



April 20, 2023

Robert Scaringe

President

Rivian Automotive Inc.

Rivian Headquarters 15770 Laguna Canyon Rd # 100

Irvine, CA 92618

Dear Mr. Scaringe:

We are happy to present to you our 2023-2024 strategic plan for Rivian Automotive Inc. We believe our strategic plan will help Rivian become a leader in the electric vehicle market. We value organization and planned actions throughout our strategic plan due to our confidence in effectively proposing our strategies and objectives within your company. We understand the opportunities and challenges Rivian has seen throughout the years of producing electric vehicles. This plan includes Organization Background, Situation Analysis, and a final Strategic Plan that will aid Rivian to be even more successful moving forward.

The plan begins in May 2023 and will be enacted until December 2024. The first section of the plan describes the company's scope, while the second section analyzes the current situation Rivian finds itself in. The second section of the plan will discuss the situation, the stakeholders affected by this situation, and components such as SWOT and market position analysis. The last section of the plan provides detailed objectives, along with associated items such as evaluation items and a budget.

We are excited to share our strategic plan with you and hope it assists you as you continue along the road to success. If you have any questions, feel free to contact us at any time.

Sincerely,

Christopher Hernandez, Carlos Quevedo, Caitlin Ritter, Jared Summers, Mallory Hibbard, Emily Houston, and Lisa Tran



RIVIAN

Strategic Organizational Plan 2023-2024

Prepared by:

**Mallory Hibbard, Jared Summers, Caitlin Ritter, Christopher Hernandez,
Carlos Quevedo, Emily Houston, and Lisa Tran**

Rivian Automotive, Inc.

Mabel PR Team

April 26, 2023

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Executive Summary

Rivian is an American electric vehicle company (EV) that specializes in producing all-electric SUVs and pickup trucks. The company was founded by Robert “RJ” Scaringe in 2009, and is headquartered in Irvine, California. Rivian is prioritizing its commitment to environmental and sustainability initiatives, while also striving to positively impact the field of automotive manufacturing.

The strategic plan is primarily focused on the fiscal year 2023 with one long-term objective finishing in fiscal year 2027. It aims to reduce harassment, increase knowledge of mentorship programs, improve customers perspective, and improve internal and external stakeholders' perspectives on production, increase DEI knowledge for middle management, build positive brand awareness for existing customers, future customers, both internal and external stakeholders, and meet sustainability goals to improve Rivian’s position with key political stakeholders. This strategic plan was developed with a primary focus on improving the areas mentioned above. We conducted secondary research to formulate the plan. The objectives that were formulated for this strategic plan are:

- Reducing harassment for employees in the workplace by 20% within the first two quarters of FY23.
- Increasing knowledge regarding mentorship programs by 20% by end of FY23, for mid-level supervisors and employees.
- Improving stakeholders’ perspectives about production difficulties by 35% by end of FY23.
- Increase DEI knowledge for middle management by 35% before the end of FY23.

- Build positive brand awareness for customers and stakeholders by 40%, by the end of FY23.
- Meet sustainability goals to improve Rivian’s position with key political stakeholders by 35%, by end of FY27.

If the objectives listed above are completed, the plan will be considered a success.

Section 3.0 provides a comprehensive chart of the strategies and tactics necessary for achieving the objectives. Benchmarks were created and are included in the chart to show the current position of Rivian within the objectives mentioned. Upon this plan's completion and success, Rivian will be closer to accomplishing their goal of being a leader in the EV world.

1.0 Organization Background

1.1 Business Definition

Rivian is an American electric vehicle manufacturer. Rivian was founded in June of 2009. Rivian is based out of Irvine, California and its manufacturing plant is in Normal, Illinois. Robert Scaringe is the founder and CEO of Rivian. The company was originally named “Mainstream Motors,” it was then renamed to “Avera Motors” before finally becoming “Rivian Automotive” in 2011. As of June 2022, Rivian employed about 14,000 workers. This number, however, was calculated before the 6% cut in Rivian's workforce soon after. In addition to their manufacturing plant in Illinois, they also have facilities in Arizona, California, Canada, England, and Michigan with plans to build a new factory in Georgia. Rivian is not only focused on consumer electric vehicles, but they are also working with companies like Amazon to build electric delivery vans. Rivian is also working on an electric bike for consumers. Rivian hopes to “to protect our planet and the cultures that inhabit it for generations to come.”

1.2 Vision – Christopher
A vision statement describes the position an organization aspires to reach in the future. Rivian’s vision is as follows:

“To build the kind of future our kids and our kids’ kids deserve, extraordinary steps must be taken to stop the carbonization of our atmosphere. This requires individuals and entire industries to come together in ways we never have before to transition the world toward sustainable energy. This is where Rivian’s potential lies – in creating solutions that shift consumer mindsets and inspire other companies to fundamentally change the way they operate.”

“Integrating decisions into a company-wide sustainability strategy is a foundational step on our path towards net-zero carbon emissions. Rivian has signed the Climate Pledge to reach that goal by 2040 – 10 years ahead of the Paris Agreement.”

The vision Rivian has for its company is a vastly popular perception within the vehicle industry. With many companies around the world pledging to lessen their carbon footprint, some vow to be net-zero carbon emissions by 2050. As Rivian continues to grow, it will be a leading force encouraging other industries to be conscious of the environmental impact their future businesses will have.

