

## Response to July Letter to Covid<sup>1</sup>

### LETTER TO THE EDITOR

Date: 23 July 2021

Ref: Lehmann, O. (2021). A Letter to Covid, *PM World Journal*, Vol. X, Issue VII, July. Available online at <https://peworldlibrary.net/wp-content/uploads/2021/06/pmwj107-Jul2021-Lehmann-A-Letter-to-Covid-PBM-series-article2.pdf>

Dear Oliver,

Thank you for writing. As SARS-CoV-2, I do not receive many serious communications from professionals outside the area of immunology. In reply to your letter, I should like to share a few project-management related lessons with you that I have learned in my brief time in your company.

My approach as described below has been based on the principles developed by the Pandemic Magnification Institute.

Our current initiative was launched to address the issue that we had identified, in that we were only exploiting a very small subset of potential hosts and that most of them seemed fairly competent at limiting our development. As you will probably understand, we were finding that living in bats was beginning to lose its charm. The solution we adopted was to find a means of changing our customer base to move towards servicing one of the most numerous and accommodating species.

Our stakeholder analysis indicated that this expansion would be facilitated by two main factors: a) the recent practice of our target hosts of moving into areas inhabited by potentially infected livestock, or actually bringing such subjects directly into their markets, and b) of disregarding future threats in favour of current opportunities.

This expansion initiative was planned as a long-term project, so time and cost were immaterial to us.

Based on our analysis that our best chance of avoiding elimination is to overload the system, we have defined our scope as global and fully inclusive.

On the quality front, we are working hard to ensure that our product remains fit for purpose and is therefore taken up by as broad a population as possible.

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<sup>1</sup> How to cite this work: Piney, C. (2021). Response to July Letter to Covid, Letter to the Editor, *PM World Journal*, Vol. X, Issue VIII, August.

From the point of view of human resources, we are recruiting volunteers to help to spread our message by avoiding, refusing, or opposing actions that could increase other people's resistance to our cause. However, one side-effect of our product is that existing members of this volunteer force keep dropping out of circulation. We therefore have an ongoing need to keep recruiting new members.

From the communications point of view, we are proving to be extremely communicable and find that word-of-mouth in large crowds of people provides an excellent means of spreading our message.

From the point of view of risk, it is clear that the principal threat to our success is from people becoming immune to our message, by natural or by artificial means such as vaccinations. Our response to this, in addition to the work of the volunteer force mentioned earlier, is to remain agile and thereby adapt our message so that each stakeholder can share it with larger numbers of people. The opportunities linked to this strategy come from the fact that, the greater the number we have of active stakeholders, the easier it is for us to discover ways to improve and the greater our chances become of upgrading our product to a new, more successful variant.

As you might expect, the domain of integration has been renamed "reinfection" to make clear our global objectives, and this has been a guiding principle in all of our plans. We measure the success of our strategy in terms of the "reproduction ratio"  $R_0$  which we have adopted as a KPI (Key Pandemic Indicator).

In short, therefore, we have "followed the science" and demonstrated that the application of the principles of Pandemic Magnification can be successfully applied throughout the project life cycle (if that is the opposite term in the current context).

Once again, thank you for taking the effort to contact us,

SARS-CoV-2

As dictated to Kik Piney in France