

Zuyd University of Applied Sciences – Universidad del Rosario



Alignment in Boston Scientific Esker Memphis project per regions

Graduation Research Report

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Declaration of originality and autonomy

I declare under oath that I have written the Literature Review entitled " Alignment in Boston Scientific Esker Memphis project per regions", as a Research Assistant II degree option, and that its content is therefore original.

I declare that I have clearly and accurately indicated all direct and indirect sources of information and that this review has not been submitted to any other institution for grading or publication purposes. for grading or publication purposes.

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I declare that the intellectual responsibility for this work the intellectual responsibility of this work is exclusively that of its author. Universidad del Rosario is not responsible for responsible for the contents, opinions or ideologies ideologies expressed in whole or in part in this work.

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Management Summary

Boston Scientific is a company of medical devices made to be the least invasive possible for the patient. Headquartered on Marlborough, Massachusetts, USA. Though, it is located as well in different countries among the continents. As a company focused on “Advancing Science for Life”, innovation is extremely important, which is why the projects division has a big responsibility within the organization. One very important department is the Global Customer Care, which is being transformed to work on making enhancements related to the customer experience which then also represent patients satisfaction.

One project that is made to improve the customers experience is the Esker Memphis project, which created a system that allows orders to be processed automatically for all the sites around the world. Therefore, the customers can have their orders go through the system faster which can be very beneficial for many patients, also, making the employees job easier.

Nevertheless, there are some countries and regions such as Asia and North America that are not aligned with this project. The main causes for the misalignment are mostly attributed to the local teams having different priorities, distribution challenges, local contexts, amount of orders and an unclear benefit knowledge. Even though, the company has good project and change management practices, there are still some improvements that can help them to align the different regions.

In the end, it is suggested to enhance the visibility of their communications, using the most recent tool for their change and project management practices, and empowering the change ambassadors around the world, which can help the company to deal with the misalignment causes and achieve their global automation goals.

Chapter 1 - Problem statement and Research set up.

1.1 Introduction

The health industry is constantly evolving, and this rapid progress necessitates innovation and adaptation by companies operating in this field. These companies need to stay up to date with the latest technologies and constantly invest in research to develop new or improved products that can save and improve people's lives. It is equally important for them to streamline their internal processes to deliver these products quickly and efficiently. Boston Scientific, a prominent player in this industry, embodies this spirit through its motto "Advancing Science for Life."

Boston Scientific has a clear focus on developing products that use minimally invasive technology for the benefit of patients. Given their strong interest in human health and quality of life, the company has a strong commitment to delivering products that are not only perfect but also delivered promptly, with exceptional customer service. Since Boston Scientific's customers are the ones who treat the patients, it is essential for Boston Scientific to maintain high levels of customer satisfaction.

To meet these lofty standards, Boston Scientific recognizes the importance of constant innovation in all of their regions. The company has various projects underway, all aimed at achieving their goals. One of the main goals for Boston Scientific is to make the order processing faster by

automation around the globe, the Esker project, which plays an important part in the Electronic Order Management project that has the goal to automate orders by 2023. This project has been affected due to priorities that different countries and regions have. It is critical that all employees are well-informed and aligned with the company's objectives, while also using the latest practices to ensure that there are no delays on the different deployments around the globe that could negatively impact the company, the objectives, its customers, and most importantly, the patients who rely on these products.

1.2 Company Overview

Boston Scientific is a multinational company headquartered in Marlborough, Massachusetts, USA, that is committed to enhancing, transforming, and ultimately improving people's health and lives through innovative medical solutions. The organization is renowned for its state-of-the-art cardiovascular devices, but it also provides cutting-edge solutions for urological and neurological issues. Moreover, Boston Scientific is known for its minimally invasive medical devices that aid in detecting lung and intestinal diseases.

The organization is dedicated to continuous improvement in various areas, with a primary focus on improving patient health. However, Boston Scientific also strives to improve the organization in many other aspects, including the work process, making it easier, faster, and more effective.

