

ZUYD UNIVERSITY OF APPLIED SCIENCE

UNIVERSIDAD DEL ROSARIO



Business process improvement at Bayer

Graduation Thesis of the International Business Program

Sergio Andrés Charum Orjuela.

Maastricht, The Netherlands

2023

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Dedication

I want to dedicate this research to my parents and sister who have given me all the resources and knowledge to become the person I'm today.

To my professors in Universidad del Rosario, Rennes School of Business and Zuyd Hogeschool, to contribute to my learning process and personal and professional growth.

To Antonia, for always standing by me and supporting me along this process.

Declaration of Originality and Autonomy

I declare under the gravity of the oath, that I have written the title document “Business process improvement at Bayer”, in the grade option of International Business Management (Strategic Management) and that, therefore, its content is original.

I declare that I have clearly and precisely indicated all direct and indirect sources of information and that this work has not been given to any other institution for qualification or publication purposes.

Sergio Andrés Charum Orjuela.

Disclaimer Statement

I declare that the intellectual responsibility of this work belongs exclusively to its author. Zuyd Hogeschool of Applied Science and Rosario University are not responsible for the content, opinions, or ideologies expressed in whole or in part in it.

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Glossary

BOS: Back Office Support.

DE: Deutschland (Germany).

FSE: Field Service Engineer.

FSR: Field Service Report.

PO: Purchase Order.

UK: United Kingdom.

Executive Summary

This research focuses on addressing the challenges faced by the BOS team at Bayer and highlights the importance of obtaining an end-to-end overview of corporate operations to enhance productivity, profitability, and customer satisfaction. The primary objective of this research is to minimize the significant email traffic associated with the quoting process, while providing the BOS team with a comprehensive understanding of the process. Through thorough analysis of the current situation, it is evident that maintaining a holistic view of the quoting process is crucial for organizations to remain competitive in today's market.

The research findings emphasize the necessity of implementing a centralized system and process for managing the quoting process. This solution aims to streamline operations, reduce email traffic, and enhance customer satisfaction. By standardizing the quotation processes and tools, all employees can adhere to consistent guidelines and instructions, while accommodating country-specific regulations and requirements.

It recommended the adoption of Monday.com as a common install base, allowing employees to access and share up-to-date information regarding injectors. This tool not only acts as a centralized repository but also facilitates effective communication and real-time updates on the status of quotes, thus reducing the reliance on excessive email exchanges.

Financial implications associated with the implementation of this solution include the investment in employee training during working hours which is estimated to be 4 hours to all 8 employees involved which in economic terms training costs are around 1120€. However, the potential benefits of improved efficiency, productivity, and customer satisfaction outweigh the initial costs. With careful planning and execution, the financial impact can be effectively managed, ensuring a positive return on investment for the organization.

Abstract

This research addresses challenges faced by Bayer's BOS team, emphasizing the need for a comprehensive operational overview to boost productivity, profitability, and customer satisfaction. The focus is on reducing email traffic associated with quoting while enhancing the team's understanding of the process. Analyzing the situation reveals the importance of maintaining a holistic perspective for competitiveness.

Key findings stress the need for a centralized system to manage the quoting process, streamlining operations, cutting email traffic, and enhancing customer satisfaction. Standardizing processes and tools allows uniformity across countries.

Recommendations propose adopting Monday.com as a shared install base, enabling easy access to injector data and real-time communication, minimizing excessive emails.

Financially, a 4-hour training session during work hours for 8 employees costs around 1120€. The benefits of increased efficiency and customer satisfaction outweigh these costs, ensuring positive returns.

Keywords: Install base, end-to-end picture, corporate operations, productivity, quotation process, overview, email traffic, communication, instructions, accurate information, bottlenecks, value-added services, responsibilities, stakeholders, tools, workflow instructions, standardization, employees, operations, profitability, company performance.

Chapter 1 – Research Setup

1.1 Company Introduction

Bayer is a global pharmaceutical and life sciences company headquartered in Leverkusen, Germany. With over 100,000 employees and operations in more than 90 countries, Bayer produces prescription medications, over-the-counter drugs, medical devices, agricultural chemicals, high-performance plastics, coatings, and adhesives. Its major competitors include Pfizer, Novartis, Sanofi, GlaxoSmithKline, Merck & Co., Johnson & Johnson, Roche Holding, Eli Lilly, AstraZeneca, and AbbVie.

Bayer Medical Care B.V. in Maastricht is part of Bayer's pharmaceutical division and specializes in medical devices and technologies for diagnosis, treatment, and monitoring of various medical conditions. Their focus is on hematology and drug delivery, including products such as blood glucose meters, test strips, and accessories, as well as technologies for drug delivery and infusion systems. Their primary customers include healthcare providers, hospitals, clinics, pharmacies, and individual consumers worldwide. Bayer Medical Care B.V. is committed to innovation and high-quality product development to improve patient outcomes and become a leading provider in hematology and drug delivery.

Bayer Medical Care B.V. main products consist of a variety of contrast injectors for patients that are receiving MRI scannings, tac, and all related radiology procedures where the contrast is needed to have a clearer view of the patients. These products receive an annual maintenance service for inspection along with other maintenance for unexpected failures or parts replacements. These services are provided by Bayer and their costs depends on the contract that the client has, where it could be a fully coverage in case of a failure if the client

has a Direct Care contract, a discount on work labor if the client has a Select Care contract or being fully charged if there's no contract at all. All of this is managed by the Back Office Support (BOS), along the planning team and the inside sales team. All of these teams work for the EMEA area (Europe, Middle East and Asia).

The BOS team, among many duties, is in charge of sending the parts needed in case of an emergency call when the injector stops working. The team is also in charge of managing the contracts, and renewals' services when needed. Inside sales team oversees contacting the clients and adapting the contracts to their preferences depending on the type of injector that was purchased. Finally, the planning team, with the technical assistance center, is responsible for arranging the annual visits of the engineers in order to carry out the inspection and maintenance of the injectors, as well as organizing emergency visits of the engineers when the injector is not working. As seen in the Figure No. 1 BOS team interacts with other divisions of the company but mostly with the planning division, the inside sales team and technical assistance center, which are independent teams but work along most of the time.

As previously stated, the BOS Team operates in multiple countries, and each country has assigned workers in charge of the quotation process. It is vital to note that the manner the team quotes varies in each region, taking into account elements such as local legislation, taxes, and other considerations.

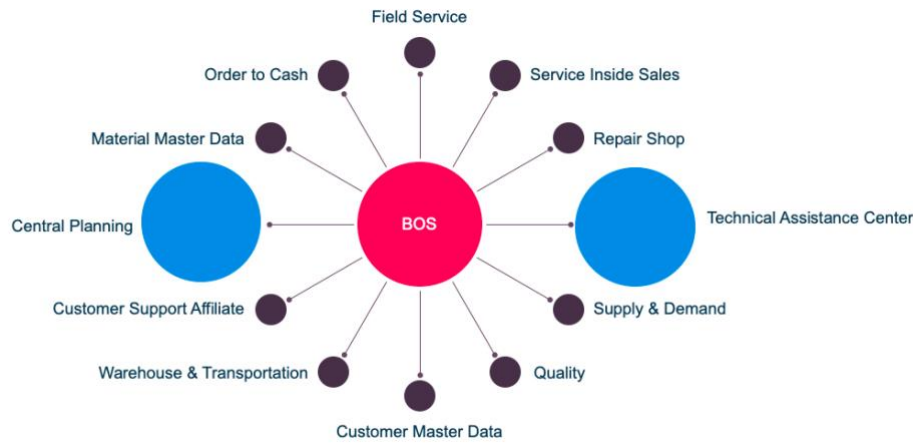


Figure 1. BOS Team Interaction with the different teams.