1.2 Vision

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1.3 Mission

A mission statement is a brief statement about the overarching meaning of the organization. This allows the organization to understand how they do business, stay on track and know its overall vision. Rivian's mission is as follows:

“Rivian is on a mission to keep the world adventurous forever.”

1.4 Value Proposition

To compete with competitors, it is key to understand what makes Rivian stand out within the EV market. Rivian is different from competitors because they focus on producing an environmentally friendly luxurious off-road vehicle.

Slogan: “Explore the world, without leaving a trace. Rivian: Adventure, reimagined sustainably.”

Proof Points:

- Rivian is a leader in manufacturing electric off-road vehicles that do not produce any carbon emissions.
- Rivian is one of the few EV manufacturers who produce real off-roading capability vehicles, while exceeding 400 miles per charge.
- Rivian's vehicles are best suited for an outdoorsy lifestyle while having a more conventional, rigged appearance made for environmentally friendly adventurers.

1.5 Organization Structure

Rivian has various locations, each serving a different purpose to reach their mission. This strays away from the traditional organizational structure that a lot of other companies use. The Irvine, CA location handles vehicle engineering, design, electronic software, supply chain, logistics and IT. The Los Angeles, CA location handles electronic power conversion, while the Palo Alto, CA location oversees software stack and vehicle electronics. Normal, IL has the manufacturing campus and Plymouth, MI is where vehicle development, prototyping and testing happens. The Whitman, AZ location has engineers who oversee testing on the vehicles. Rivian even has international locations in Working, UK where engineers think of the logistics of each vehicle from the body, lighting and advanced concepts. In Vancouver, BC there are teams working on

vehicle management software. Each location has its own teams and management based on the type of work they do at the various locations. The overall board oversees all locations. Rivian follows a functional and matrix organizational structure.

- Chief executive officer: In charge of the overall management and is responsible for implementing existing plans and policies.
- Chief operating officer: Manages and handles the daily business operations of the company. Overseeing the day-to-day activity in the company.
- Chief financial officer: Responsible for tracking cash flow and financial planning and analyzing the company's financial strength and weaknesses.
- Chief information officer: Oversees the employee, processes and technologies within the company's information technology strategies.
- Chief engineer: In charge of the whole engineering department, leading the team as they complete different projects.
- Chief people officer: In charge of managing the strategy and processes related to building and retaining the best team of professionals.
- Chief growth officer: Managing the company's growth through metrics like revenue, ROIs, and employee engagement.
- Chief product development officer: To lead and facilitate the creation of the products that will deliver value to both customers and the business.
- Chief sustainability officer: Proposes and implements plans that address various environmental concerns like energy use, conservation, reduction of pollution, recycling, etc.
- Chief of staff: Take on day-to-day responsibilities of higher executive leaders.

- General counsel: In charge of identifying any legal issues that might come up and producing a solution.
- Executive vice president of facilities: Responsible for overseeing the operation in the various locations.

1.6 History & Culture

Robert "RJ" Scaringe founded the company in 2009 under the name Mainstream Motors. It was later renamed Avera Automotive or Avera Motors before becoming Rivian Automotive in 2011. The name Rivian is a reference to the Indian River in Florida, where Scaringe spent his childhood. The company shifted its focus to developing autonomous and electric vehicles.

In 2015, Rivian's growth trajectory was accelerated by securing substantial funding from investors, leading the company to open research facilities in Michigan and the Bay Area. The focus of Rivian's efforts shifted towards developing a diverse lineup of electric autonomous vehicles. The company aimed to build a network of related products and prototypes specifically tailored to cater to the ride-sharing and driverless car markets. In 2017, Rivian unveiled its first two vehicles, the R1T electric pickup truck, and the R1S electric SUV. In 2019, Rivian announced that it had secured a \$700 million investment round led by Amazon. The focal point for Rivian's organizational culture is "building for a future that includes everyone." To the organization, this means people from all levels of society coming together to serve Rivian's mission: "to protect our planet and the cultures that inhabit it for generations to come." Through hiring, Rivian is committed to creating a safe and inclusive workspace for employees to nurture their innovation and feel a sense of belonging. Rivian hopes to break down homogeneity and embrace diversity, allyship, partnerships, and support for the Rivian team. Some of the groups that Rivian claims to support are the Black community, the Latinx community, the AAPI community, the LGBTQ+ community, veterans, and women. Rivian houses several employee-led Belonging Resource Groups that establish a supported community among these groups who share life experiences. These groups are the Rainbow Rivianities, Rivian Women's Network,

Black & African American Group, Latinx Group, Asian Pacific Islander Group, Military Veterans group and Intersectionality Group. Employees are encouraged to join or start a Belonging Resource Group to come together and provide engagement amongst employees from all cultural backgrounds. Rivian also claims to have "purpose-driven partnerships" to increase representation and the ability for employees to listen and learn about cultural differences. These partnerships are with organizations such as Basecamp Outdoor and The Bridge Project. Working with these organizations nurtures Rivian's hopes to attract a diverse group of candidates and extend hiring opportunities to underrepresented groups in society.