The goal is to provide an exceptional customer experience that ultimately benefits the patients.

Boston Scientific is a world-renowned medical device company with an impressive employee count of 41,000 individuals. The company has a global reach with commercial representation in

over 115 countries worldwide, making it a formidable presence in the healthcare industry. Boston Scientific's main competitors are Johnson & Johnson, Medtronic, Abbott and Biosense Webster among others.

With around 30 million patients benefiting from their innovative medical products each year, the company's unwavering commitment to delivering high-quality, reliable, and effective medical solutions is a testament to its dedication to improving the health and well-being of people worldwide.

In order to maintain their status as a leading player in the industry, Boston Scientific continually invests in research and development. With an annual investment of \$1 billion, the company is constantly innovating and improving their products and processes.

One critical aspect of the organization's commitment to customer satisfaction and patient care is the Global Customer Care (GCC) department. The department is responsible for ensuring that customers are taken care of, from the moment they need one of Boston Scientific's products. It is not only about providing excellent customer service when a customer has an inquiry, but it is also about improving the overall experience.

The Esker Memphis project consists of driving efficient operations in order processing, throughout Boston Scientific's global scope, optimizing, simplifying and standardizing through technological solutions the order processing, enabling touchless orders and orders with little manual intervention to reduce work hours, increase savings and help the Electronic Order Management project to reach the goal of having 60% global orders automated by the end of 2023.

In summary, Boston Scientific is a multinational organization committed to transforming people's health and lives through innovative medical solutions. Its products are not only renowned for their effectiveness but also for their minimally invasive nature, making it easier for patients to

receive the care they need. The organization's Global Customer Care department is committed to providing excellent customer service and improving the customer experience. By doing so, Boston Scientific can ultimately improve patient health and wellbeing.

1.3 Problem Statement

1.3.1 Current Situation

Boston Scientific has a long-standing reputation for being an innovative company in terms of products and processes. One of its main projects is to automate 60% of the global orders by the end of 2023, constituting one of the main goals of the company for this year. The ordering process goes from the moment the customer decides to purchase to the moment it is ready in the company's system. By automating this process, the company will save time in man hours and therefore money in the different countries where Boston scientific is located. However, the practices used in project development and management have remained largely unchanged, resulting in instances of misalignment between regions in the different projects. Such misalignment has led to delays in "go live" dates, which can affect the achievement of the goal. For instance, at this moment, Thailand is not actively participating in the orders' automation process. The country is not aligned with this global project as their priorities are more focused on a cheaper distribution of their products in the region.

1.3.2 Gap

This research aims to identify more recent practices that can be used to align and manage misalignment among project stakeholders of different regions with distinctive priorities. Then,

identify how to apply these practices in the context of Boston Scientific and improve project outcomes, achieving, in this case, global automation for orders' processing.

1.3.3 Desired situation

Boston Scientific's commitment to innovation should extend to its project development and management to more recent practices on how to align the different regions participating within a project. By adopting the newest practices in project development and change management, the company minimizes misalignment between different regions and achieves optimal results in terms of automation objectives around the world, which will save time in man hours and therefore money in the different countries where Boston scientific is located. Moreover, by automating t orders' processing, the different regions will use the same systems, which is one of the main purposes of Global Customer Care.

1.4 Company Objective

Boston Scientific's objective is to implement new practices to align and engage the different countries and regions in the Esker Memphis project with a global scope to avoid any kind of delays in the deployments, achieving 60% global automation in order processing by the Q3 of 2023.

1.5 Research objective

This research seeks to uncover misalignments in the Esker Memphis project in the company, identifying change management practices currently used to understand how these can be improved or updated with best practices Furthermore, investigating what the newest change

management practices to engage the different groups involved are and the strategies to align the stakeholders (mostly internal) in the development of both the orders' processing project and future regional deployments of technology that will allow the automation goal to be achieved by the end of the current year.

1.6 Main Question

Which strategies can be implemented to align the different regions involved within the Global Customer Care project, incorporating the newest change management practices to deal and prevent the misalignment problems in the orders' processing project?