Source: Bayer Medical Care B.V. 2023

1.2 Problem Statement

An install base refers to the total number of a particular product or technology that has been deployed or installed within a specific market or customer base. It represents the existing user or customer base for a particular product or technology and can be used to track the usage and adoption of that product or technology over time. The install base is often used by companies to understand the size of their customer base, as well as to identify opportunities for upselling or cross-selling additional products or services to their existing customers.

1.2.1 Present situation

One of the most significant issues is the lack of a full overview of the quoting process for different countries. Currently, the company handles the quoting process differently for each country, leading to inconsistencies and inefficiencies.

The BOS team is in the necessity for uniformity of the quotation process across all countries in order to solve this issue. This would not only speed up the process, but it would also assure the consistency and correctness of the quote provided. However, BOS Team ability to achieve this goal has been restricted by a lack of a proper overview of the process and the absence of a centralized system to manage the quoting process.

Due to a lack of a complete picture of their business operations, the BOS team is facing an immense challenge. This absence of knowledge prevents them from discovering pain points and inefficiencies in their operations, resulting in a decrease in production and competitiveness. The team cannot optimize their operations without an in-depth understanding of their procedures, resulting in reduced profitability and company performance. The team's inability to identify these pain areas also makes it difficult to create shortcuts in communication, potentially leading to customer discontent and loss.

One of the main reasons for not having a clear overview is the problem of missing or incomplete install base data is not only causing significant challenges for the BOS team and other departments at Bayer, but it is also leading to a situation where the workloads are overwhelming, and no one seems to have enough time to complete their daily tasks. The absence of a centralized system for injectors' information means that team members struggle to get a complete overview of the process, and therefore, they cannot identify pain points to work on.

This situation is causing decreased productivity, delayed work processes, and a potential threat to safety if equipment maintenance or repairs are not carried out on time. Furthermore, the lack of a comprehensive install base is also affecting the company's bottom

line, making it difficult to track contract renewals and identify opportunities for upselling or cross-selling to existing customers.

Adding to the problem is the issue of high email traffic due to the absence of a centralized system for injector information, which results in team members relying heavily on email communication to exchange data and updates. Email traffic has been increasing year by year. As Figure No. 2 shows, email traffic has been increasing to the point where in the month of April in 2023 it has reached the equivalent of 70% of the total emails received in 2022.

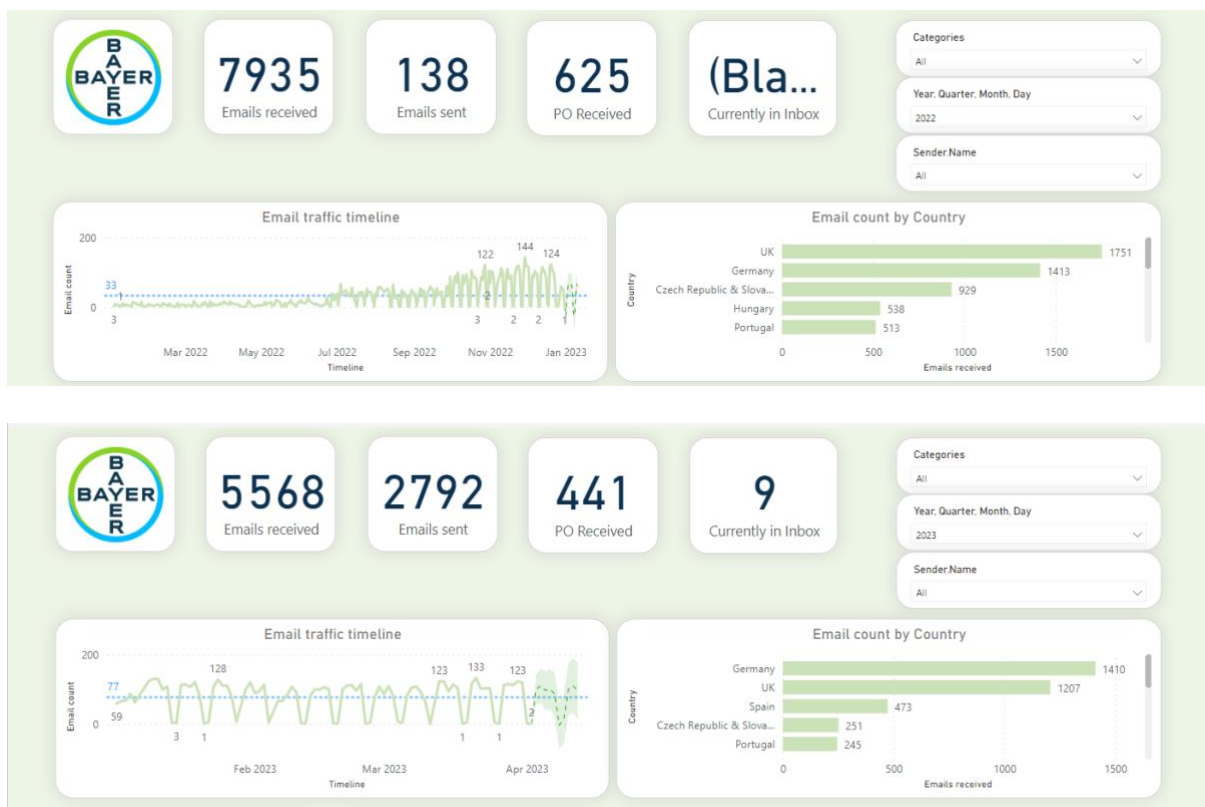


Figure 2. Email Traffic Comparison 2022-2023 (Until April)

Source: Bayer Medical Care B.V. 2022-2023

For now, Germany, France, and the UK have different quoting processes where one of those could be used as a template to implement a standard quoting process. These 3 countries

are starting to use Monday.com, a software that offers a centralized platform for project-related information and communication, promising to increase efficiency, transparency, and responsibility in the workplace. The objective is to have a centralized install base in Monday.com, where it can be updated every two weeks, providing up-to-date information for the team members.

Although the process is still in transition and a pilot test, there are also other countries that are still relying on excel files as an install base, the implementation of Monday.com could offer a promising solution to the current challenges faced by the BOS team and other departments at Bayer.

1.2.2 Desired situation

Firstly, the ideal situation for the BOS team would be to have a thorough and detailed understanding of their business operations for the quoting process such as a spaghetti chart of the whole picture. This would allow them to discover operational pain spots, inefficiencies, and places for improvement. The team can work collectively to optimize their operations and improve their overall performance if they have a thorough grasp of their procedures. This will result in greater levels of production, efficiency, and customer happiness.

Secondly, the BOS team recognizes that the absence of a standardized installation base is not only affecting their daily tasks but also creating inefficiencies and confusion across different departments and countries. To address this issue, their main objective is to implement a centralized system that can manage all countries on the same platform and the same way.

By having a standardized installation base, the BOS team can ensure that all countries have access to the same accurate and up-to-date injector information, regardless of their location or role within the organization. This will not only reduce the excessive email communication but will also make it easier for team members working in different countries to access the information they need in a timely and efficient manner.

Moreover, a standardized install base will also help the BOS team to streamline their workflow and reduce the time spent on data entry and verification. With a consistent format for injector information, team members can easily enter and search for information without the need for extensive training or time-consuming manual processes.

In addition to improving efficiency, a standardized install base can also have a significant impact on the quality of work being carried out. With accurate and up-to-date information readily available, team members can make informed decisions and take appropriate action to maintain equipment, carry out maintenance and repairs, and renew contracts, thereby ensuring the safety of employees and equipment and reducing the risk of costly errors or oversights.