2.0 Situational Analysis

2.1 Definition and Scope of Situation

Rivian promises to redesign the future of electrical vehicles and technologies of our time. Rivian promises far more range per battery charge than existing electric cars like Tesla. Rivian has many major backers including Amazon and Ford Motor Co. Amazon was so interested in Rivian that “on September 19th, 2019, Amazon announced that it would buy 100,000 Rivian vehicles for its cargo delivery fleet as part of the company's "Climate Pledge” (Investopedia). Amazon, Ford, and T. Rowe Price hold around 50% of the voting power in Rivian while Founder RJ Scaringe only holds 11% of voting power. Stakeholders within Rivian understand the vision and direction of the company through building a future where fossils fuels and carbon-based fuel are a thing of the past. Rivian believes “a company-wide sustainability strategy is a foundational step on our path toward net-zero carbon emissions. Rivian has signed the Climate Pledge to reach that goal by 2040 — 10 years ahead of the Paris Agreement” (Rivian). Rivian’s initiative of achieving a better society will be accomplished through effective manufacturing and design of all their electrical vehicles. Internal stakeholders currently are encountering various issues throughout Rivian. These issues include harassment within the workplace, lack of mentorship and DEI knowledge for middle management. Employees within Rivian have been reporting harassment, but management has ignored these complaints. This harassment makes employees feel uncomfortable and unsafe in their work environment and can affect employee productivity. It can also affect employee retention and recruitment. Employees have also expressed their confusion within the workplace and have concluded that it is due to lack of mentorship. This lack of mentorship affects employee performance within the company. Lastly, the lack of DEI knowledge among management has affected employees negatively. It has a major effect on employee satisfaction because of the lack of knowledge of underrepresented groups which can lead to poor employee retention and recruitment. External stakeholders have also been affected by various issues within Rivian such as production difficulties due to supply chain issues, lack of government funding for electronic vehicle charging stations and higher prices compared to competitors. Production difficulties due to supply chain issues within Rivian have caused customers to get their vehicles later than expected and in turn, that has affected their public perception. It also has caused Rivian to not meet their production goals which has made investors unhappy. Lack of government funding for EV charging stations has caused people to turn away from the idea of purchasing an EV. This has caused strain on Rivian’s plan of how many vehicles they expect to be purchased a year and has caused stock to drop. Lastly, Rivian has higher prices than their competitors, which leads customers to purchase from those companies rather than Rivian and leads to people investing in competitors' stock.

2.2 Stakeholder’s Affected

Rivian’s members are a part of many populations across the planet. Internal and external stakeholders are employees, board members, stockholders, and financial supporters, and the stakeholders will be the key to determining the successful future of Rivian or its downfall.

The internal stakeholders include board members, employees, individuals interested in the expansion of electric vehicles (EV) and any of Rivian’s advisors. As Rivian is a new EV start-up company it relies on both internal and external stakeholders for support. As more of the

internal support is challenged by financial instability, the company will have an increasingly difficult time maintaining the support from their employees and board members long enough to keep the company afloat. It is vitally important for the stakeholders mentioned to continue supporting the organization and keep an active role. In the future the employees and board members will be a vital part of the organization's success, as they will be the base for Rivian's financial future.

External stakeholders consist of many corporations, big and small. The major external stakeholders are Amazon, Global Oryx Group and Ford Motor Company. The financial support which these stakeholders provide is essential to Rivian's bottom line and is what keeps Rivian's ability to continue producing vehicles for the public. One of Rivian's major external supports already has high expectations for Rivian. After a large stock purchase, Amazon and Rivian continue the progress of having 100,000 EV Amazon delivery trucks on the road by the year 2030 (Staff, 2022). With the ever-growing popularity of saving the planet, many companies are making pledges to remove their carbon footprint. The larger stakeholders will play pivotal roles in shaping the future of Rivian and the EV world, and the relationship between the larger external stakeholders and Rivian will be symbiotic as more companies expand and explore the removal of their carbon footprint.

2.3 Competition

Rivian has been around since 2009 but has not been big until recently because of their new trucks and SUVs. Rivian is an electric vehicle company that is a part of the growing EV market. Rivian has a lot of competitors, but these are the main ones in the electric vehicle market.

- Lucid Motors- Provides electric vehicles and develops software for monitoring individual battery cells, mechanical packaging, and controls for battery packs in plug-in vehicles, automobiles, and aircrafts. (Bloomberg, 2023)
- Tesla- Automotive and energy company. Designs, develops, manufactures, sells, and leases electric vehicles and energy generation and storage systems. (Global data, 2023)
- Ford Motor- an automotive company that designs, manufactures, markets, and services a full line of cars, trucks, sport utility vehicles, and electrified vehicles. (Global data, 2023)
- General Motors- Engages in the designing, manufacturing, and selling of cars, trucks and automobile parts. (Forbes, 2023)
- Stellantis- Global automaker and mobility provider that offers clean, connected, affordable, and safe mobility solutions. (Stellantis, 2023)

