidelines.
2. Build upon the Public-Private Partnerships (PPPs): Go beyond public health into providing economic support on the backside of COVID-19.
3. Creation of the Reinvention Success Process:
 - a. Assess status
 - b. Define strategy
 - c. Establish Steering Team
 - i. Steering the organization
 - ii. Steering the RSPP process

THE REINVENTION SUCCESS PLAYBOOK AND PROCESS (continued)

4. Create the following teams:
 - a. Leadership Team
 - b. Communications Team
 - c. Reinvention Team
 - d. Continuous Improvement Team
5. Achieving organizational alignment.
6. Successful reinvention process: scenarios, options, Do Now, Do Next and Do Later initiatives include:
 - a. Milestones
 - b. Analytics of important performance criteria
 - c. Progress and successful outcomes
 - d. Innovation and breakthrough performance
 - e. New opportunities not previously seen or understood

THE REINVENTION SUCCESS PLAYBOOK AND PROCESS (continued)

7. The energy that will flow from the reinvention process:
 - a. This energy will power the organization to the next boom and more.
 - b. This boom will result from successful teams and will enable the reopening and success of the company.
 - c. The success of the company will contribute to the success of the economy.

IN CONCLUSION: TO RESTART THE ECONOMY

1. Governments must act.
2. Company leadership must understand the role of supply chain in reopening their company.
3. Company leadership must get their organization aligned around a detailed strategy and path forward for reopening their company and moving to the new normal.
4. Company leadership must:
 - a. Adopt a sense of urgency
 - b. Deploy a team-based process
 - c. Pursue their strategy and path forwardIn order to drive their organization to the next normal and to new levels of profitable growth.

Resources

Contact

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Websites

www.tompkinsinc.com

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Videos

Don't Feed the Bears

<https://www.tompkinsinc.com/en-us/Insight/Videos/dont-feed-the-bears>

Anti-Brittle: Succeeding and Flourishing in These Uncertain and Volatile Times

<https://www.tompkinsinc.com/en-us/Insight/Videos/anti-brittle-succeeding-and-flourishing-in-these-uncertain-and-volatile-times>

Supply Chain Revolutions

Responding to Digital Disruptions

<http://bit.do/supplychainrevolutions>

IISE Webinar – 4.16.2020:

Business Continuity Strategies and Tactics in Periods of Major Disruption

[https://www.iise.org/media/IISE/Business Continuity Strategies and Tactics in Periods of Major Disruption.mp4](https://www.iise.org/media/IISE/Business%20Continuity%20Strategies%20and%20Tactics%20in%20Periods%20of%20Major%20Disruption.mp4)



The Role of Data and Information (Engineered Management Systems) in Periods of Major Disruption

Driving Benefits Realization Faster with Operational Analytics



Ben Amaba,
Global Chief Technology Officer
Data Analytics and AI Elite Team,
Industrial Manufacturing
IBM



Jared Frederici,
North American Program Lead,
The Poirier Group



INSTITUTE OF
**INDUSTRIAL
& SYSTEMS**
ENGINEERS

19 May
11-12 EDT

Registration URL

<https://attendee.gotowebinar.com/register/7750037857013457675>

Upcoming Webinars that Matter

STANDARD

Pioneering and Engineering a New World

TUE, JUN 2, 2020 11:00 AM - 12:00 PM EDT



PANELISTS
Jim Dobson

Registration URL

<https://attendee.gotowebinar.com/register/7543160346538640907>



Jim's focus is on how businesses and industry can plan through all the logistical challenges of the upcoming Series of Curves we will face. A perfect follow on to Jim Tompkins Webinar the 15th. Exactly what the early Pioneers faced, VUCA (Volatility, Uncertainty, Chaos and Ambiguity) around every bend!!

STANDARD

Resilience Reexamined: Reengineering How We do Business and Ensure Public Safety

TUE, JUN 9, 2020 11:00 AM - 12:00 PM EDT



PANELISTS
Vinny Monteiro

Registration URL

<https://attendee.gotowebinar.com/register/8455049111256904975>



Vinny is going to share insights to the strategies and methods that the State of Utah (and others) are taking to migrate successfully through the Stages of Recovery while keeping Employee and Public Safety and Health as a MUST DO Objective.

STANDARD

Service Systems Engineering Outstanding Innovations (IBM, Beijing Tongren Hospital, Chick-fil-A, and Mayo Clinic)

TUE, JUL 7, 2020 11:00 AM - 12:00 PM EDT



PANELISTS

Vittal Prabhu / Aly Megahed / Kathryn Zavaleta / David Reid / Xiaolei Xie

Registration URL

<https://attendee.gotowebinar.com/register/8367755584608147723>



Professor Prabhu from Penn State will moderate for :10 minute, TedTalk style executive summaries from the four Finalists for IISE's Prestigious Outstanding Service Systems Engineering Award. (Chick-fil-A, IBM Research in AI, Beijing Tongren Hospital, and Mayo Clinic)

IISE's Annual Conference



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<https://www.iise.org/Annual/details.aspx?id=560>

Thank You!



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