Finally, the BOS Team expects to have a complete standard quoting process in order to have more back up if an employee in charge of a country is off work, then another employee can take over the country as back up without having to learn new processes. It is highly important to have an overview of the process being carried out by the team, where they can see from beginning to end what are all the partners involved, where the pain points are located, which are the partners that must use the install base and how communication can be more straightforward, reducing email traffic, time and workload.

1.3 Company's objective

The primary objective of the BOS team is to optimize workflow and enhance employee satisfaction by reducing workload and email traffic. The team aims to achieve a significant decrease in email traffic, targeting a 30% reduction compared to current levels and aiming to reach levels similar to those in 2022. Additionally, a comprehensive overview of their processes is sought in order to identify and implement the most efficient approaches. By pursuing these objectives, the BOS team aims to streamline operations, improve productivity, and foster a more satisfying work environment.

1.4 Research objective

The purpose of this study is to look at the current situation of the quoting process and the associated issues faced by the BOS team, with a particular emphasis on the lack of standard procedures and a missing install base. The goal is to gain a complete grasp of the present situation, including the scale of the issue, the factors leading to the problems, and the possible impact on the organization's performance. The research intends to develop practical methods that may assist standardize the quotation process across all nations and construct an effective install base that can offer the essential information about the injectors through this inquiry. Furthermore, the objective is to investigate ways to reduce the amount of email traffic associated with the quoting process and provide the BOS team with a comprehensive overview of the process. Overall, the study goal is to assist Bayer in optimizing its quoting process, increasing efficiency, and improving customer satisfaction.

1.5 Research Questions

1. What steps can the BOS team take to obtain a thorough and detailed understanding of their business operations, and how can this information be used to identify operational pain spots, inefficiencies, and places for improvement?
2. What are the specific inefficiencies and confusion caused by the absence of a standardized installation base for the BOS team across different departments and countries?
3. What are the key requirements for a centralized system that can manage all countries on the same platform and in the same way to address the issue of a non-standardized installation base?
4. What impact would a common install base have on reducing excessive email communication and improving access to accurate and up-to-date injector information for team members in different countries?
5. What advantages does the BOS team obtain by standardizing the quotation process across all countries?
6. What is the potential impact of a standardized install base on the quality of work being carried out by the BOS team?
7. What are the benefits of having a complete process overview of the BOS Team?

1.5.1 Methodology

The research design for this study will be a mixed-methods approach, utilizing both quantitative and qualitative data collection techniques. This will involve both survey research and interviews to gather data on the challenges faced by the organization in managing an install

base for injectors, as well as the potential benefits and drawbacks of implementing a centralized system for managing this information.

- **Semi-structured interviews:** A set of semi-structured interviews will be conducted with a subset of survey respondents which are mostly from the BOS Team, specifically the employees in charge of the different countries. Also, there's employees from other departments such as engineers, inside sales and planning teams, around 9 interviews are expected to be conducted as well as with industry experts, to gather qualitative data on their experiences with managing injector information and their experiences with the potential benefits and drawbacks of a centralized system.
- **Data Analysis:** The data collected from the interviews will be analyzed using both quantitative and qualitative data analysis techniques. This will involve statistical analysis of the interview data to identify key themes and patterns.
- **Data Research:** multiple databases must be consulted in order to have a wide information to achieve the company's objective, this includes Universidad del Rosario database, Bayer's database and other internet sources that could add important information to the research.

Table 1
Methodology for research questions.

Research Question	Methodology	Sources
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<p>1. What steps can the BOS team take to obtain a thorough and detailed understanding of their business operations, and how can this information be used to identify operational pain spots, inefficiencies, and places for improvement?</p>	- Desk	Literature review
<p>2. What are the specific inefficiencies and confusion caused by the absence of a standardized installation base for the BOS team across different departments and countries?</p>	- Desk	<p>Workflow overview Interviews (See appendix)</p>
<p>3. What are the key requirements for a centralized system that can manage all countries on the same platform and in the same way to address the issue of a non-standardized installation base?</p>	- Desk	<p>Interviews (See appendix) within the inside sales, planning and BOS team</p>
<p>4. What impact would a standardized installation base have on reducing excessive email communication and improving access to accurate and up-to-date injector</p>	- Interview	Literature Review
	- Desk	

information for team members in different countries?		
5. What advantages does the BOS team obtain by standardizing the quotation process across all countries?	- Desk	Interviews within the stakeholder of BOS Team (See appendix) Literature review
6. What is the potential impact of a standardized install base on the quality of work being carried out by the BOS team?	- Desk	Literature Review
7. What are the benefits of having a complete process overview of the BOS Team?	- Desk	Process workflow overview Literature Review

Source: Charum, 2023

1.6 Limitations

Limitations of the study may include response bias because some employees do not know how the other teams work, also, all countries do not work in the same manner or treat the information in the same way; some are more organized and some other are not, as well as some countries have a more detailed injector information and others just have a few information about them. These limitations may affect the research by not having complete information of how the BOS team is performing so conclusions can be biased.

1.7 Ethical Research

This research demonstrates a strong commitment to ethical principles and responsible behavior. Special attention has been taken throughout the study to ensure that ethical standards are followed in all aspects.

Firstly, all of the information presented in this study is based on ethical intellectual property practices. All sources used have been properly cited, and the contributions of other researchers and authors have been acknowledged. The integrity of the intellectual property has been preserved by using proper citation and referencing techniques, and credit has been given to the original creators of theory and knowledge used in this research.

Measures were taken to protect the identities and confidentiality of the eight employees during the interviews. Personal information from each interviewee, as well as any sensitive details revealed during the interviews, were handled with extreme caution and confidentiality. This ensured that the participants' privacy rights were respected, and their identities were protected throughout the research process.

Throughout the study, ethical considerations were essential in the collection, storage, and use of data. All relevant data, including statistics, findings, and insights, was treated with confidentiality and privacy.

This study also adheres to ethical principles by putting the BOS team's well-being and satisfaction prior to anything else. Identifying bottlenecks and areas for improvement aims to improve organizational efficiency while also creating a more positive and fulfilling work

environment for team members. Their opinions and concerns have been taken into account, ensuring their autonomy and job satisfaction.

Finally, this study maintains ethical responsibility and values at every stage. Ethical principles have been woven into the fabric of this study, from the handling of intellectual property and the protection of participant identities to ensuring data privacy and maintaining transparency. The integrity, credibility, and trustworthiness of the findings and recommendations are maintained by conducting the research in an ethically responsible manner, contributing to the overall value and impact of the research.

Chapter 2. – Literature Review

The objective of this chapter is to research for information that can be beneficial and applied to this research to achieve the company's desired situation.

2.1 The Critical Importance of Install Base Management in Businesses

The total number of goods or services that a business has sold and are still being used by customers is referred to as the install base. Companies today are realizing how crucial it is to keep their installed bases in order to sustain long-term customer loyalty, revenue, and profitability. By analyzing the various aspects of its significance, this literature review seeks to demonstrate the value of an install base to a business.

The revenue and profitability of a company can be significantly impacted by maintaining an install base. Salesforce (2019) found that businesses that effectively manage their install base derive 90% of their revenue from repeat customers. Companies can guarantee customer loyalty and retention by regularly engaging with customers, offering them value-added services, and attending to their needs and concerns. This not only creates reliable revenue streams but also lowers the price of bringing in new clients.

Additionally, an install base can be a rich source of information that businesses can use to enhance their goods and services. According to Fleisher and Bensoussan (2007), studying customer usage data can reveal important information about the satisfaction levels, usage patterns, and customer experiences. Utilizing this data, businesses can pinpoint areas for development and refine their goods and services to better meet the requirements and

preferences of customers. Higher levels of customer satisfaction and increased customer loyalty result from this.