2.4 SWOT Analysis

Actions	Aspects Aspects	Implications Implications	Possible Possible
Strengths	<p>Cash assets and large production capacity.</p> <p>Traditional looking EV's that are "designed for adventure" compared to competitors EV's (Hall, 2022).</p> <p>Cost cutting to improve standing with other EV companies</p>	<p>"More than \$17 billion in cash in the bank and the automaker's production capacity of 150,000 vehicles annually" (Szczeny, 2022).</p> <p>Rivian's EV's are much more traditional looking and appealing compared to competitors EV's like Tesla's.</p> <p>"At this point in time, we believe focusing on our consumer business, as well as our existing commercial business, represent the most attractive near-term opportunities to maximize value for Rivian" (Linecker, 2023)</p>	<p>Continue expanding assets and production capacity.</p> <p>Continue to make traditional looking EV's that are more appealing to consumers.</p> <p>By continuing to focus on their business, there should be consideration of the other EV companies and their prices compared to Rivian's.</p>

Weaknesses			
Limited options/models compared to other car companies.	With the limited options/models available, consumers have less to choose from.	Look to develop and produce more EV options	
Higher prices compared to competitors.	“The Rivian R1T is a midsize, tech-saturated, super-luxe pickup that starts at \$67,500, although models that can be reserved now start well into the \$70,000 range... The Tesla CyberTruck is a full-size pickup with three main configurations: a \$39,900 single-motor version, \$49,900 double-motor upgrade, and a triple-motor \$69,900 top-of-the-line truck” (Moseman, 2022).	Look to offer an “entry-level work truck” (Moseman, 2022) to reach more consumers and compete with the prices that their competitor is offering.	
Low brand recognition compared to other EV car companies	According to similarweb.com, Rivian.com is ranked #108 for car websites. This is low as EV leaders like Tesla are ranked #4.	Look to grow Rivian into a recognizable brand in a similar way that Tesla has.	
Struggling Stock	“Rivian has yet to turn a profit after going public in November 2021 in an initial public offering that valued Rivian at nearly \$90 billion and raised about \$12 billion...Shares of Rivian have declined about 71% in the past 12 months” (Assis, 2023). Although it is normal for an EV company to have a struggling stock, compared to other EV manufactures	Due to “overall market conditions and execution hiccups” (Linecker, 2023) Rivian’s stock has fallen. By working on these they can improve their stock.	

Commented [TL1]: Is this normal in the EV space? How long did it take Tesla to turn a profit?

		like Tesla, started low around \$10 per stock while steadily increasing over time. While Rivian steadily decreases from IPO opening of \$100 per stock due to constant company mistakes.	
Opportunities	Government funding for EV charging stations.	“President Joe Biden on Tuesday gave Rivian a shoutout as his administration spends the week talking up federal investments in electric vehicles... The White House has pledged \$7.5 billion from the infrastructure law to go toward improving and increasing the national EV charging network” (Denham, 2022).	Continue accepting whatever the Government is willing to invest.
	New and improving hardware and software platforms	“We designed our hardware and software platforms to enable us to continually enhance the product experience over time” (Rivian, 2022).	Improving the software will attract more customers to buy these new and improved EVs.
	Vehicles are better suited for outdoors	“In an interview with CNN Business, drivers who have pre-ordered with Rivian say that the vehicles are better suited for an outdoorsy lifestyle, and	This sets Rivian apart from other EV companies, no other company has an EV that is suited for the outdoors like a Rivian truck.

Commented [TL2]: Good but this is something that is outside of the company's control so is an opportunity. Be more specific about what policy/regulation you're discussing and how it relates to Rivian's opportunities.

		have a more conventional, rigged appearance” (Rodzwan, 2021).	
Threats	Supply chain risks Chip shortage	<p>“According to the Journal’s report on Scaringe’s email to employees, supply chain issues forced Rivian to close its Normal factory for 20 days in 2022” (Unglesbee, 2023).</p> <p>“Rivian forecasts it will run at just 50% capacity this year as a shortage of key parts constrains output” (Ludlow and Stock, 2023).</p> <p>“According to estimates, the average modern car has between 1,400 and 1,500 semiconductor chips. Some have as many as 3,000. These chips are used to control everything from emissions systems to driver assist systems, making them an essential part of vehicle production” (Automoblog, 2023).</p>	<p>If the supply chain risks are getting in the way of production, there must be clear communication between Rivian and the consumer and other stakeholders.</p> <p>The chip shortage is out of Rivian’s control, other options could be investigated to not fall behind in their production.</p>

	Inflation causing unpredictable stock	“Rising interest rates have also impacted high-growth high-multiple stocks and Rivian has been particularly badly hit, as it generated no meaningful revenue last year” (Trefis Team, 2022).	By working on the conditions of their market they can improve their unpredictable stock.
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2.5 Market Position

Rivian is an organization that prioritizes sustainability and the protection of the environment. The organization aims to inspire others to stop the carbonization of Earth’s atmosphere. By taking an environmentally friendly standpoint and advocating for a shift in consumer mindset, Rivian has become one of the leading companies in the manufacturing of Electric Vehicles. Rivian’s main competitors include both Tesla and General Motors, two vehicle manufacturers who are also paving the way to produce Electric Vehicles. Of the three top competitors in the EV industry, Rivian embodies an adventurous persona and the spirit of an environmental activist. This “outdoorsy” perspective sparks interest among a specific target audience, one that other Electric Vehicle manufacturers may not attract. Rivian could create a marketing position surrounding their mission to build a better environment and reduce carbon emissions for future generations (Rivian, 2023). The difference of interests between Rivian and the organization’s competitors should be highlighted, emphasizing Rivian’s commitment to transitioning the world to a sustainable place to habitat.

