

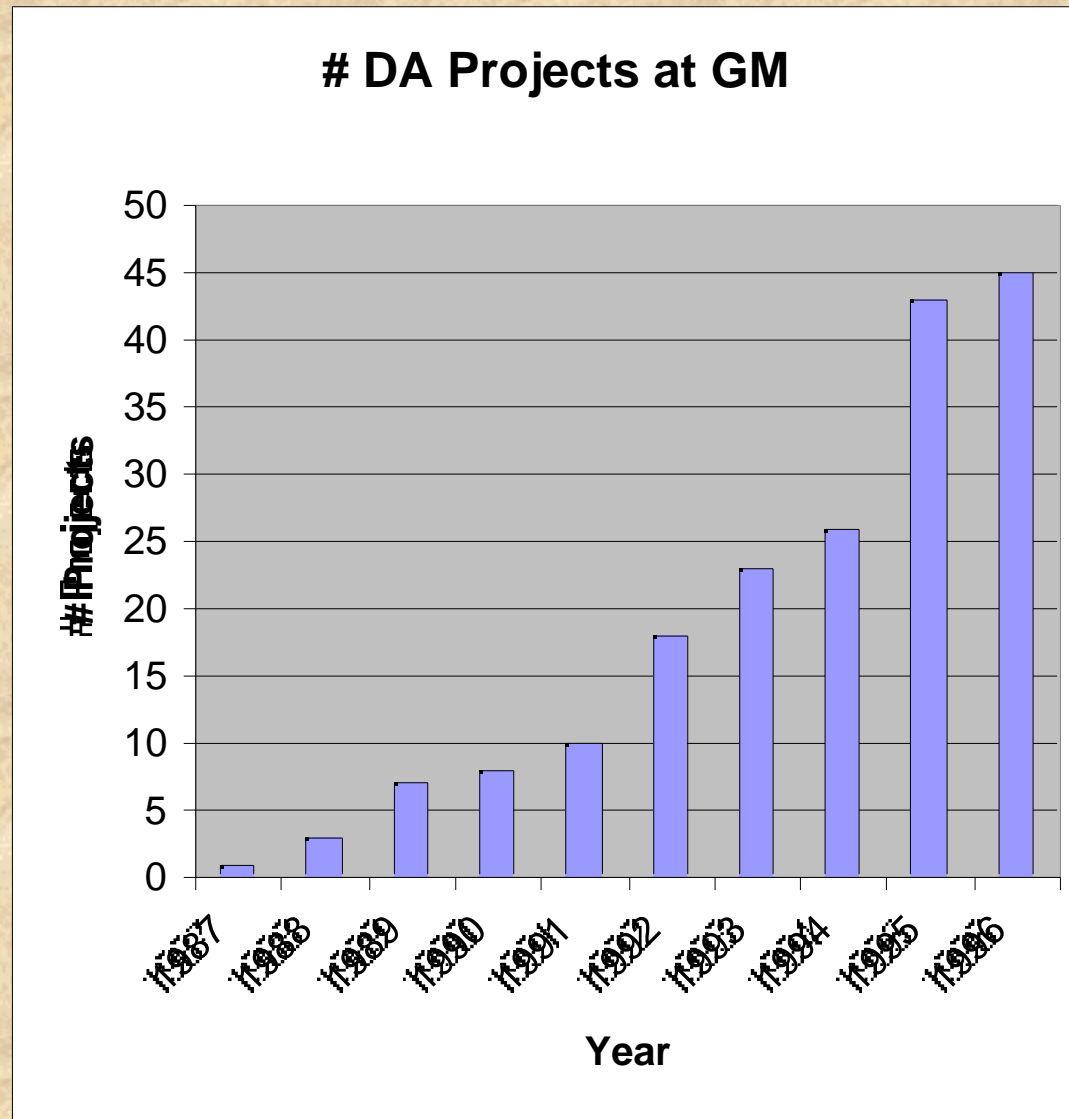
# Marketing of DA at GM: Rise and Fall

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February 28, 2002



Corporate  
Strategy & Knowledge  
Development

GM started using decision analysis in 1987, developing expertise as we grew.



# GM's large DA staff and expertise fell into steep decline.

- 25 DA staff by mid 90s
  - ◆ Doubled by outside DA consultants
- Down to 10 by late 90s
- 6 DA staff joined GM's new internal management consulting group
  - ◆ Grew from 18 in 1998 to 70 today
- Just me doing DA by 2001
  - ◆ Broader staff using DA tools and concepts
- Internal consulting group breaking up in 2002?



# Why did the DA group decline?

- Out of our control?
  - ◆ Champion moved on to other initiatives
  - ◆ Reorganization split group in 3
  - ◆ Lost identity as part of larger group
- In our control
  - ◆ Weak marketing
  - ◆ Clients found DA too hard - bad experiences





# What worked: Successful marketing

- High level champion
  - ◆ Good connections
  - ◆ Active intervention
  - ◆ Resources
- Slow growth based on demand
  - ◆ Pull, not push
- Early projects selected for impact and visibility
  - ◆ Product portfolio
  - ◆ New vehicle programs
- Career path: Development for mid career future leaders
- Dedicated DA group
  - ◆ Senior manager responsible for function
  - ◆ Capability building
- Trained about 3000 staff
- Alumni network
- Satellite groups
- DA embedded in processes



# What marketing activities worked without management support?

- Established active community of practitioners.
  - ◆ Including synergistic methods and across organizations
- Leveraged alumni and former clients.
- Vigorous training of clients and rest of staff
  - ◆ Filled vacuum: Only tools and process they had
- Led to wide use of DA tools and concepts at basic level w/o much DA expertise.
- Stopped pushing traditional DA. Adapted to needs.
  - ◆ Developed simpler variants, e.g. turbo DA's.
  - ◆ Used DA tools and concepts as appropriate.
  - ◆ Part of larger toolkit
  - ◆ Did DA (variants) w/o saying so.



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