Cross-selling and upselling opportunities can also be provided through install base management. Companies can use Artificial Intelligence (AI) to evaluate customer data and forecast future needs, according to Agarwal and Selen (2019). This can help businesses provide clients with pertinent and individualized product recommendations, improving the likelihood of cross-selling and upselling. This not only creates additional revenue streams but also improves consumer relations because it gives them the impression that the business is aware of their needs and preferences.

The growth of new business models is just one of the advantages of having an install base, which also includes revenue and profitability. According to Vishwanath and Seshadri (2018), businesses can use their installed base as a lever to change their business models from product- to service-focused. Companies can develop recurring revenue streams and give clients a hassle-free experience by providing their products as a service. Because they become reliant on the business's services and are less inclined to migrate to competitors, consumers' loyalty and retention may be further improved.

In conclusion, a company's install base is an essential component of its operations because it forms the basis for customer relationships, revenue generation, and company expansion. Insights into customer needs and preferences can be gained through the effective management and analysis of the install base, enabling businesses to create targeted marketing campaigns and boost customer retention. Artificial intelligence has emerged as a crucial tool

in install base management thanks to the development of technology, enabling more precise forecasts and effective management of customer data. However, it's crucial to remember that the company's capacity to use the knowledge acquired to deliver superior customer service and value ultimately determines whether install base management is successful or not. In order to improve their marketability and achieve sustainable growth, businesses should give investing in install base management practices top priority. This literature review works as a headstart for acknowledging the advantages and disadvantages on managing an install base, also gives some insights on how it can be improved with AI as mentioned before or even to see any other alternatives that can be used and fulfills the company's objective.

2.2 Benefits of Having an End-to-End Process Overview

Companies are constantly under pressure to maintain their efficiency and competitiveness in the fast-paced commercial world of today. Having a thorough understanding of all company's processes from beginning to end is one method to do this. A complete breakdown of business procedures can offer insightful information and point out areas that require improvement. The purpose of this literature study is to examine the value of having a comprehensive understanding of a company's operations and how it affects business performance.

Organizations must have a complete understanding of their business processes if they want to be competitive in today's market. A McKinsey & Company study found that businesses with strong end-to-end process management outperform their competitors in terms of productivity and profitability (Schoenmaker, 2021). This is so that businesses may find inefficiencies and streamline their processes by having a thorough grasp of all business

processes. A complete picture of a company's processes also enables businesses to better comprehend the requirements and preferences of their clients. Businesses with a thorough understanding of their end-to-end customers' journeys have a higher chance of retaining customers and growing their income (Crompton, 2020).

Moreover, having a complete picture of business processes helps enhance departmental collaboration and communication. Companies may ensure that everyone is working towards the same goal and reduce misunderstandings by tearing down departmental pain points. *“Organizations that have end-to-end processes integrated across departments benefit from better communication and collaboration, which boosts productivity and efficiency”* (Iqbal, 2020).

The capacity to rapidly adjust to shifting market conditions is another advantage of having an end-to-end picture of business processes. Harvard Business Review research (2020) found that organizations with a thorough grasp of their operations can quickly spot bottlenecks and inefficiencies, enabling them to react to market shifts (Kaplan, 2020). In today's corporate climate, the capacity to quickly react to shifting market conditions is vital.

In conclusion, having a complete understanding of business processes is essential for firms to stay effective and competitive in today's market. It gives businesses the ability to spot inefficiencies, streamline processes, enhance customer satisfaction, improve departmental collaboration and communication, and quickly adjust to shifting market conditions. End-to-end process management investments increase the likelihood of improved productivity, profitability, and overall business success for companies.

2.3 Conclusion

As for the BOS Team, a completely overview of the processes is needed in order to identify where the problems are and, moreover, who are the partners that are going to benefit with the install base, and also potential workers that could make use of it.

The literature reviews give significant insights into the importance of having an end-to-end understanding of company processes and their influence on business performance. The BOS team may find best practices and effective tactics that have been applied in similar businesses, install bases benefits and more by performing literature research.

The benefits of having an end-to-end picture of corporate operations, such as higher productivity, profitability, and customer happiness, might be the key highlights of the literature reviews. Furthermore, the assessments may emphasize the significance of breaking down barriers across departments and boosting collaboration and communication as well as having a proper install base with a full informational disposition.

Chapter 3 – Current Situation

The purpose of this chapter is to provide a thorough examination of the current situation at Bayer, with a particular emphasis on the BOS team. This chapter provides an understanding of the current situation, including the pain points and inefficiencies in the BOS team's activities.

The chapter aims to identify areas where the present quotation process can be improved and standardized for use across all nations through information gathered through interviews with key stakeholders. This chapter provides important information for the BOS team and other Bayer stakeholders interested in improving the quotation process by offering a complete and detailed examination of their current situation. Finally, this chapter lays the basis for improvements aimed at developing the BOS team's operations and increasing Bayer's overall success.

3.1 Quotation Process Overview weaknesses

After the interviews it was concluded that all of the stakeholders pointed out that there was not a proper process overview, each of them knew what they had to do but none of them had a complete overview of the processes. Also, the researcher received a limited overview of the quotation process at the start of the research, providing only a brief glimpse into the procedure. Exhibit No. 4 was provided as a representation of the BOS team's understanding of the quoting process, but it is considered to be insufficient and inaccurate. The provided overview generated various ambiguities and confusions, prompting additional inquiry and investigation into the process.

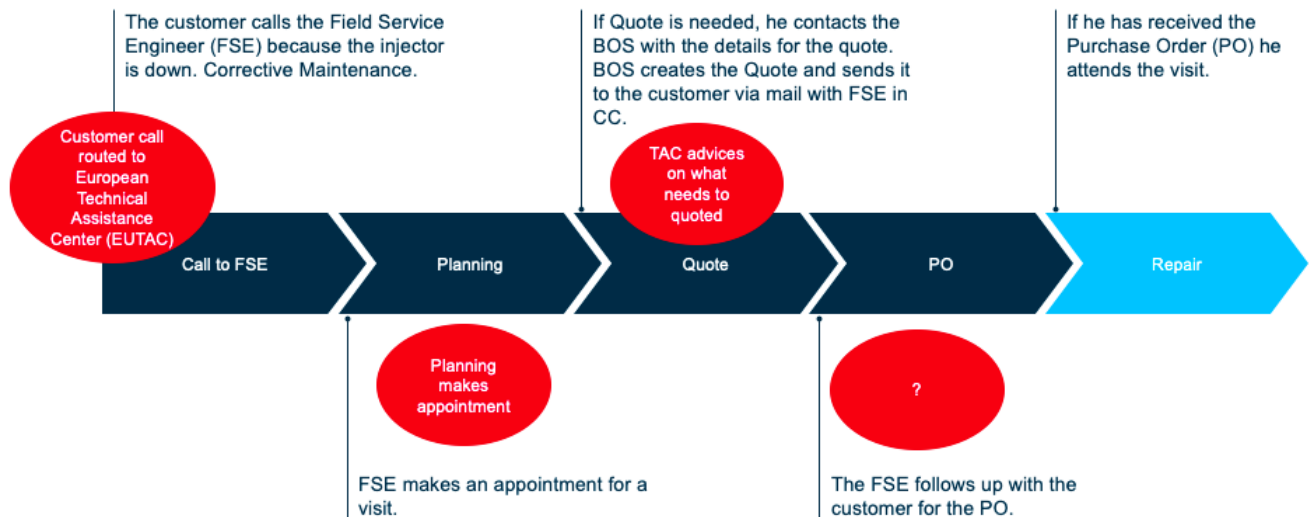


Figure 3. BOS Team idea of the quotation process.