1.7 Sub questions

1.7.1 Present situation

1. What are the strategies used within Boston Scientific to deal with misalignments in a project development?
2. What are Boston Scientific's change management strategies?
3. What is the level of alignment of the different regions in the Esker Memphis project?
4. What are the main causes of the misalignment of the different regions for the orders processing project?

1.7.2 Literature review

5. What are alternative change management strategies?

6. What are good communication practices in project management?

1.7.3 Desired situation

7. How can this project contribute to Boston Scientific meeting its goals?
8. What is the target of automation that Boston scientific wants to reach with the Esker project help in global terms for 2023?

1.8 Research Methodology

This research is qualitative, based on a combination of primary and secondary data sources.

Primary data will be collected through semi-structured interviews with key stakeholders within the company, including project managers, team leaders, and employees involved in the global customer care department. The interviews will be conducted in-person, over the phone, or through video conferencing and will be audio-recorded with consent. The interview questions will focus on topics such causes on project misalignments, strategies for dealing with those misalignments, and current change management practices in order to identify the different countries priorities that are leading to the current misalignment.

Secondary data will be collected through a thorough review of existing literature, including academic journals, trade publications, and industry reports. The secondary data will focus on change management practices, best practices in project management, the latest trends in stakeholder engagement, and process innovation related to the current global project of order automation. Additionally, company documents, such as project management plans and change management policies and procedures will be reviewed to gain insights into the company's approach to change management.

The data collected through interviews and secondary sources will be analyzed using a mixed-methods approach, incorporating qualitative techniques. Qualitative analysis will be conducted using a thematic approach to identify key themes and patterns within the data.

Table 1

Research Methodology Questions

Questions	Type of Research	Sources
I. Which strategies can be implemented to align the different regions involved within the Global Customer Care project incorporating the newest change management practices to deal and prevent the misalignment problems in the orders' processing project?	-Primary data. Field research. - Secondary data. Desk research	- Bahadorestani, A., Naderpajouh, N., & Sadiq, R. (2020). <i>Planning for sustainable stakeholder engagement based on the assessment of conflicting interests in projects. Journal of Cleaner Production, 242, 118402</i> - Ciric, D., Lalic, B., Gracanin, D., Tasic, N., Delic, M., & Medic, N. (2019). <i>Agile vs. Traditional approach in project management: Strategies, challenges and reasons to introduce agile. Procedia Manufacturing, 39, 1407-1414.</i> - Boston Scientific. (n.d.). <i>Boston Scientific Internal data base. Boston Scientific Internal Documents.</i>
I. What are the strategies used within Boston Scientific to deal with misalignments in a project development?	-Primary data. Field research.	- Boston Scientific. (n.d.). <i>Boston Scientific Internal data base. Boston Scientific Internal Documents.</i> - <i>Semi structured interviews</i>

2. What are Boston Scientific's change management strategies?	-Primary data. Field research.	<ul style="list-style-type: none"> - <i>Boston Scientific. (n.d.). Boston Scientific Internal data base. Boston Scientific Internal Documents.</i> - <i>Semi structured interviews</i>
3. What are the main causes of the misalignment of the different regions for the Esker Memphis project?	-Primary data. Field research.	<ul style="list-style-type: none"> - <i>Boston Scientific. (n.d.). Boston Scientific Internal data base. Boston Scientific Internal Documents.</i> - <i>Semi structured interviews</i>
4. What is the level of alignment of the different regions in the orders' processing project?	-Primary data. Field research.	<ul style="list-style-type: none"> - <i>Boston Scientific. (n.d.). Boston Scientific Internal data base. Boston Scientific Internal Documents.</i> - <i>Semi structured interviews</i>
5. What are alternative change management strategies?	- Secondary data. Desk research	<ul style="list-style-type: none"> - <i>El Khatib, M., Alabdooli, K., AlKaabi, A., & Al Harmoodi, S. (2020). Sustainable Project Management: Trends and Alignment. Theoretical Economics Letters, 10(06), 1276.</i> - <i>Ciric, D., Lalic, B., Gracanin, D., Tasic, N., Delic, M., & Medic, N. (2019). Agile vs. Traditional approach in project management: Strategies, challenges and reasons to introduce agile. Procedia Manufacturing, 39, 1407-1414.</i>

