



Necessity is the Mother of Invention!

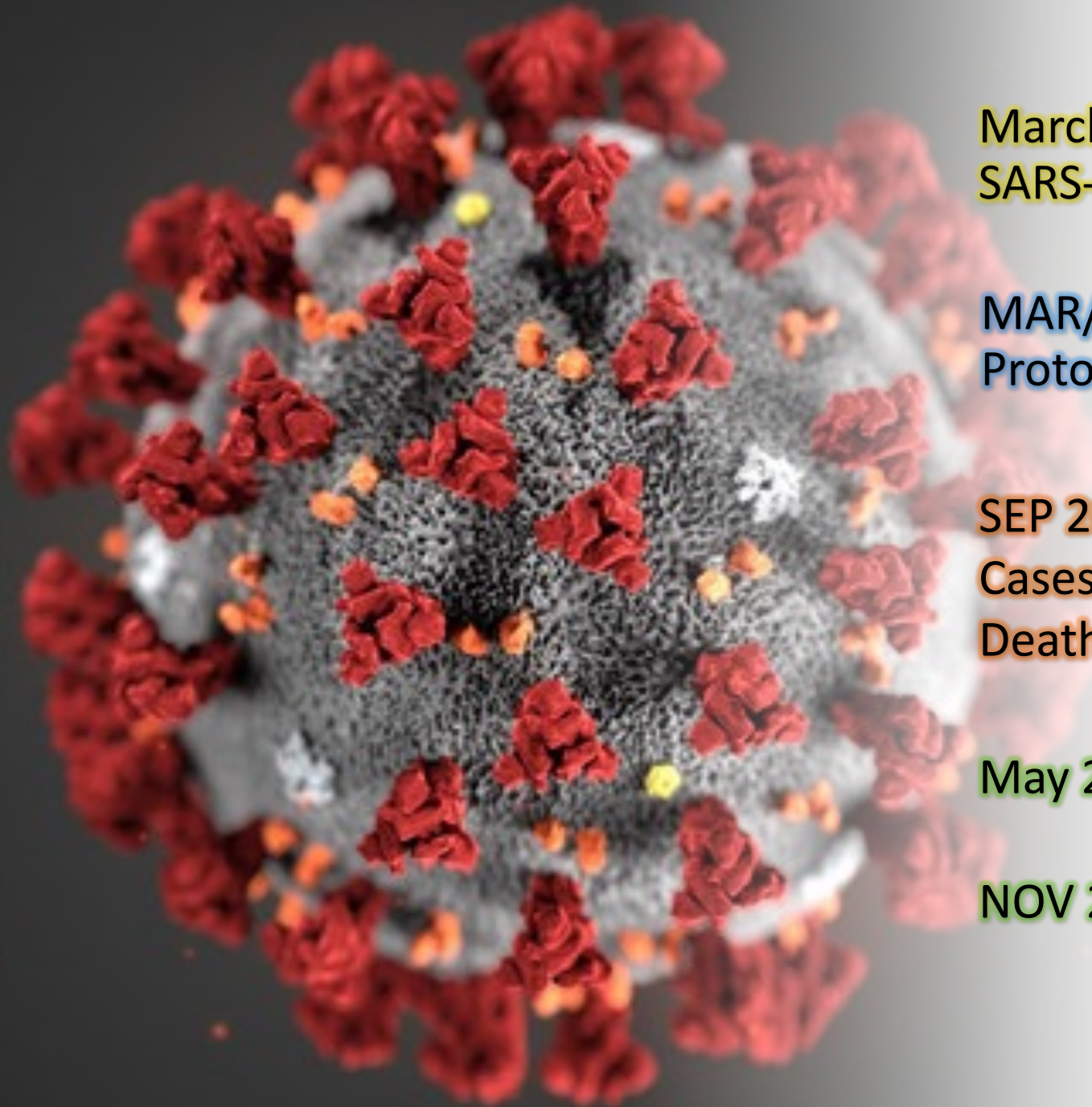
Experiences and Innovation from studies in COVID-19

DH05

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March 11, 2020: WHO declares
SARS-CoV-2 a pandemic