Source: Bayer Medical Care B.V. 2023

The chart fails to provide a comprehensive depiction of the process, as it overlooks several intermediate steps that are critical for a better understanding of the process. The chart misses important information on how all the parts involved communicate to each other, which is not the same in some steps of the process. The BOS Team procedures to create a quote is not clear; there is no overview on how the quote is created and how it is sent to the customer. The only way this process is transmitted to new employees is by shadow training but there are no precise instructions on how to carry out the quotes.

Apart from these limitations, there is a pressing issue of a lack of standardization in the quotation process across countries. This inconsistency and non-standardization of the process across countries make it more challenging for employees to learn the process of different countries. Moreover, when an employee is absent due to sickness, vacation or any other reason, no one can be designated as a backup because of the differences in the processes. Therefore, a lack of standardization means that the quotation process for a country is contingent upon one or two employees, and if they are unavailable, the process cannot be carried out.

Additionally, the absence of standardization demands additional resources and time to acquire knowledge about the quotation processes of other countries. This results in a longer learning curve for employees and increases the company's expenses in training employees to become familiar with the processes of multiple countries.

3.2 Missing Install Base

During the course of the research, it was determined that the BOS team relied primarily on an Excel file containing detailed information regarding injectors. This file was updated regularly and was a valuable resource for many of the BOS team's responsibilities. Unfortunately, the Excel file became corrupted and could not be recovered. The file's creator was no longer available, and alternative solutions had to be found due to the BOS team's lack of experience with excel and time restrictions. The loss of this valuable resource was a big setback for the BOS team and had an impact on the company's overall success.

The BOS team is currently reorganizing the Excel file, but this task has proven to be an enormous commitment. To address this problem, the team has been looking into using Monday.com as a viable replacement for the Excel file. It needs to be noted, however, that Monday.com is primarily utilized for quotation and may not be a suitable platform for other BOS team activities. Despite these obstacles, the BOS team remains committed to resolving this critical issue.

3.3 Email Traffic

The BOS Team's daily operations have recognized email traffic as an ongoing issue. An overwhelming number of emails are being sent and received as a result of the team's multiple stakeholders. This is mostly attributable to the lack of a thorough overview of the processes, which leaves employees unsure of who to contact when they have questions or issues. As a result, they send emails to everyone involved, including those who shouldn't have received them, increasing email traffic even further.

Additionally, the lack of an accessible and current install base makes the email traffic problem worse. On numerous occasions, employees have had to send emails to get details about injectors and contracts that were previously available in the excel-based install base. The team had to look for alternate solutions, which caused delays and an increasing dependency on email communication. As a result, the BOS Team is currently facing a significant challenge in managing its email traffic, which negatively impacts their daily operations.

3.4 Conclusion

Table 2
Issues consequences on the BOS Team.

Problem	Consequences in the BOS Team
Quotation process Overview	<ul style="list-style-type: none"> Responsibilities among the different teams are not clear.

-
- Unable to identify possible bottlenecks.
 - Quotation process cannot be standardized without a complete image of how the process is done.
 - Unable to determine if the way in which the process is currently done, is the most efficient.
 - Higher chance of making human mistakes.

Missing install base

- No updated information.
- Can create misunderstandings among the team's employees because of different versions of information.
- A significant amount of time is expended during the process of obtaining correct and accurate information.
- More probability of making mistakes.

Email traffic

- Important emails get lost among various unnecessary emails.
 - A daily great amount of time is used due to the extensive volume of emails that needs to be read.
-

-
- Increased workload.
 - Employees can feel overwhelmed and productivity may decrease.
-

Source: Charum, 2023.

Figure No. 5 shows a brief description of the consequences provoked by the issues encountered in the current situation. In conclusion, this chapter provided a comprehensive analysis of the current situation at Bayer, with a particular focus on the BOS team and their quotation process. The chapter's information sources included interviews with key stakeholders, providing valuable insights into the issues and inefficiencies affecting the team's activities. The researcher's own work as a member of the BOS team provided further firsthand evidence of the problems faced by the team, emphasizing their significance and prevalence.

The chapter identified three major issues that were the most urgent and significant among several smaller difficulties affecting the quotation process: the lack of a detailed overview of the process, the absence of a common install base, and the high email traffic. These issues were found to be critical to the overall effectiveness and efficiency of the quotation process and require immediate attention.

The lack of standardization in the quotation process across countries was also identified as a significant challenge affecting the team's operations, highlighting the need for a more consistent and streamlined approach to quoting across all nations. This chapter's findings provide a foundation for future research and activities aimed at developing the BOS team's operations and improving Bayer's overall success.

Chapter 4 - Desired situation

The previous chapter gave an extensive investigation of the BOS team's current situation, offering insightful information about the team's performance and the difficulties it has in achieving the company's objectives. Using this as a base, this chapter seeks to define the ideal situation that the BOS team should work towards in order to function at its most efficient and help the business succeed.

The chapter begins by sketching a best-case scenario for the BOS team to accomplish this goal. This ideal situation has the ideal combination of circumstances and elements that will allow the team to successfully and effectively accomplish its goals and objectives.

4.1 Quotation process map

The desired approach for streamlining the quotation process involves obtaining a comprehensive overview of the process, clearly delineating the responsibilities of all stakeholders, and establishing a standardized process across all countries. Figure No. 6 depicts a process map, which provides a detailed breakdown of the steps that the BOS team must undertake during the quotation process. This map serves as a template for all countries, ensuring consistency in the process. By identifying and assigning responsibilities to stakeholders, the organization can ensure that employees have clear guidelines for completing the quotation process, regardless of their location or role.

