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THE PROCESS OF CHANGE IN A BUDDING INDUSTRY

Presented By: Mario Castillo - Regional General Manager,
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PMI 2019 NATIONAL CAPITAL PROJECT MANAGEMENT SYMPOSIUM

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WHO WE ARE

11 operational world-class licensed facilities, indoor and greenhouse production, combined 4.3 million sq. ft.

Total announced production platform will exceed 5.6 million sq. ft. once complete

11 federal government licenses

Licensed to produce and sell dried bud, oil extract, Softgel capsules, pre-rolled joints and more to come

DOMESTIC EXPANSION

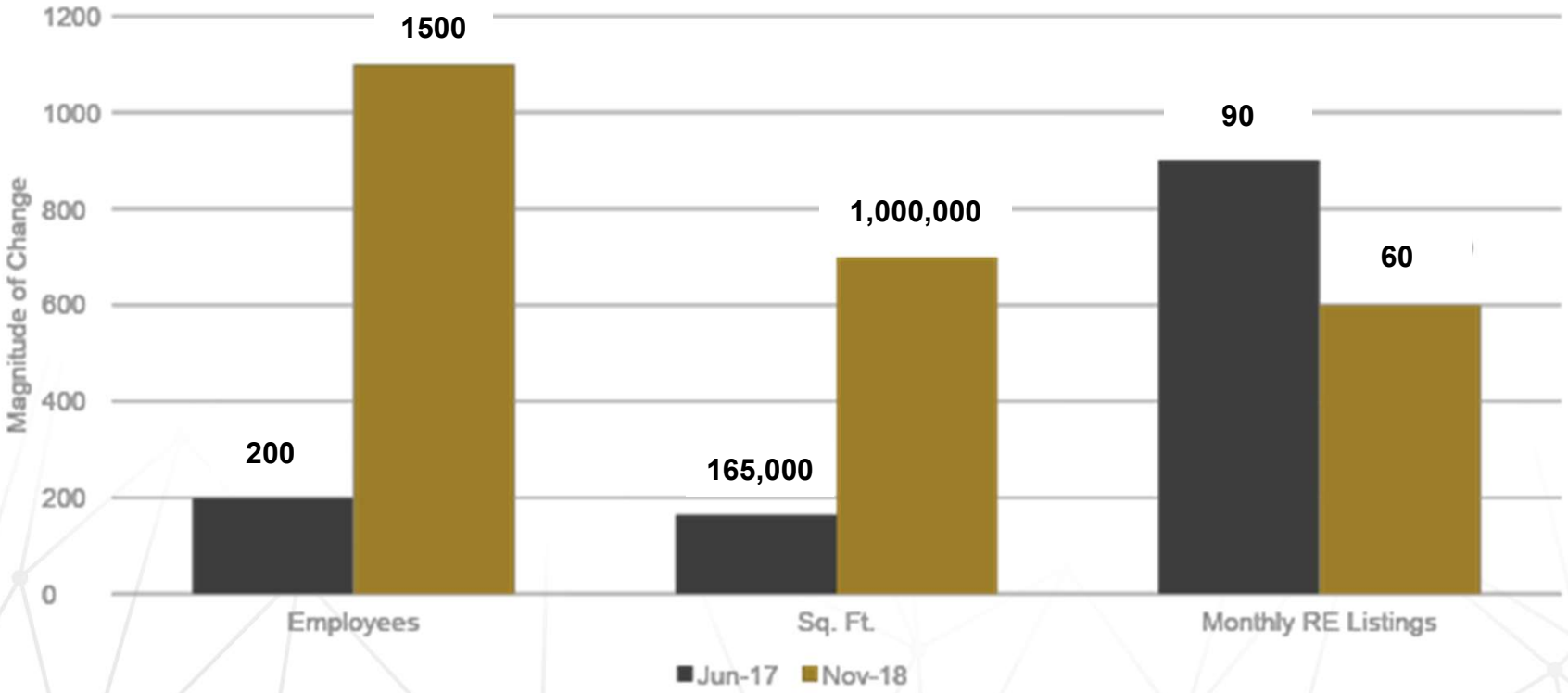
PMI 2019 NATIONAL CAPITAL PROJECT MANAGEMENT SYMPOSIUM

Production Platform totaling 5,600,000+ sq. ft. licensed or *underway*

TWEED – SMITHS FALLS

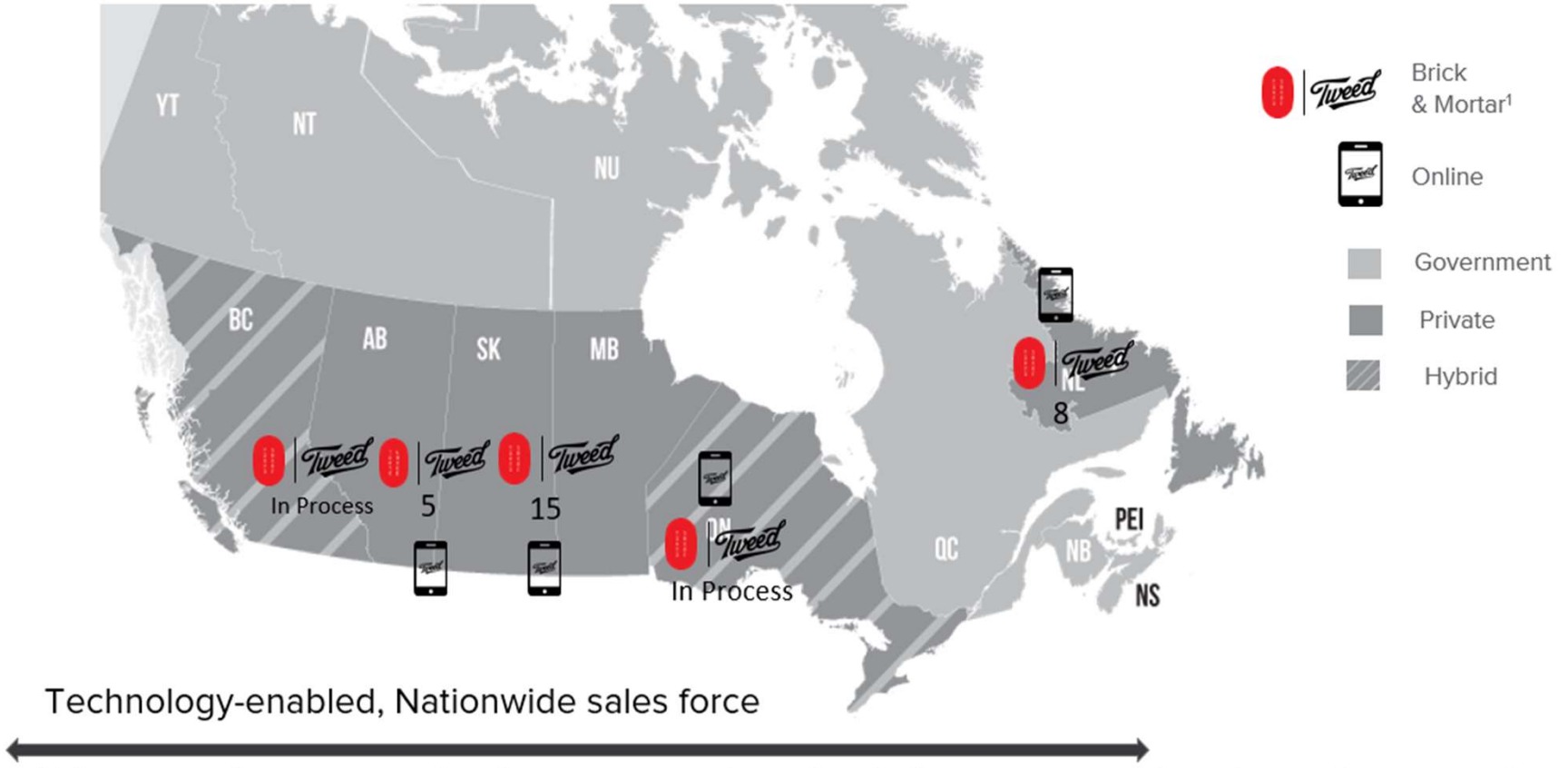
- Global Headquarters – established in 2013
- Former Hershey Chocolate Factory
- Began with 5 employees – currently at more than 1500
- More than 1.1 million sq. ft. of industrial space over 66 acres of land
- Over $320 million invested into facility
- Global hub for upgrading of dried cannabis to oils, capsules and other cannabis products
- Expansion with Regional Distribution Centre & Bottling Plant