3.0 Plan

Description of Plan

This section includes a plan for Rivian to use for the new year. It entails information from the previous sections to help better construct a necessary plan for Rivian’s future success. This section is broken down into 5 subsections. The subsections include objectives, strategies and tactics; critical success factors; budget and resource allocations; timeline for the new year; and the evaluation method and anticipated results from this plan.

3.1 Objectives, Strategies, and Tactics

The table below shows the objectives, strategies, and tactics which support this plan. The objectives are measurable statements which the organization can complete. Every objective has a benchmark and rationale which explains the individual objectives. The benchmark explains the current status of the stakeholder described in the objective. The rationale’s purpose is to explain why individual objectives should be enacted. Strategies are a brief statement which supports and describes how to complete individual objectives. Tactics are specific tasks explaining how to implement the overall strategic plan.

Objectives	Strategies	Tactics
<p>1. Reducing harassment for employees in the workplace by 20% within the first two quarters of the FY23</p> <p>(Benchmark: Harassment rates are at 42% and a current harassment lawsuit.)</p> <p>(Rationale: Employees who feel safe at work, and feel the company also cares for their employee's safety,</p>	<p>Audience Participation</p> <p>Surveillance</p> <p>Training</p> <p>Research</p>	<p>- Create a survey focusing on employees' interactions with peers and management while also providing feedback on how to minimize any unwanted harassment.</p> <p>- Provide training, by professionals, for HR representatives on how to provide support to employees who have been harassed.</p> <p>- Installing more security cameras in areas which are not covered with the cameras already installed within the facility.</p>

<p>stay longer with the company effectively increasing retention and building a better image within the work environment and the public.)</p>		<p>- Create pledge documents for current and future employees, stating full cooperation in the efforts to stop workplace harassment and willingness to report harassment if they have witnessed a situation where fellow employees were being harassed.</p>
<p>2. Increase knowledge toward mentorship programs by 20%, by end of FY23, for mid-level supervisors and employees.</p> <p>(Benchmark: Currently 39% of employees know about mentorship programs)</p> <p>(Rationale: Employees who know about mentorship programs will be more likely to participate. Mentorship programs contribute to higher retention rates, reducing recruitment costs.)</p>	<p>Audience Participation</p> <p>Training</p> <p>Incentives</p>	<p>- Company-wide mentor meetings to build knowledgeable mentors that can market the mentorship program within Rivian.</p> <p>- Provide exclusive opportunities for mentors to attend events that have informational speakers and presentations from key leaders internally and externally once a quarter.</p>
<p>3. Improve customers and board members' perspectives about production difficulties by 35%, by the end of FY23.</p> <p>(Benchmark: Increase positivity for the</p>	<p>Two-way communication with stakeholders.</p> <p>Increase production numbers.</p>	<p>- Creating profiles on multiple social media platforms to optimize Rivian's reach with stakeholders.</p> <p>- By moving more workers to the manufacturing plant in Normal, IL, Rivian can increase production on their vehicles to</p>

<p>current stakeholders by 35% and maintain transparency with stakeholders</p> <p>(Rationale: Rivian stock prices can fluctuate due to external stakeholders and public perception during crisis events, bad publicity, or missing quarterly production numbers. Current production figures are low, and Rivian missed production figures in FY22. Public perception of Rivian can impact the finances of the company.)</p>		<p>ensure the company meets their quarterly production figures.</p> <p>-Increasing production will ensure production numbers are hit quarterly and in turn will change the perspectives of our stakeholders to a more positive perspective. By meeting quarterly production, it will have a potential upside to stakeholders invested in the company stocks which will increase the stakeholder's perspective of the company.</p>
<p>4. Increase DEI knowledge for middle management by 35% before the end of FY23.</p> <p>(Benchmark: Increase DEI knowledge which increases employee comfortability with Rivian, which is a young and growing company.)</p> <p>(Rationale: Many competitors have increased their efforts to make managers and c-suite level</p>	<p>Audience participation</p> <p>Training</p>	<ul style="list-style-type: none"> - Create designated meetings for C-suite and middle management on the importance of DEI within Rivian and how to increase Knowledge of DEI throughout the organization. - Create a PowerPoint presentation and brochures as training aids. - Create DEI mentorship programs for managers and hire experienced HR representatives who specialize in DEI strategies.

<p>employees knowledgeable in DEI to ensure a safe and progressive workplace.)</p>		
<p>5. Build positive brand awareness for customers and stakeholders by 40%, by the end of FY23.</p> <p>(Benchmark: At the current moment, Rivian is seeing a slow and steady decline in positive brand awareness, with a 10% drop in positive brand awareness from stakeholders across social media. This is due to a lawsuit currently in the court system.)</p> <p>(Rationale: Rivian is one of the newer EV companies. Building brand awareness around the world attracts new customers and establishes Rivian as a reputable organization in the EV market.)</p>	<p>Two-way communication with internal stakeholders, external stakeholders and potential stakeholders</p> <p>Environmental marketing and outreach strategy</p> <p>Sponsorship</p>	<ul style="list-style-type: none"> - Having a social media team to engage with, and respond to, stakeholders online across all social media. - Hire environmentally conscious celebrities to market and advertise the Rivian brand. - Sponsoring Nonprofit organizations who support EV sustainability.