MAR/APR 2020 Quarantine Shutdown
Protocols begin Globally

SEP 2020 to NOV 2021

Cases rise from 32.7M to over 260.5 M
Deaths reported NOV 2021 at 5.19 M

May 2021 Four VOC variants circulating

NOV 2021 Omicron variant emerges

*sourced WHO.INT on 11apr22

The need for a
different approach



Learning #1: Mindset

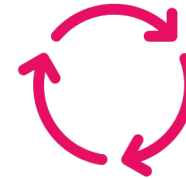
Relishing change and being open to new ways of working



Growth
Mindset



Design
and Test

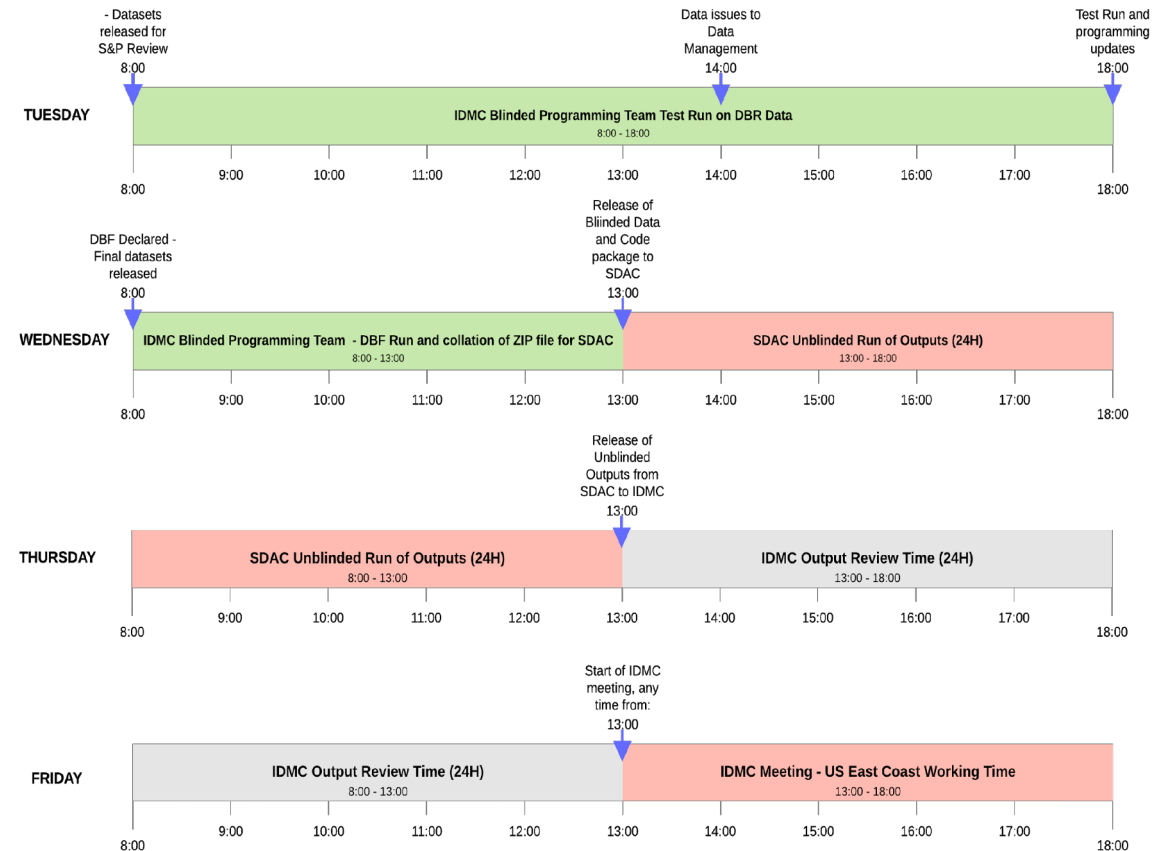


Continuous
Improvement

Learning #2: Front-load effort

Planning, testing and resourcing to minimize the critical path