18 MONTHS OF GROWTH



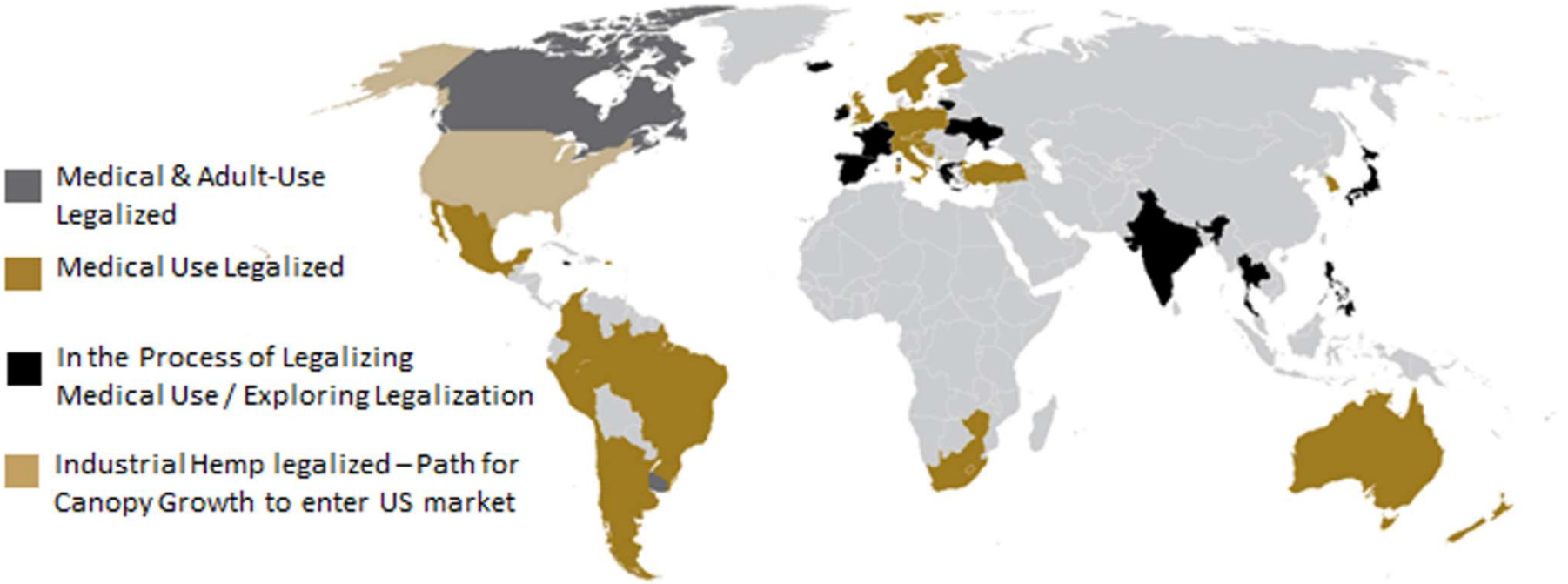
TOURISM POTENTIAL

NATIONAL RETAIL PRESENCE



Technology-enabled, Nationwide sales force

THE LEGALIZATION OF CANNABIS IS SPREADING GLOBLLY



LEADING THE GLOBAL MEDICAL CANNABIS MARKET

CANNABIS – A POTENTIALLY DISRUPTIVE INGREDIENT

NO ALCOHOL

NO CALORIES

NO HANGOVER

HAPPY LIVER

SCIENCE-BASED, CLINICALLY-PROVEN OUTCOMES

ANTI-INFLAMMATION

ANTI-ANXIETY

Project Constraints & Procurement

Construction Management

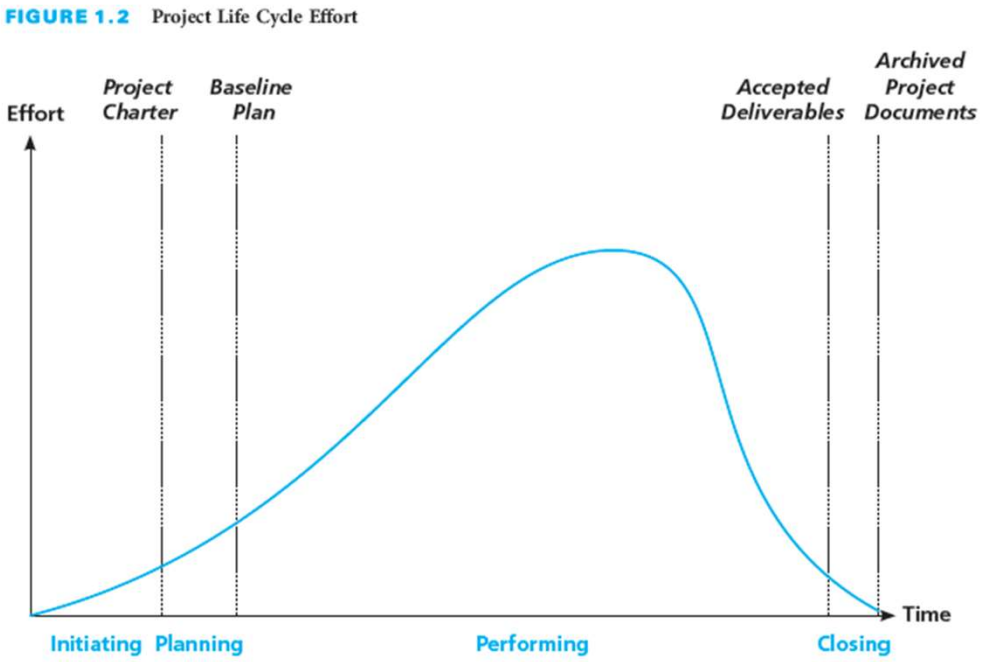
- Very flexible; accelerated delivery
- Owner bears schedule and cost risk
- Contract: CCDC 5A and CCDC 5B

Common Project Issues

- Failure to identify all user requirements
- Failure to identify user requirements properly
- Continuing growth of project scope
- Incompatible hardware
- Logical design flaws
- Failure to select the best design strategy

Performing Phase

- Accomplish project objectives
- Increase pace as more resources are added
- Monitor and control progress
- Take corrective action
- Manage and control changes with sponsor approval
- Achieve customer satisfaction with acceptance of deliverable



Managing Change

Control Steps

1. Analyze the need for corrective action
2. Decide specific corrective actions to be taken
3. Revise the plan to incorporate corrective actions
4. Recalculate the impact to evaluate the effects of the planned corrective actions

Actions

- Repeat steps if not acceptable results
- Apply efforts to paths with negative slack
  - Near-term activities
  - Long estimated durations
- Change may shift critical path
- Trade-off of costs and scope

The Process of Change

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What is Change, and how do we map it?