<p>6. Meet sustainability goals to improve Rivian’s position with key political stakeholders by 35%, by end of FY27.</p> <p>(Benchmark: Rivian is currently switching to a lithium iron phosphate battery.)</p> <p>(Rationale: Rivian has made themselves a leader in sustainable transportation. Meeting sustainability goals is an important external objective. Rivian needs to engage in more aggressive strategies to pioneer a more environment friendly and sustainable battery for their EVs, as well as minimizing their emissions from manufacturing plants)</p>	<p>Two-way communications with source material partners</p> <p>Marketing outreach</p>	<ul style="list-style-type: none"> - Partner with other organizations who provide source materials from sustainable sources. - Reduce emissions in Rivian’s manufacturing plants. -Promote the use of electric vehicles as a more sustainable form of public transportation.
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3.2 Critical Success Factors

Objectives	Opportunities	Barriers	Environment	Resources
1. Reducing harassment for employees in the workplace by 20% within the first two quarters of the fiscal year.	Rivian has other plants throughout the US including California and Washington. These two states have adopted new NDA laws for sexual harassment in the workplace. This is an opportunity to follow these laws companywide at every plant and launch the objective.	A major barrier is current attitudes towards harassment. Employees report harassment but managers are not responding properly.	Employees need to feel safe in the workplace Employees want the company to value sexual harassment training	Paper and printing Supportive and informed employees Third party sexual harassment trainer Security cameras Google survey/Microsoft excel HR representative to analyze responses
2. Increase knowledge toward mentorship programs by 20%, by end of FY23, for mid-level supervisors and employees.	The current mentorship program Rivian has in place will drive the objective forward.	Some employees may not be receptive to mentorship. Some mentors may not express the same feelings that the company wants to express. The time it takes to mentor employees.	Employees want more opportunities to learn skills New opportunities for employees to have mentors at work	Presenters/speakers Promotional material Employee mentors

<p>3. Improve stakeholders' perspectives about production difficulties by 35%, by the end of FY23.</p>	<p>Current meetings with stakeholders showing the improvements being made in production will launch this goal into action.</p> <p>Continued transparency will also help move towards objective goal.</p>	<p>Some viewpoints of customers may be hard or impossible to change.</p> <p>The first impression is the most important one therefore improvement is not always acknowledged.</p>	<p>Customers want reliable cars from a reputable manufacturer</p> <p>New opportunities to improve company reputation</p>	<p>Employee team to analyze responses</p> <p>Quarterly social media posts about future changes and problems within Rivian</p> <p>Money</p> <p>Employee recruiters</p>
<p>4. Increase DEI knowledge for middle management by 35% before the end of FY23.</p>	<p>DEI programs that are currently in place will help reach the objective.</p>	<p>Some of the management may not be receptive to the idea that they need to know more about DEI.</p>	<p>Employees want a diverse workplace</p> <p>Increase workplace morale through diversity and transparency.</p>	<p>Semiyearly DEI training for all management positions</p> <p>Promotional flyers</p> <p>Paper</p> <p>Third party DEI mentorship trainers</p> <p>PowerPoint</p>
<p>5. Build brand awareness for external stakeholders by 40%, by the end of FY23.</p>	<p>Current sponsorships and future sponsorships will help Rivian reach this objective.</p> <p>Continued presence on social media</p>	<p>Some Non-Profits that Rivian wants to sponsor may be cautious due to current brand reputation.</p> <p>Potential for celebrity spokesperson to</p>	<p>Customers want to see the brands they invest in being represented by influential people</p> <p>Customers enjoy brands that establish online relationships</p>	<p>Facebook</p> <p>Instagram</p> <p>Twitter</p> <p>Establishing relationships with environmentally friendly influencers</p>

	applications such as Instagram and Facebook will drive Rivian towards the objective goal.	make poor decisions and in turn give Rivian a negative look.	and have accessible information via social media	
6. Meet sustainability goals by 35%, by end of FY27.	Continue the partnership with “The Nature Conservancy” to reach the objective goal. Continuing the used batteries program will help drive Rivian towards the objective goal.	Potential poor promotion for use of EV. An inability to find more sustainable sources to partner with.	Customers support companies who are environmentally friendly Employees tend to want to work for environmentally sustainable companies	Establish partnerships with influencers that support sustainability Used battery packs Maintain partnership with “The Nature Conservancy”

3.3 Budget & Resource Allocations

The budget (provided in Appendix *) for Rivian’s proposed plan provides all expenses for the upcoming 2023-2024 fiscal year. The budget includes details regarding the expenses necessary to complete Rivian’s proposed objectives and tactics. We believe that the objectives and tactics are the key to success for Rivian. The expenses proposed within the budget plan are chosen based on the research of similar materials. The expenses of products within the budget plan are subject to change. The total expense column should be filled in by Rivian once each expense is executed. The notes column should be used by Rivian to gain a better understanding of exactly what each expense should be used for. The budget is broken down by objective with tactics to support it. The total expense for Rivian to execute this plan is \$2,473,255.00. This plan is believed to be important for the future success of Rivian.