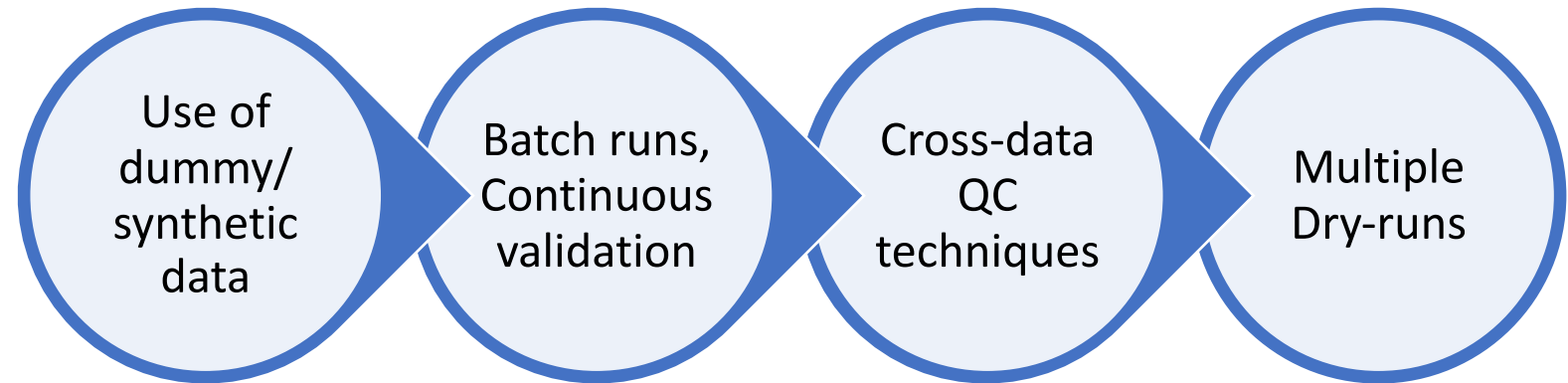
1. Continuous validation
2. Daily/hourly planning
3. Designing parallel activities
4. Smart resourcing
5. Daily check-in meetings



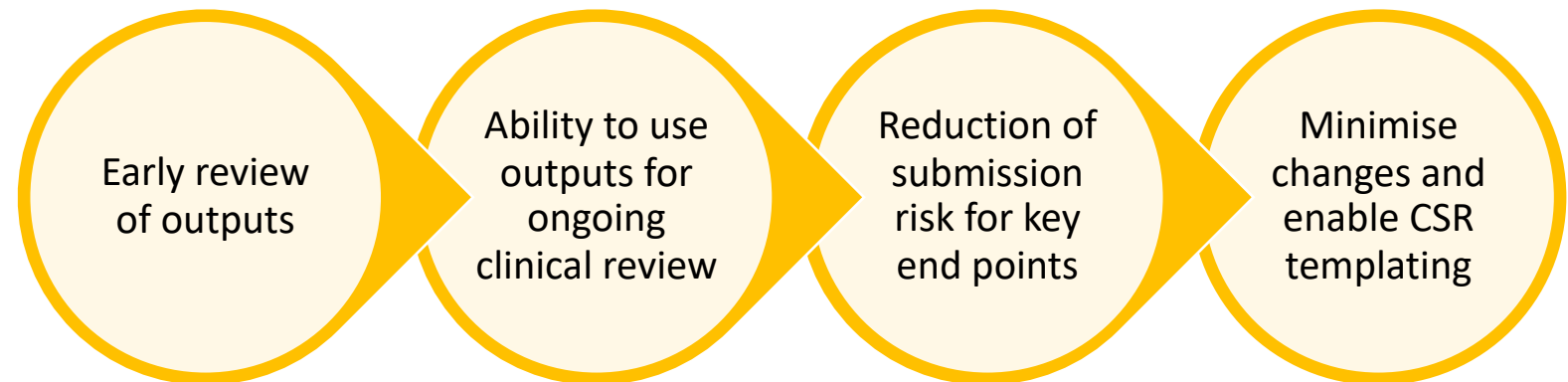
Learning #3: Cross-functional benefit of innovation

Using learnings to expand cross-functional relationships

Innovation



Collaboration



Conclusions

- Necessity is the mother of invention, COVID-19 has helped highlight new possibilities
- Mindset is key, including a willingness to challenge the status quo
- Innovation can benefit cross-functionally as well as within discipline