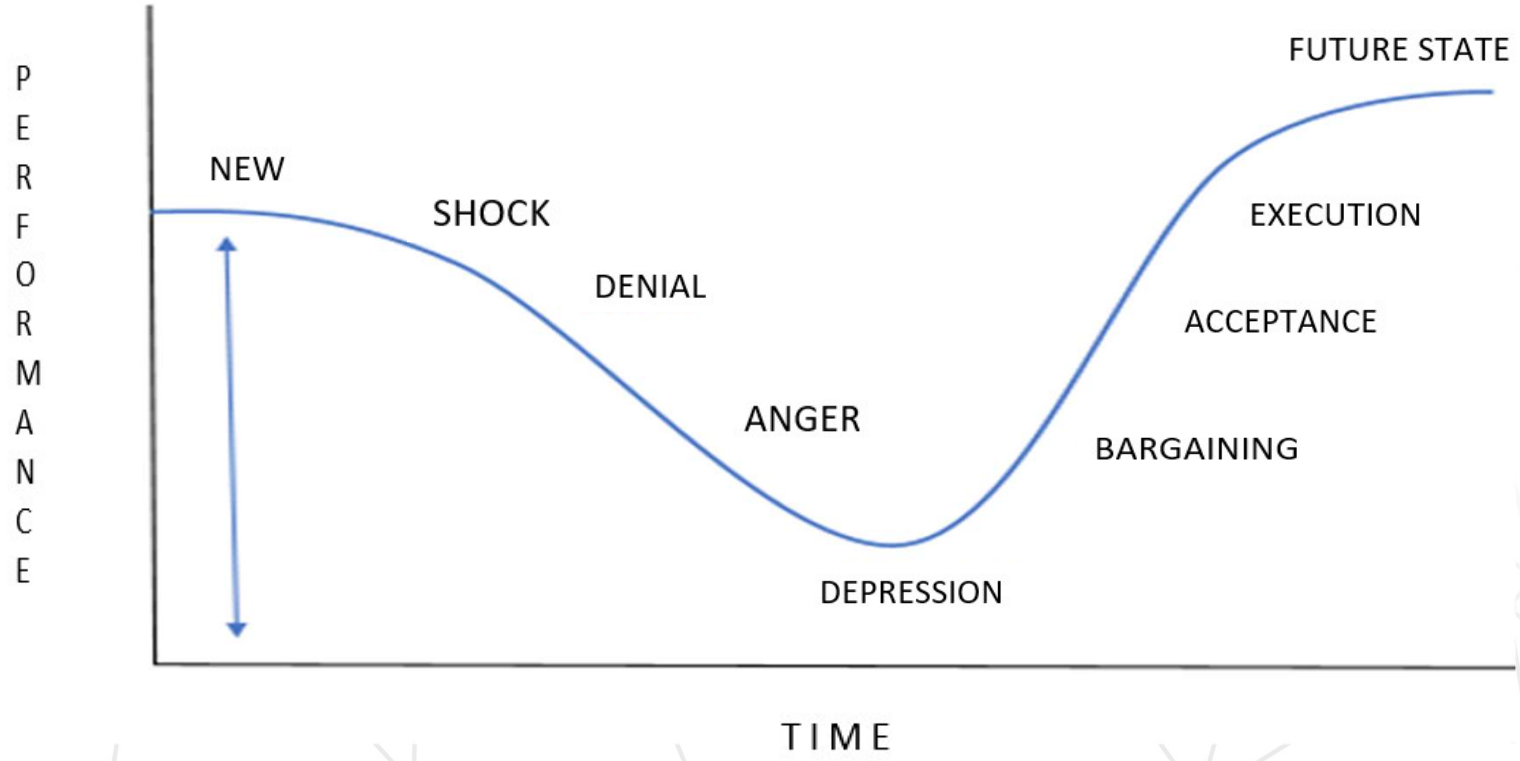
What Does “Change” Mean?

To make, or become different

Consider:

- Is change HARD or EASY?
- Is there a difference between “make” and “become” different?

