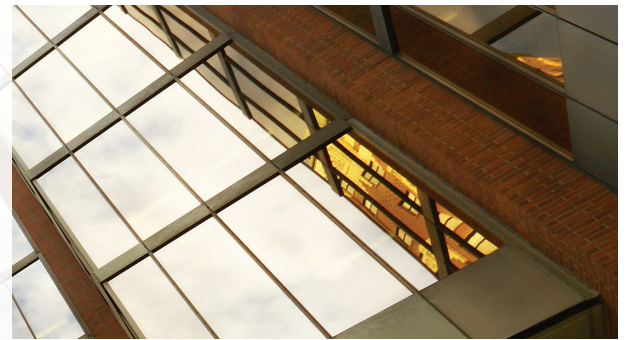


SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | JUNE 2020 | VOLUME 60 / ISSUE 6 | BOARDOFTRADE.COM

New diversity and scale-up programs launched

EVOLUTION | Supporting inclusive growth throughout Greater Vancouver

The Scale-up Business Centre for SMEs (SBC)

Since the Board of Trade's inception in 1887, we have focused on growing the economy, supporting entrepreneurs and enterprises throughout the region, country, and internationally. This spirit was behind the Board of Trade's efforts to re-launch the World Trade Centre Vancouver (WTC-V) in 2017. Since then, the WTC-V has supported over 200 companies to grow their export revenues by an average of 28 per cent reaching 44 new markets.

As SMEs address challenges due to the global pandemic's economic impact, they need access to resources and information to help their businesses survive this crisis and position for future growth. While the WTC-V has helped small businesses grow their exports, there are still many challenges in assisting local



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companies to develop.

Research from World Trade Centre Toronto's *Defying Gravity* expert report suggests that few small Canadian firms become either mid-sized or large. However, according to the Government of Canada, high-growth firms, just four per cent of businesses, create 45 per cent of the

net new jobs.

Building off the WTC-V success, the Board of Trade is launching the Scale-up Business Centre for SMEs. The SBC will provide a series of curated program offerings to help high-potential firms from various sectors overcome barriers to continued growth and elevate their growth trajectories.

The Diversity and Inclusion Leadership Council (DLC)

Recent events in B.C., the U.S., and around the globe have shown that the fight for an equal and inclusive society is not over. The Board of Trade has worked to continuously champion, unite and advocate for a diverse business community. The Diversity and Inclusion Leadership Council will focus on addressing issues of diversity, equity, and inclusion to encourage allyship and enhance business innovation. McKinsey's report on diversity in the workplace, *Diversity Matters*, suggests that diverse companies outperform industry norms by 35 per cent. A diverse and collective approach ultimately supports the business bottom line.

This Council will hold events, offer programs and initiatives that continuously reflect and encourage this mandate while

also presenting sponsorship opportunities for companies that are advocates or champions of diversity and inclusion. As we work to broaden the program, we will continue our efforts to support women's advancement in business.

"In these unprecedented times, we are confident these programs will positively impact our community. Supporting local high-potential firms from various industries to scale-up and championing diversity and inclusion will help ensure Greater Vancouver can thrive in the future and be the best place to live and do business," says Bridgitte Anderson, President and CEO of the Greater Vancouver Board of Trade.

Both programs will launch in August 2020. **SB**

Learn more at boardoftrade.com/programs

Regional transportation in focus at virtual forum

TRANSPORTATION | Importance of infrastructure highlighted by thought leaders and new survey

To an audience of nearly 500, the Greater Vancouver Board of Trade hosted its annual Transportation Forum presented by Deloitte. This inaugural virtual forum provided attendees with an interactive and engaging platform to participate in important discussions with thought leaders as well as federal and provincial ministers.

Underpinning the forum

discussions were the findings from the recently released survey done in partnership with Mustel Group's Omnibus survey. In a worrying trend for congestion, 36 per cent of respondents plan to increase use of their car or car ownership, while 34 per cent plan to decrease transit use because of COVID-19. Positively, 32 per cent plan to increase active transportation modes. Finally, survey

respondents indicated that the availability of funding for new transportation infrastructure (65%) was most likely to impact our region's mobility, emphasizing the need to prioritize regional transportation projects during economic recovery.

While addressing the impacts of COVID-19 on our infrastructure and transportation networks, the forum opened with an eye towards the future. Futurist Scott



Corwin, Deloitte's Global Leader of its Future of Mobility Practice, provided insights around what the future of mobility could look

like, how mobility, technology and COVID-19 are shaping our region and transportation systems, and the implications of data and privacy trends. The following days of the forum continued to explore how national transportation leaders are navigating current challenges, how to build resiliency in our gateway sector, and what recovery looks like for our regional mobility networks. **SB**



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ECONOMY | How Air Canada provides vital global supply links to keep world economies moving

Air Canada making adjustments to keep goods moving

The global airline industry faced a severe drop in traffic and demand when the coronavirus (COVID-19) outbreak caused many countries around the world, including Canada and the U.S., to impose travel restrictions. Air Canada's passenger service was reduced by 90 per cent as a result of this unprecedented impact.

While demand for passenger travel fell, demand for air cargo was sustained as urgent goods are transported via air.

Air Canada's freight division, Air Canada Cargo, sells space in the belly of passenger aircraft to businesses that need to move time-sensitive shipments. Goods transported typically include fresh food like B.C. seafood and produce such as vegetables, mushrooms, Okanagan fruit, plus honeybees, pharmaceuticals, automotive parts, electronics, and other consumer goods.