6. What are good communication practices in project management?	- Secondary data. Desk research	<ul style="list-style-type: none"> - <i>International Journal of Project Management</i>, 34, 1214-1225. https://doi.org/10.1016/j.ijpro-man.2016.06.005 [Paper reference 3] - Zheng, X., Le, Y., Chan, A. P. C., Hu, Y., & Li, Y.K. (2016). Review of the Application of Social Network Analysis (SNA) in Construction Project Management Research. - Steven W. Villachica, D. L. (2007). <i>Project alignment ensuring successful development and implementation from day one. Performance improvement.</i> - Bahadorestani, A., Naderpajouh, N., & Sadiq, R. (2020). Planning for sustainable stakeholder engagement based on the assessment of conflicting interests in projects. <i>Journal of Cleaner Production</i>, 242, 118402
7. How can this project contribute to Boston Scientific meeting its goals?	-Primary data. Field research.	<ul style="list-style-type: none"> - Boston Scientific. (n.d.). <i>Boston Scientific Internal data base. Boston Scientific Internal Documents.</i> - <i>Semi structured interviews</i>
8. What is the target of automation that Boston scientific wants to reach with the Esker project help in global terms for 2023?	-Primary data. Field research.	<ul style="list-style-type: none"> - Boston Scientific. (n.d.). <i>Boston Scientific Internal data base. Boston Scientific Internal Documents.</i> - <i>Semi structured interviews</i>

Source: Author's own work (Garcia, 2023)

1.9 Ethical Considerations

This research will be conducted in accordance with ethical guidelines outlined by the Institutional Review Board (IRB). All participants will have clear knowledge about this study's purpose, procedures, and the voluntary nature of their participation. Furthermore, any conflicts of interest or biases that may arise during the research will be acknowledged and addressed as the purpose of this research is also related to benefit the company and the process of growth of the author. Moreover, this research acknowledges the importance of providing appropriate citations and references to honor the intellectual property of others as this has contributed to this research. Additionally, the interviews that will be conducted in this study are carried out with the full understanding and consent of the interviewees regarding the purpose of the information gathering process prior to any data collection as it is necessary to respect the interviewee. The participants are informed about the intention to include their job responsibilities and tasks, and their consent is obtained for non-confidentiality.

In the end, this research is made to be completely respectful and ethical to all the stakeholders involved, because, as it was mentioned previously, the final intention is only to provide different and helpful ideas to the Boston Scientific organization, more specifically, the ones related to the project Esker Memphis.

1.10 Research Limitations

Throughout the course of this research, the limitations encountered were primarily related to the challenge of conducting a greater number of interviews. Unfortunately, only two interviewees were available for participation, despite the involvement of approximately five individuals per region in the Esker Memphis project, and around seven people within the project development

team. Various factors, such as organizational changes and disparate time zones, presented significant obstacles that hindered the possibility of conducting additional interviews.

The scarcity of available interviewees proved to be considerable limitation, as it restricted a larger diversity of perspectives that could have been obtained. With a larger pool of participants, a more comprehensive understanding of the subject matter could have been achieved, enriching the overall findings and analysis. However, due to the complex nature of the project, including the aforementioned factors, it was challenging to coordinate and gather a larger number of interviews.

Despite these limitations, this research still aims to provide valuable insights and draw meaningful, conclusions and viable options based on the available data and interviews.