The Process of Change



Earning Trust vs. Granting Trust

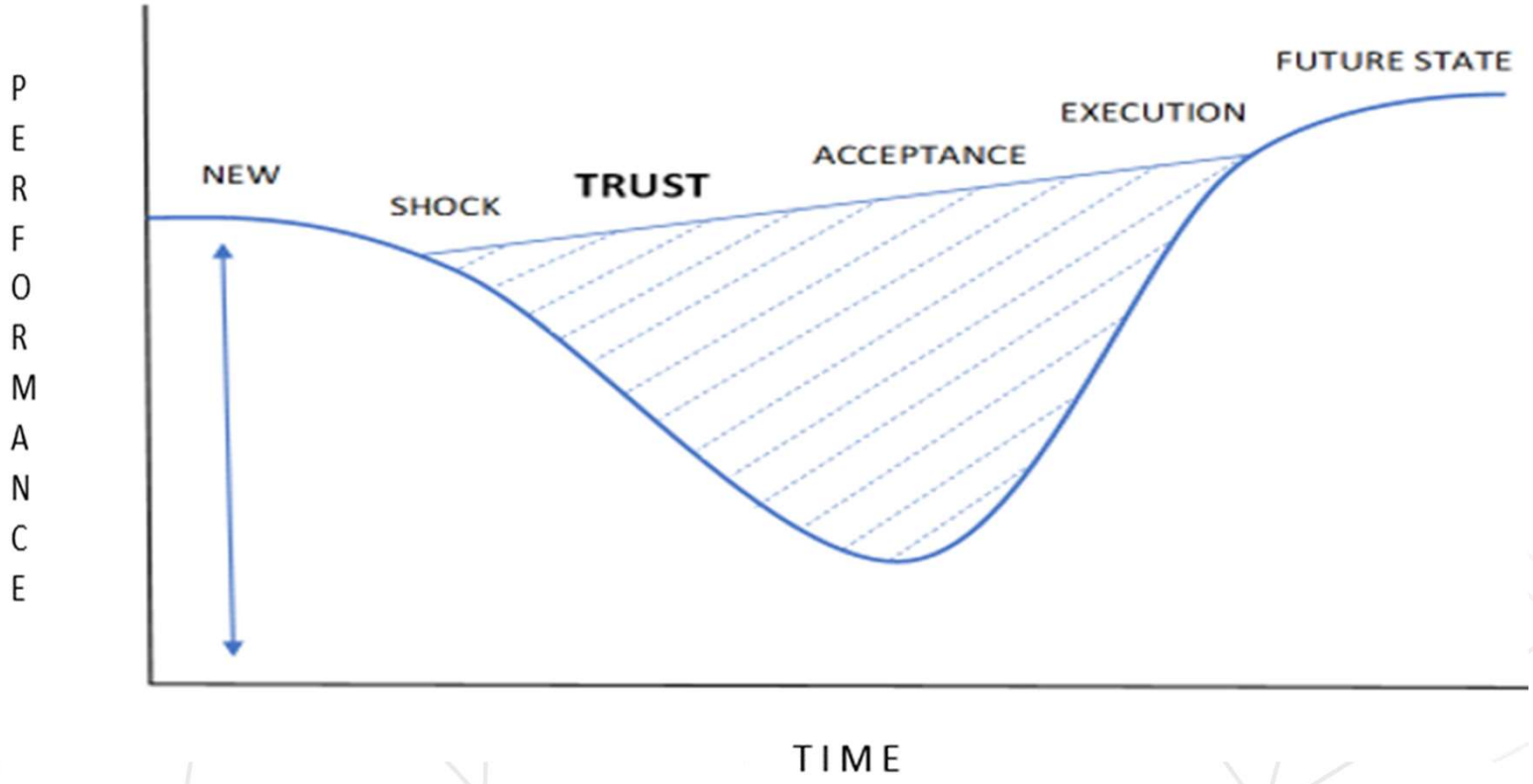
What does Trust Mean?