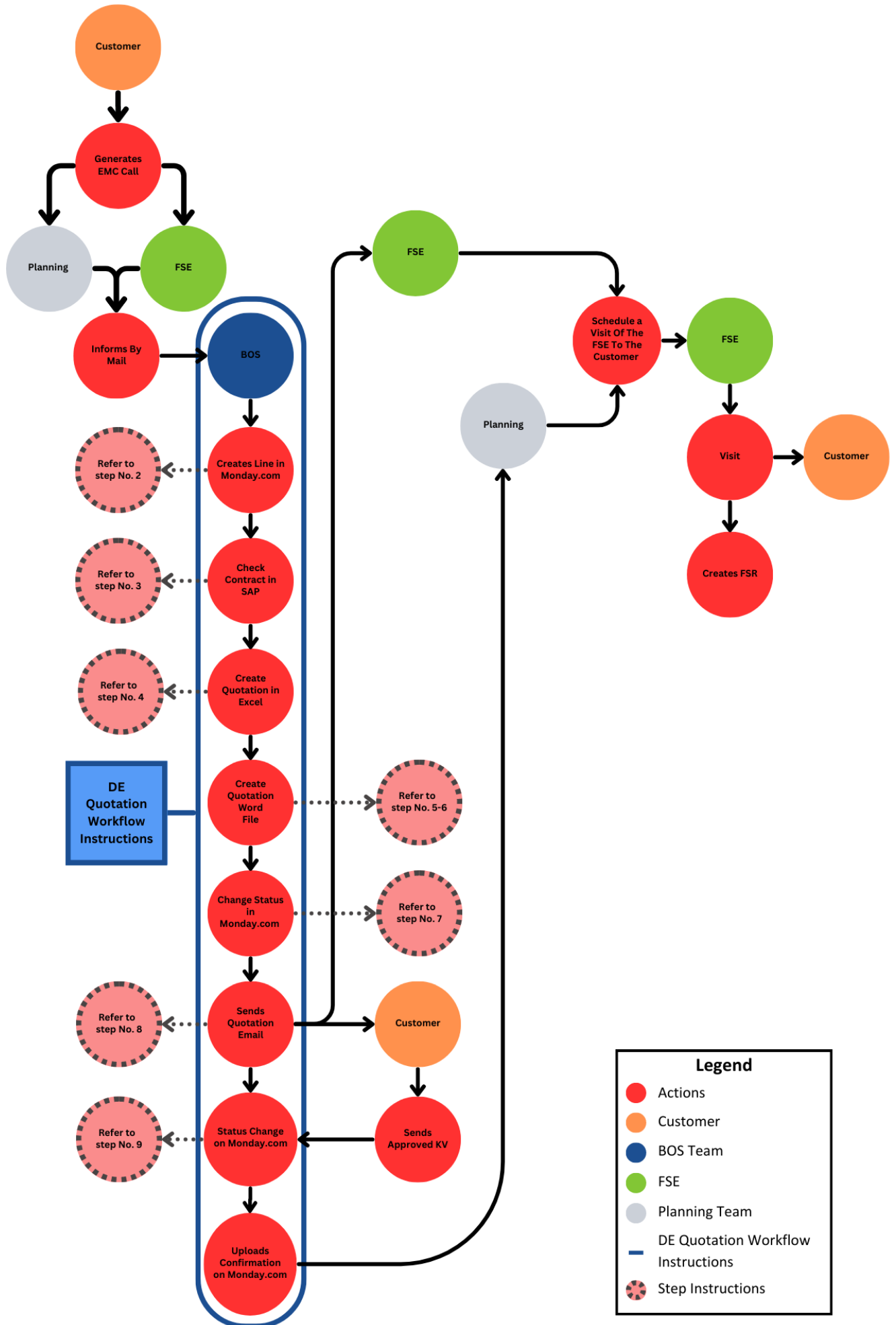


Figure 4. BOS Team quotation process map.

Source: Self-made, 2023.

The map provides a comprehensive overview of the quotation process, outlining the roles and responsibilities of all parties involved in generating a quote. The process begins with the customer's emergency call, which is communicated to the planning or the Field Service Engineer (FSE) to assess the necessary quote. The BOS team then executes the quotation process, guided by detailed workflow instructions included in the map presented in Figure No. 6. After sending the quote to the customer, the planning team and FSE are notified, and the customer approves or disapproves the purchase order (PO). If approved, Planning schedules the maintenance visit and the FSE attends to the customer's injector location to perform the maintenance and create a Field Service Report (FSR), which is a highly detailed report of the work done to the injector. If additional materials or labor hours are required during the visit, the BOS team will generate a revised quote. The map's color-coded design reflects different stakeholders and tasks, and the workflow instructions clarify the tools and purpose of each step, streamlining the quotation process. This map is a detailed view of how the quotation process must be done and what are the parties involved.

4.2 Install base

In the ideal situation regarding the install base, it is essential to ensure that all countries have access to the same accurate and current injector information, regardless of their location or role within the organization. This will not only reduce the need for excessive email communication, but also enable team members working in different countries to quickly and efficiently access the information they need.

Furthermore, a standardized install base will help the BOS team streamline their workflow and reduce the time spent on data entry and verification. With a consistent format for injector information, team members can easily enter and search for information without extensive training or manual processes. This can be achieved by the use of monday.com where they can upload the different information available, organize it and have it all in the same place as countries like the UK, France and Germany have already.

Beyond improving efficiency, a standardized install base can have a significant impact on the quality of work performed. With up-to-date information readily available, team members can make informed decisions and take appropriate actions to maintain equipment, carry out maintenance and repairs, and renew contracts. This ensures the safety of employees and equipment while minimizing the risk of costly errors or oversights.

4.3 Email traffic.

The team envisions a workplace where information is freely accessible to all employees without the need for regular email exchange. This will not only reduce the number of emails sent, but it will also eliminate the need for employees to waste time digging through their inboxes for information that may be easily accessible in a single area.

The BOS Team intends to encourage the correct use of Outlook and other communication technologies in addition to making information more accessible. This includes

trained staff on proper email usage and highlighting the need of restricting email recipients to those who are directly involved or affected by the dialogue.

4.4 Conclusion

In conclusion, based on a detailed examination of the existing circumstances, this chapter has offered an ideal situation for the BOS team to work towards. The success of the team is contingent on expediting the quoting process, maintaining a standardized install base, and decreasing internal email traffic. By solving these bottlenecks, the team will be able to operate more efficiently and effectively, contributing to the overall success of the organization. The BOS team understands the value of always pushing for progress, and this ideal situation is a critical step toward attaining their objectives.

Chapter 5 - BOS Team Solution

The primary objective of this research was to identify the BOS team's pain spots and propose solutions to achieve the BOS Team objective: improve efficiency by lowering workload. A complete review of the current situation has revealed that the BOS team faces three major challenges: the lack of a process overview, no standardization on the quoting processes as well as the install base, and an overwhelming number of email traffic. These challenges not only restrict the BOS team's ability to achieve the company's objectives, but also impede progress towards the desired situation. This chapter looks to explain and justify a solution that solves these problems by bridging the gap between the current and desired situation and assisting the BOS team in reaching their objectives.

5.1 Best solution

To address the three major problems faced by the BOS Team, namely the lack of process overview, lack of standardization in processes and install base, and the high volume of email traffic, a comprehensive solution is required. The proposed solution involves standardizing the quote process across all countries, implementing a unified install base, and subsequently reducing email traffic.

5.1.1 Quoting process.

First, it is important to establish a standardized quoting process that can be used in all countries. The aim is to create a clear and comprehensive overview of the entire quoting process, including all necessary steps, responsibilities, and communication channels. Developing a standardized process ensures that all team members across different countries have a consistent understanding of how to create quotes efficiently and effectively. This not only reduces confusion and ambiguity, but also improves coordination and collaboration among team members. A standardized process ensures that all team members follow the same policies and procedures to produce accurate quotes regardless of the country.

5.1.2 Install Base.

In addition to standardizing the quoting process, it is also important to build a consistent installed base accessible to all the members of the team. To do so, all injector-related information must be consolidated into a central database that can be easily accessed by all team members in various countries. A common installed base ensures team members have consistent and up-to-date information on injectors, contracts, and other relevant details. This allows anyone to access the data they need directly from the install base, eliminating the need for excessive email communication to gather information. A consolidated install base enables the BOS team to streamline workflows, reduce duplication, and make informed decisions based on accurate, up-to-date information.

5.1.3 Email Traffic.

By implementing standardized processes and a common installed base, the BOS team can effectively reduce the volume of email traffic it faces today. Clear policies and a single source of information minimize the need for team members to exchange emails to obtain missing details or seek clarification. This reduces the number of unnecessary emails sent and received, freeing up valuable time and resources. Additionally, standardized processes and a common install base enable effective communication channels within the team, ensuring that emails are only sent to relevant parties. This reduces email overload and increases productivity by allowing team members to focus on important tasks instead of managing excessive email correspondence.

5.2 Conclusion

The analysis of various sources in the literature review has led to identifying an optimal solution. This solution not only addresses the need for a process overview, ensuring clarity and alignment among team members, but it also offers the added benefit of reducing email traffic through the effective implementation and utilization of an install base which is the desired situation that the BOS team is looking for.

In conclusion, by establishing clear and consistent processes, providing a centralized source of information, and improving communication channels, the BOS Team can work more

efficiently and effectively towards achieving their goals. This solution not only addresses the current pain points but also fosters better collaboration, enhances productivity, and contributes to the overall success of the team and the organization as a whole.