To meet the global spike in demand for air cargo including urgent requirements for transporting personal protective equipment (PPE) including face

masks and other supplies for front-line medical responders, Air Canada Cargo introduced cargo-only flights on international routes, operated with Air Canada's widebody aircraft but without any passengers, beginning in mid-March.

"We have risen to the COVID-19 challenges by finding solutions and maximizing the resources available to us. Since launching our scheduled and on-demand programs, we have operated approximately 1,000 cargo-only flights with the airline's widebody fleet," said Tim Strauss, Vice President – Cargo at Air Canada.

Air Canada subsequently leveraged its aircraft assets by quickly transforming some of its largest aircraft, four Boeing 777-300ERs and three A330-300s to transport cargo in the passenger cabin by removing up to 422 seats and installing nets. These aircraft can handle twice their regular cargo volume capacity, and their cabins are suited to loading lightweight items like PPE and mail.



Air Canada's cargo plane crew

As part of Air Canada's ongoing effort to move freight in regional markets and First Nations communities, Air Canada Express partner Jazz Aviation recently converted Dash 8-400 aircraft to carry cargo in the passenger cabin.

Air Canada is currently operating 20 international cargo-only flights daily between Canada and points in Asia, Europe, Israel, South America, South Pacific, transporting vital medical supplies, pharmaceuticals, electronics, machinery, technical parts, chilled meat destined for Canadian supermarkets, flowers and more.

The nimble transformation of aircraft assets together with its global expertise and an

integrated, intermodal ground transport network and innovative solutions via a partnership with Drone Delivery Canada means Air Canada and Air Canada Cargo can be counted on during extraordinary times to serve as a vital link in global supply chains and help keep the domestic and world economy moving.

Air Canada Cargo has created five, segment-specific sales teams. Enquiries from shippers interested in Air Canada Cargo's services may be sent to a special freighter email address that is monitored around the clock: AC.freighter@aircanada.ca. Additional information is at: www.aircanada.com/cargo/en/.

To facilitate essential travel

for passengers, Air Canada has maintained service to key airports across Canada including five airports in BC, and to international markets. Ongoing scheduled flights are planned to increase throughout BC, across Canada and internationally beginning in June. For more details, please visit www.aircanada.com/readyfortakeoff.

Importantly, to ensure customers can fly with confidence, Air Canada has already implemented CleanCare+, an industry-leading program that includes leading biosecurity standards and a series of preventive measures that work together in a multi-layered, practical approach to keep everyone safe onboard. **SB**

TRANSFORMATION | Going digital is a great solution – Design Sprints are the roadmap that can help you get there

A proven system to help improve your businesses digital strategy

BY MARINA BERTOLDI

Innovation is often considered a luxury – something to do when we have time and money. Digital reinvention is often even harder to do, postponed until absolutely necessary. But one of the many painful lessons we have learned from the generational crisis that is the COVID-19 pandemic, is that transforming into a digital business may often be THE solution to keep your business alive.

But what are the actual steps you need to follow to achieve this transformation? You need an approach to follow, a roadmap for success. The good news is that data-driven, proven techniques are available to prevent pitfalls as you embark on change.

Take the Design Sprint methodology, for example – an approach started inside Google and since adopted successfully throughout Silicon Valley. Every

time those companies have undertaken a major digital reinvention or created a new product or service, they likely started with a Design Sprint.

Design Sprints use a combination of gold-standard approaches to project management, business strategy and human behaviour learnings into one system to help innovators develop better products and solve problems faster (which means cheaper). It takes the traditional model of digital design, for example, and changes the approach to ensure the new design both gets approved but also works for customers.

How? Design Sprints use a step-by-step system to bring your team together to solve large problems strategically without endless discussions. Within four days, a team can go from vague ideas about how to move from off-line to online sales, to a clear line of sight to a solution, and even develop a high-fidelity prototype that can



Marina Bertoldi

be tested with customers.

There is no place where this is more important than when organizations, during COVID-19 or other times, take the plunge and adapt technology and digital solutions – be they for in house use like #WFH or customer facing like sales.

Design Sprints save money because you talk with your users and validate your concept before jumping into the real (and costly) back end design, and coding/development work. And Design Sprints can lower the stress and friction of a project, so key

Transforming into a digital business may often be the solution to keep your business alive



during this pandemic, when the thought of major change like reinventing a company as a digital solution may feel overwhelming. The Design Sprint path forward avoids the often painful and futile brainstorming, endless meetings and email chains. Instead, decisions are made rapidly using structured, outcome-based

workshops that engineer better decision making, team alignment and efficiency.

The good news is that the Design Sprint approach has already been proven effective by companies such as Google, Uber, LEGO, Airbnb and Microsoft. Remax in Seattle just went to an online workplace using a Design Sprint – something that was always wanted, but the urgency of COVID-19 demanded it be achieved immediately. And it was.

If you are a company that has to evolve quickly to create digital solutions or be more online than off in your interactions, the Design Sprint approach can help you pivot and innovate in a way that is easier, cheaper, better and faster. It won't be a silver bullet, but in these times of uncertainty, as the saying goes, Design Sprints can provide a more focused and proven approach to going digital than just hope. **SB**

Marina Bertoldi is the Co-Founder of Time Factory Studio, and a certified Design Sprint practitioner and a graduate of the UBC/SFU/Emily Carr Masters in Digital Arts.