> Assured reliance on the character, ability, strength or truth of someone or something, one in which confidence is placed.

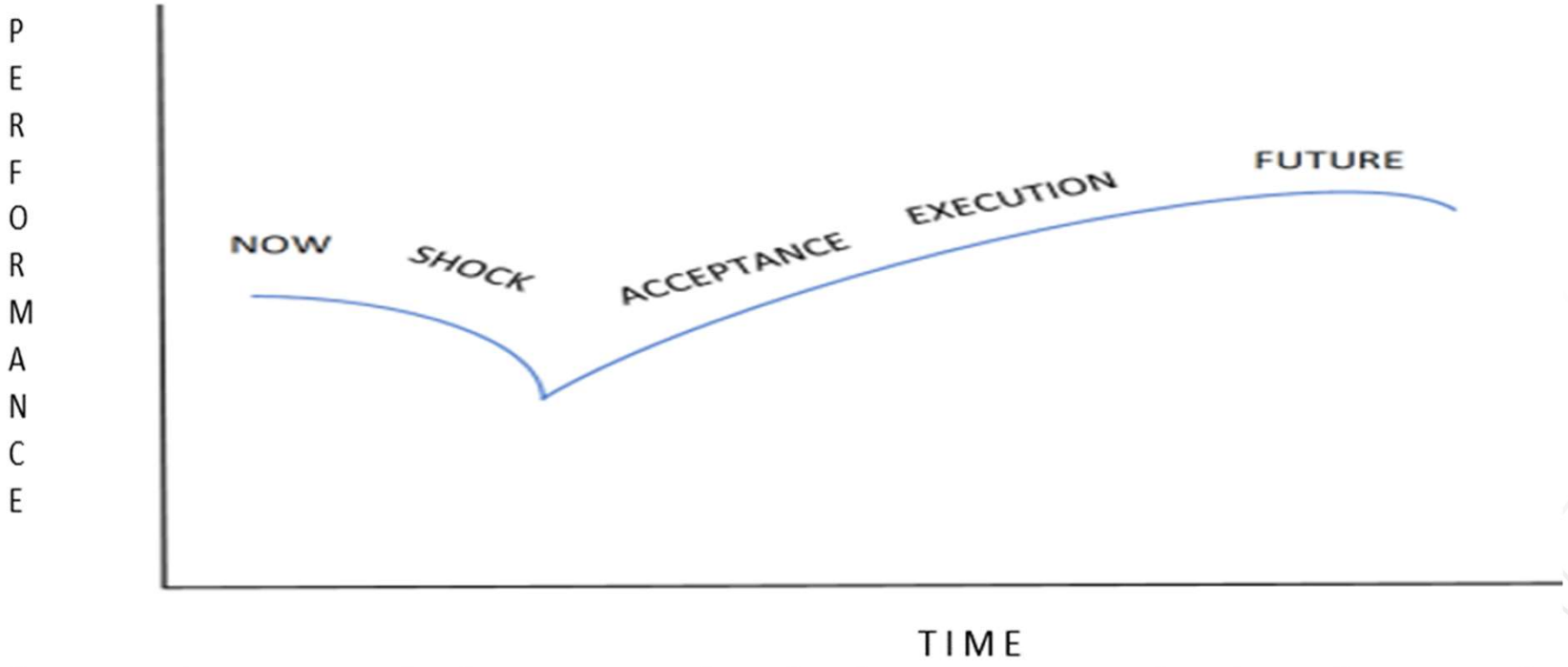
Consider:

- Do you grant trust? Or do people have to earn your trust?
- Is there a difference?
- How do you think this is related to your performance at work?
- How do you think this is related to Culture & Engagement?

Trust and the Process of Change



The Impact of Trust



Canopy Growth 2016

Canopy Growth 2019

Thank You

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QUESTIONS?