Chapter 6 - Policy Recommendations

The purpose of this chapter is to present comprehensive final recommendations and an implementation plan for the solution proposed in Chapter 5. The focus will be on providing detailed steps to be taken, analyzing the financial implications of the solution, and outlining the expected execution process.

6.1 Recommendations

The use of standardized quotation processes and tools has been found to be the most efficient way to address the three main issues the BOS team is currently experiencing. This strategy guarantees that all workers follow the same rules and instructions, although with minor adjustments to account for country-specific laws and requirements. The team may develop a sense of backup and collaboration by establishing a standard procedure, enabling easy adaptation and continuity of operations in the absence of a country-specific responsible individual.

The requirement for a central information hub, or "common install base," where employees can access trustworthy data, is a crucial component of this solution. In this situation,

monday.com stands out as an appropriate tool to act as the central repository, combining data about injectors from every country. Even though certain countries may already be using this tool, it is crucial to combine data from all countries so that workers can access data in a single location. The common install base should be a crucial component of the overall solution and should be effectively used.

Additionally, monday.com provides a simplified communication structure that enables staff to provide updates on the quote processes. Other teams are kept up to date on a quote's progress, including its creation, approval status, and other pertinent information, thanks to this real-time update. The BOS team can significantly reduce email traffic by using this tool, doing away with the need to repeatedly request missing data or check on the status of quotes. As a result, this solution fosters better communication and information sharing between the various teams involved as well as improving the effectiveness of the BOS team.

The complete solution essentially provides a collaborative solution for the three major issues the BOS team faced. The team can increase efficiency while overcoming the underlying challenges by standardizing quotation processes, utilizing a shared install base, and using Monday.com as a communication tool. This integrated strategy benefits not only the BOS team but also other teams that work with BOS, encouraging a more connected and efficient workflow.

6.2 Implementation Plan

Prior to implementing this solution, it is imperative to adhere to a specific set of steps for approval and obtain the necessary adjustments from Bayer's managers. Following a well-defined timeline is essential to ensure a smooth and effective implementation of the solution.

6.2.1 Implementation Timeline.

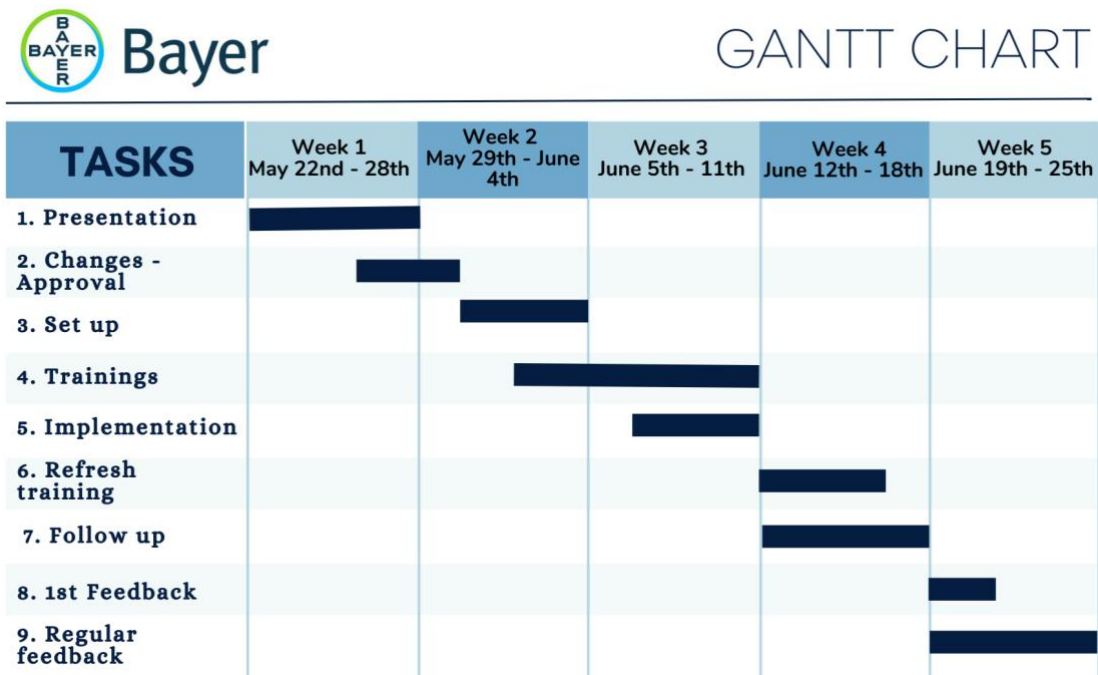


Figure 5. Gantt chart - Implementation timeline.

Source: Self-made, 2023.

The implementation timeline in Figure No. 7 outlines a structured 5-week plan for standardizing the quotation process and establishing a common install base. This implementation plan is going to be conducted by the researcher. The first week is dedicated to the initial task of presenting the final solution and research findings to the BOS Team manager. Subsequently, feedback is gathered, and necessary adjustments are made to obtain final approval.

During this phase, the setup process begins, encompassing activities such as granting access to monday.com dashboards for employees involved in the quotation process. This entails uploading up-to-date injector information and ensuring its cleanliness and compatibility

with the existing countries already using monday.com. Additionally, access to all the required tools and documents essential for executing quotations needs to be provided.

Moving into weeks 2 and 3, employee's training sessions are conducted. These sessions are designed to familiarize the employees with the tools, documents, and the process of navigating and utilizing information within monday.com. The first hour of training is focused on tool orientation, while the second hour is dedicated to explaining the quotation process using the researcher-created overview map along with the highly detailed instructions that comes with the map and providing examples that highlight any slight variations observed across different countries. It is expected that employees will promptly incorporate the standardized quotation process and install base after completing the training.

In week 4, a follow-up training session is conducted to reinforce the steps involved in the process and provide a more detailed explanation, building upon the employees' initial experience with the new approach. Simultaneously, performance monitoring is carried out to assess employees' adaptation to the new process.

By the end of week 4, initial feedback from employees is collected to identify potential areas for further refinement or improvement. Subsequently, regular feedback and monitoring processes are put in place to track employee adaptation and performance. Weekly BOS team meetings provide a designated space for employees to express their opinions and address any concerns regarding the process. This ongoing feedback loop facilitates continuous enhancement and fine-tuning of the implemented solution.

6.3 Resource Allocation

The successful implementation of the proposed solution for the BOS team's problems requires careful consideration of the necessary resources, which are primarily focused on time allocation and platform access for the employees involved. Allocating sufficient time and providing platform access are crucial elements to ensure a smooth transition to the new process.

In terms of time allocation, it is estimated that a total of 4 working hours per employee will be required to undergo the necessary training and become familiarized with the tools and processes involved in the standardized quotation system. This time investment allows employees to fully grasp the functionalities of the platform and understand how to effectively utilize the provided resources. By dedicating this designated time, employees can gain confidence and proficiency in their usage of the platform, ensuring a seamless integration into their daily workflows.

Additionally, access to monday.com, a collaborative platform serving as the foundation for the standardized quotation install base system, is essential for the success of this solution. A subscription to monday.com will need to be provided for the 8 employees involved in the new process. This subscription will grant them the necessary privileges and permissions to access the platform, retrieve relevant information, and contribute to the shared knowledge base.

By ensuring the availability of these resources, including the allocated time and the required platform access, the BOS team can effectively implement the standardized quotation system and leverage the benefits it offers. The provision of dedicated time and platform access

signifies the organization's commitment to supporting its employees in adopting new processes and enhancing their efficiency and productivity.

6.4 Financial implications

The implementation of the proposed solution for the BOS team's problems entails certain financial implications that should be considered. This includes both the costs associated with the necessary training and the potential benefits that can be derived from the standardized quotation system and platform access.