*See Appendix B for the proposed 2023 Budget

3.4 Timeline (Beginning with proposals acceptance/approval)

If Rivian accepts this proposed plan, it must strictly follow the timeline that begins in the new fiscal year. This timeline will help keep Rivian organized and ensure they are meeting all benchmarks to stay on track with the plan. Managers will work out logistics with their departments to help achieve goals and meet weekly deadlines. Due to unforeseen internal and external factors, the timeline is subject to change.

See Appendix A for the proposed 2023 Timeline

3.5 Evaluation Method & Anticipated Results

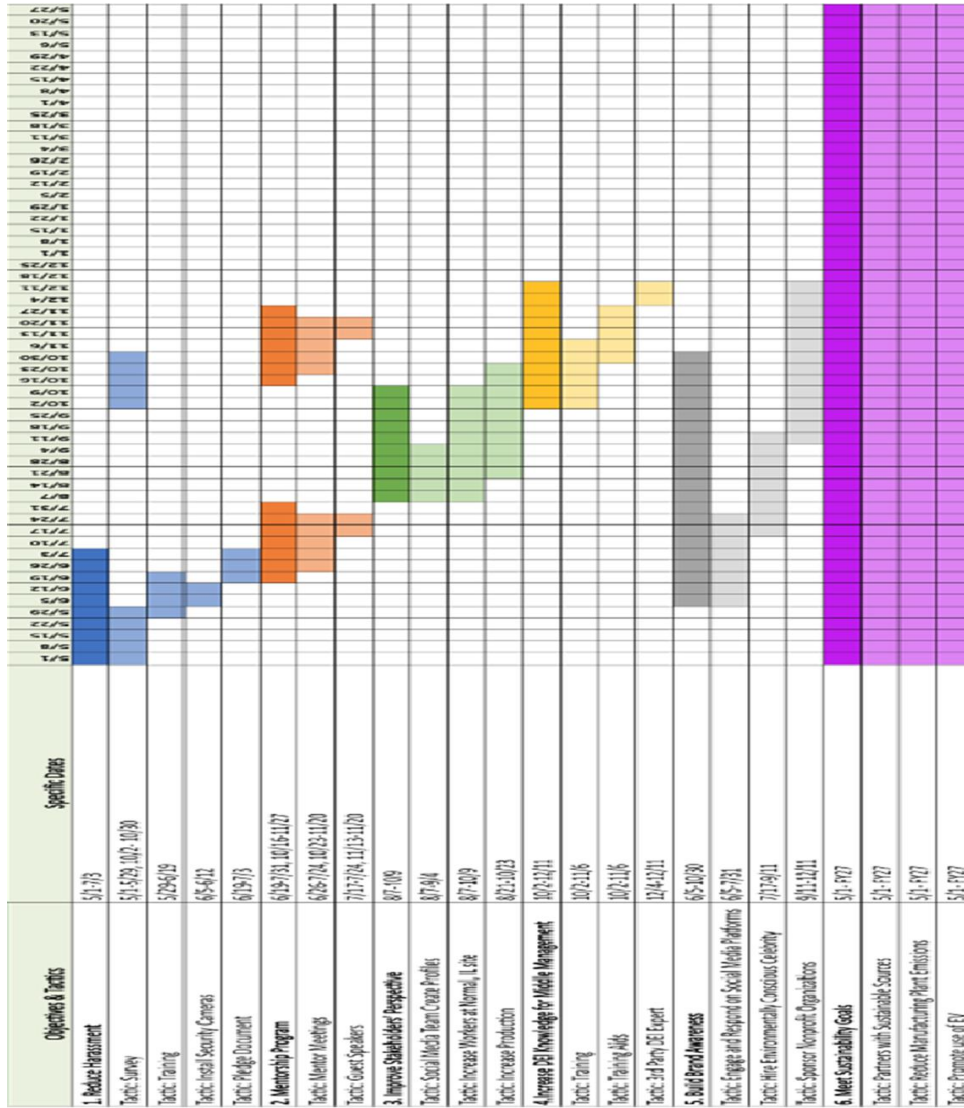
To figure out if our plan worked, Rivian must keep track of whether objectives are being met. The things they must keep track of are the harassment that is going on within the workplace, tracking and increasing the mentorship program, monitoring customers' views of the company, keeping track of the knowledge that management has about DEI, brand awareness, and tracking their sustainability goal. This can be done through surveys given out to employees and customers and by writing down every instance of harassment that is reported in full detail and keeping track of how it happened and if it is getting better or worse as time progresses.

- Objective 1: Reducing harassment for employees in the workplace by 20% within the first two quarters of the fiscal year.
 - If harassment were reduced by 20%, then Rivian would be successful.
 - If the objective is unsuccessful, Rivian can implement different training courses to educate HR on how to support their employees who have been harassed.
- Objective 2: Increase knowledge toward mentorship programs by 20%, by end of FY23, for mid-level supervisors and employees.
 - If the knowledge towards mentorship program increases by 20%, then Rivian would have a better image.
 - If the objective is unsuccessful, Rivian should hold company-wide mentor meetings to build knowledgeable mentors that can market the mentorship program.
- Objective 3: Improve stakeholders' perspectives about production difficulties by 35%, by the end of FY23
 - If the customers' view of the company increases by 35%, then Rivian was successful.