Chapter 2 - Literature Review

2.1 Introduction to literature review

This chapter is dedicated to exploring the critical themes of project management alignment of stakeholders and process innovation within multinational companies. Nowadays, the rapidly evolving business environment, where organizations operate on a global scale, impacts the management of projects and the pace of innovation, which are paramount for sustainable success. On one hand, multinational companies face unique challenges when it comes to project management. The diverse nature of their operations, encompassing multiple countries, cultures, and stakeholders, adds layers of complexity to the project management process. Achieving alignment among stakeholders becomes essential to ensure project goals are understood, supported, and ultimately achieved. Moreover, process innovation plays a pivotal role in driving organizational growth and competitiveness. Multinational companies must continuously strive to enhance their processes to meet evolving market demands, capitalize on emerging technologies, and optimize efficiency across geographically dispersed operations. Therefore, this chapter will revise the information that highlights the importance of the mentioned topics.

2.2 Project management alignment of stakeholders

In today's world, projects have become increasingly complex and involve various stakeholders, such as team members, groups, divisions, customers, etc. Therefore, it is imperative to consider the thoughts, opinions, and priorities of all stakeholders involved in a project during the ideation

stage. This approach ensures that all stakeholders are aligned with the project's vision and goals, and any potential conflicts are dealt with before the development phase of a project begins. It can also improve communication and collaboration among team members, increase efficiency, and help keeping the project on track.

Various practices have been developed over the years to address alignment of stakeholders, but those practices have been complemented, changed, or even improved over the years, making it essential for project managers to stay up to date. With the advent of technology and globalization, there is more shared knowledge available than ever before, making it easier for project managers to access best practices from around the world. By utilizing these resources, project managers can effectively avoid misalignment, and successfully deliver projects on time and within budget to accomplish the project goals.

Nonetheless, it is also relevant to recognize that misalignment among stakeholders can arise even during the project execution phase, despite initial awareness of changes and their processes. Unforeseen issues can crop up, causing delays and increasing costs, and the problems of one stakeholder can have ripple effects across different groups. As a result, knowing how to realign stakeholders within a project is crucial as well as to be able to keep them aligned during all the phases.

Every company has different stakeholders, and any project can affect or involve multiple groups of interest. Therefore, each action from them can either help or affect the project development. Hence the importance of first identifying the stakeholders, their roles, importance and most importantly, knowing their priorities to understand their possible points of view. In this way, recognizing a possible way of getting stakeholders onboard, having them understand what is in there for them, and defining priorities. Engaging stakeholders from the beginning is key for any

project to deliver as expected. In other words, aligning all stakeholders is a critical aspect of any project, regardless of its scope or complexity. Having all of them on the same page not only can help the project to be successful but also to prevent misunderstandings, conflicts, and delays.

Stakeholder alignment, according to Villachica (2007), is about making them have one same vision of success at the end of the considered project, being specific about what will make the project beneficial for everyone, and also highlighting how the strategies are related to the company's mission, vision, and goals. Moreover, how the project will benefit them, others and making them see the value, not only in monetary terms but also in ethics, is crucial, considering the groups of interest are involved in a change that is for their own benefit. This is why it is relevant to first define the stakeholders' values and their needs in order to decide frameworks, measurements, deliverables from the beginning. By doing so, different considerations can be taken into account to deal with possible conflicts of interests, address concerns, arrange and adjust everything properly in the planning phase of the project. Consequently, later, with a full plan, the project is doable, beneficial and prioritized by each group involved, who must have actively agreed to everything (Villachica ,2007).

Nevertheless, it is important to state the high level of complexity that aligning the stakeholders within a project involves. As highlighted by Ciric (2019) in the application of agile project management (APM), the most constant issue was the “work prioritization and alignment among the groups of interests on what to build next”. Getting everyone on board is not easy due to the different interests of each stakeholder. This proves once again the importance of getting together with the stakeholders from the beginning and constantly addressing any kind of concerns, receiving feedback, engaging by having them actively participate. The bright side of this

complexity is that it is proportional to the benefit, avoiding delays, conflicts, extra costs and most importantly, a possible failure of the project. With everyone aligned, the project is likely to get the desired results at the end.