Regarding the costs, it is important to note that the training sessions for the employees will take place during working hours. With an average salary rate of 35 euros per hour, the investment in these 4-hour training sessions for each employee needs to be taken into account. Therefore, the total cost of training per employee can be estimated as 4 hours multiplied by the average hourly salary rate of 35 euros, resulting in a cost of 140 euros per employee and a total of 1120 euros for the 8 employees it is recommended to add a margin of 10-15% for unforeseen costs that can be encountered which can be attributed to extra training hours or pay an extra subscription on monday.com, so it's expected to have a total of 1288 euros to implement the solution including a margin of the 15% for extra costs.

However, it is worth mentioning that the BOS team already has an enterprise subscription for monday.com. This means that the remaining employees who will be introduced to the standardized quotation system can access the platform using the same user

account as the employees who are already utilizing it. Therefore, no additional costs are expected to be incurred for acquiring new subscriptions or licenses.

Although the costs associated with implementing this solution are evident, it is anticipated that the implementation will result in a decrease in email traffic and better workflow. The effectiveness of the solution can be measured through the BOS team's SharePoint platform, where statistics related to email traffic and employee satisfaction are tracked and monitored. This measurement will provide important feedback into the success of the solution and its impact on reducing email traffic and improving overall employee satisfaction. By closely monitoring these metrics, the organization can assess the effectiveness of the implemented solution and make any necessary adjustments to further optimize results.

6.5 Conclusion

When considering the benefits of the implemented solution, it is essential to highlight the potential improvements in efficiency and productivity. By standardizing the quotation processes and implementing a common install base, the BOS team can experience streamlined workflows, reduced errors, and enhanced collaboration among team members. These improvements can lead to time savings and increased accuracy in the quotation process, ultimately resulting in improved customer satisfaction and potentially higher conversion rates.

Additionally, the reduction in email traffic, thanks to the centralized information available on monday.com, can lead to significant time savings and improved communication within the team. This can result in increased efficiency and reduced time spent on searching

for information or clarifying details, ultimately contributing to overall cost savings and improved productivity.

These recommendations are in accordance with the company objective, which aims to achieve a 30% reduction in email traffic, bringing it back to 2022 levels. Additionally, they seek to establish a comprehensive process overview and identify the most efficient approach for execution. The final solution helps to recognize the importance of the entire process, establish standardization, and leverage an install base to decrease workload and improve efficiency and decrease email traffic as well.

By implementing these measures, the BOS team can optimize their operations and achieve their desired outcomes effectively. While the costs associated with the training sessions should be considered, the potential benefits of improved efficiency, productivity, and customer satisfaction outweigh the initial investment. It is important to view these costs as an investment in the BOS team's effectiveness and long-term success. With careful implementation and utilization of the standardized quotation system and platform access, the financial implications of the solution can be effectively managed, ensuring a positive return on investment for the organization.

It is important to mention that the BOS team demonstrates a strong willingness to change, driven by their desire to lower the big amount of workload they currently face. Their openness to new suggestions and ideas highlights their proactive approach towards process improvement. This mindset creates an opportune environment for implementing the final solution and fostering a culture of continuous improvement.

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Appendix

1. Interview with the multiple employees and stakeholders that works along with the BOS team.

This is a close transcription of the interviews, the employees could not be recorded because of company policies so it's based on notes from the researcher.

Interviewer: Good morning, everyone. Thank you for joining ME today. I appreciate your time and willingness to share your experiences in this short interview. Today, we will be discussing the challenges and areas for improvement within the BOS team.

BOS Team employee: Certainly. One of the major challenges is the email traffic, because of the big volume of messages we receive on a daily basis. It's overwhelming to go through all the emails and prioritize our tasks effectively. This often leads to important messages being overlooked or delayed responses, impacting our ability to meet deadlines and collaborate efficiently.

Planning Team Employee: I completely agree. In addition to the volume of emails, another challenge is the lack of organization and clear categorization. Important information often gets buried in long email threads or lost among unrelated discussions. It becomes time-consuming to search for specific details or attachments needed to complete our tasks.

Inside Sales Employee: Moreover, the constant back-and-forth email exchanges for clarifications or approvals cause unnecessary delays in our workflow. It would be much more

efficient if we had a centralized system or platform where information and updates can be easily accessed by all team members.

Interviewer: Thank you for sharing your experiences with email traffic. It's evident that this is a significant challenge affecting productivity. Let's now move on to discuss other issues encountered within the BOS Team.

Planning Team Employee: Without a clear overview of the processes, it's difficult to understand the bigger picture and how our individual tasks fit into the larger workflow. This lack of visibility makes it challenging to prioritize tasks effectively and allocate resources appropriately.

BOS Team Employee: Additionally, without a comprehensive overview, it's harder to identify bottlenecks or areas for improvement. We may continue to follow outdated or inefficient processes simply because we are unaware of better alternatives. This limits our ability to innovate and optimize our work.

Planning Team: the lack of visibility affects collaboration among team members. We often end up duplicating efforts or working in silos because we don't have a shared understanding of the progress or status of different tasks. This leads to miscommunication, wasted time, and a fragmented workflow.

Interviewer: Thank you for sharing those insights. Are there any other problems that you consider affecting your workflow?

Engineer Employee: Not having a standardized install base means that each team member may be using different sources of information or tools to access the necessary data. This creates inconsistencies, making it difficult to ensure accuracy and alignment across the team.

Inside Sales Employee: Without a common install base, it becomes challenging to share information or collaborate seamlessly. We often find ourselves searching through various platforms or struggling to find the most up-to-date information. This hampers our ability to work efficiently and slows down our progress.

Planning Team Employee: Another challenge is the lack of a centralized repository for important documents and resources. It's time-consuming to search for the required documents or templates across multiple sources, leading to delays and inefficiencies in our work.

Interviewer: Thank you for sharing your experiences regarding the absence of a standardized install base. It's clear that this creates obstacles in your daily work. Now, let's discuss how these issues affect your day-to-day work and overall job satisfaction.

BOS Team Employees: Dealing with excessive email traffic and lacking a clear process overview often leads to a sense of overwhelm and frustration. It becomes challenging to stay organized and focused, impacting our productivity and job satisfaction.

Planning Team Employees: The constant struggle to find information and navigate through disjointed processes creates a sense of inefficiency and can be quite demotivating. We want to deliver our best work, but when we're constantly bogged down by email overload and lack of clarity, it's challenging to feel a sense of accomplishment.

Engineer: The lack of a standardized install base adds an extra layer of complexity to our work. We spend valuable time searching for information, aligning different data sources, and adapting to inconsistent processes. This takes away from our ability to focus on higher-value tasks and impacts our overall job satisfaction.

BOS Team Employee: It's not just about the immediate impact on our productivity and satisfaction, but also the long-term implications. Without effective solutions to these challenges, we risk burnout and decreased morale within the team. We want to feel supported and empowered to excel in our roles.

Interviewer: Thank you all for sharing your insights and experiences. It's clear that the challenges related to email traffic, lack of process overview, and missing standardized install base have significant implications for your work and overall job satisfaction. These issues not only impact productivity but also hinder collaboration and innovation within the team.

Based on these valuable insights, it is evident that implementing solutions to address these challenges is crucial for improving efficiency and employee satisfaction. By streamlining email communication, establishing a comprehensive process overview, and implementing a standardized install base, the BOS team can experience enhanced workflow, reduced frustration, and increased job satisfaction.

Thank you all once again for your valuable input and insights. Your feedback will greatly contribute to the development of effective solutions to address these challenges and create a more streamlined and productive work environment for the BOS team.