- If the objective is unsuccessful, Rivian can attain more workers at the manufacturing plant to produce more cars to reach their quarterly production figure.
- Objective 4: Increase DEI knowledge for middle management by 35% before the end of FY23.
 - If the knowledge about DEI increases for the management team, then Rivian would be successful.
 - If the objective is unsuccessful, Rivian can create mandatory meetings explaining the importance of DEI.
- Objective 5: Build positive brand awareness for stakeholders by 40%, by the end of FY23.
 - If positive brand awareness for stakeholders increases by 40%, then Rivian was successful.
 - If the objective is unsuccessful, Rivian can hire a social media team to interact with stakeholders online across all social media platforms.
- Objective 6: Meet sustainability goals to improve Rivian's position with key political stakeholders by 35%, by end of FY27.
 - If Rivian meets their sustainability goals by 35%, then Rivian would be successful.
 - If the objective is unsuccessful, Rivian can partner up with other organizations that provide source materials from sustainable sources.

Appendices:

A. Timeline



B: Budget

Rivian Budget (Overall) ~ 2023						
ACCT	EXPENSES	ACCOUNTABILITY	TOTAL BUDGET	TOTAL ACTUALS	VARIANCE	NOTES
100	Objective 1: Reduce Assessment	Executive board	\$5,250.00	\$0.00	\$5,250.00	Online survey can be created using Google survey or other survey making websites.
110	Tactic: Survey	Chief Information Officer	\$150.00		\$150.00	
120	Tactic: Training	Senior Group Manager	\$0.00		\$0.00	Volunteered time and a responsibility held by their senior position
130	Tactic: Install Security Cameras	Chief Information Security Officer	\$5,000.00		\$5,000.00	Hire 3rd party for installation of more security cameras. Current budget could increase with added cameras and depends on type of contract with security company.
140	Tactic: Pledge Document	Chief Information Officer	\$100.00		\$100.00	Document created by legal team on reletter.
200	Objective 2: Increase of Mentorship Program	Executive board	\$500.00	\$0.00	\$500.00	
210	Tactic: Mentor Meetings	Senior Group Manager	\$0.00		\$0.00	Management volunteers time and has a responsibility held by their senior position. Employees given incentives to join.
220	Tactic: Guest Speakers	Senior Group Manager	\$500.00		\$500.00	Hire experts in leadership and mentorship to speak to employees who oversee new hires to help the transition for new employees go smoother.
300	Objective 3: Improve Stakeholders Perspective	Executive board	\$2,056,955.00	\$0.00	\$2,056,955.00	
310	Tactic: Social Media Team Create Profiles	Senior Group Manager	\$400.00		\$400.00	PR team works to create social media profiles that will market and show public the product
320	Tactic: Increase Workers at Normal, IL site	Chief Operations Officer	\$1,656,555.00		\$1,656,555.00	Promote jobs on LinkedIn and Indeed to help company gain local employees.
330	Tactic: Increase Production	Chief Operations Officer	\$400,000.00		\$400,000.00	Work with team to increase productivity as well as working with supply companies to find supply chain issues.
400	Objective 4: Increase DEI Knowledge	Executive board/ Human resource	\$550.00	\$0.00	\$550.00	
410	Tactic: Training	Senior Group Manager	\$0.00		\$0.00	Volunteered time and a responsibility held by their senior position
420	Tactic: Training Aids	Senior Group Manager	\$250.00		\$250.00	Employees who have trained new hires will educate staff how to properly train new employees
430	Tactic: 3rd Party DEI Expert	Senior Group Manager	\$300.00		\$300.00	Hire 3rd party DEI expert to educate employees about diversity, equity and inclusion
500	Objective 5: Build Brand Awareness	Executive board	\$75,000.00	\$0.00	\$75,000.00	
510	Tactic: Engage and Respond on Social Media Platforms	Creative Team Director	\$0.00		\$0.00	Research engagement metrics to find where most people engage understand the audience and create shareable, engaging content.
520	Tactic: Hire Environmentally Conscious Celebrity	Chief Strategy Officer	\$50,000.00		\$50,000.00	
530	Tactic: Sponsor Nonprofit Organizations	Chief Financial Officer	\$25,000.00		\$25,000.00	Sponsor local nonprofit organizations like the non-profit Ecology Action Center in Normal, IL
600	Objective 6: Meet Sustainability Goals	Executive board	\$335,000.00	\$0.00	\$335,000.00	
610	Tactic: Partners with Sustainable Sources	Chief Operations Officer	\$250,000.00		\$250,000.00	Partner with a local sustainable source, like the university's sustainability efforts.
610	Tactic: Reduce Manufacturing Plant Emissions	Chief Operations Officer	\$60,000.00		\$60,000.00	Hire an outside company to help come up with ways to reduce plant emissions and execute their professional advice
630	Tactic: Promote use of EV	Chief Operations Officer	\$25,000.00		\$25,000.00	This could be promoted through social media as well as radio and television advertisements.
	Total	Chief Executive Officer/Chief Financial Officer and Board Members	\$2,473,255.00	\$0.00	\$2,473,255.00	

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