Additionally, communication also plays an important role in this scenario. Bahadorestani (2020) states that it must be based on mutual values. Different points of view and concerns are discussed without fear, knowing that every thought will be respected. This can be done on a regular basis through participative meetings in order for all parties to be informed about the project progress, changes, and potential risks.

Communication should be clear, concise, and timely, and preferably use the stakeholders' preferred channels such as email, video conferencing, or project management tools. It is also important to keep encouraging stakeholders to ask questions and provide feedback as constantly as possible. This kind of communication can help to establish a culture of collaboration and teamwork among stakeholders. This means encouraging stakeholders to work together towards a common goal and fostering a sense of ownership and accountability for project success.

Furthermore, it is also important to build a relationship, since communication will be on a regular basis. This will allow for sharing different thoughts, mostly related to the projects and building trust that will be beneficial for the engagement and the project itself (Bahadorestani 2020).

On other hand, one new trend for project development stakeholders' alignment is the use of technologies such as Artificial Intelligence (AI). According to El Khatib (2020), the way this type of technology is used for the planning, monitoring, implementing, and evaluating processes has also undergone paradigm shifts to assure correctness and relevance. This kind of tool has the capability to create organized structures and frameworks to be used in the processes previously

mentioned. It not only supports, but it can also identify and decrease flaws that were not seen or addressed at some point.

Despite the huge importance of aligning from the beginning, the different stakeholders' interests may shift whenever new issues come up and they no longer actively participate in the project, which is why is also important to know how to realign the respective groups of interests. One way to do this is through the constant contact with the stakeholders, where a relationship has been established, reminding them of the benefits of this project, especially on an ethical aspect, on how not only themselves will receive a benefit but others as well and not only as an economical aspect (Bahadorestani 2020).

To conclude, effective stakeholder alignment is a vital element for project success, which involves engaging with stakeholders, understanding their perspectives, and developing a shared vision. It requires clear communication, active engagement, and building strong relationships among stakeholders. By involving stakeholders from the outset, setting clear expectations, and clarifying goals, potential conflicts and extra costs can be avoided, resulting in significant benefits. Emerging technologies, such as Artificial Intelligence, have also aided in stakeholders' alignment by providing structured frameworks and identifying potential flaws. Lastly, it is essential to realign stakeholder groups by reminding them of the project's ethical value and broader benefits beyond monetary gains. Overall, stakeholder alignment is a complex process but is crucial for project success and ensuring a positive impact on all stakeholders involved.

The previously mentioned strategies and recommendations can serve as a comprehensive guide for organizations seeking to achieve successful stakeholders' alignment throughout the various phases of project development. These guidelines not only encompass established best practices

but also embrace the latest trends, mostly in emerging technologies that can effectively support the alignment process. By leveraging these resources, organizations can navigate the complexities of stakeholders' engagement and collaboration, ultimately driving the realization of the desired achievements for each group of interests involved. Furthermore, organizations can maximize the potential for success, minimize risks, and cultivate strong relationships with their diverse stakeholders' groups, which can foster an easier project development for future years.

2.3 Innovation process in multinational companies

The pace of technological advancement is exponential, and, as a result, knowledge also grows rapidly. To succeed and remain competitive in today's market, businesses must stay current with the latest resources to continuously innovate their processes.

Innovation has become a necessity, not just a luxury, and companies that fail to innovate risk being left behind by their competitors. That is why many businesses are investing heavily in research and development to create new products, services, solutions, or processes that will give them a competitive edge. In addition to the wealth of information available, global markets are now more accessible than ever before, prompting multinational corporations to adopt a global perspective when implementing process innovation. Nevertheless, this presents a significant challenge since different regions may have unique characteristics that can impede global innovation efforts for an organization.

Therefore, it is essential to identify effective strategies for companies to adapt and improve their processes across their diverse regions, which in the end can leverage the power of innovation to succeed in an ever-changing and competitive market.

Innovation is a concept that has multiple types, categories, divisions, but it is mostly about the desire for improvement, seen as a risk for some but actually a change in the look for something different and beneficial. With the current speed in terms of knowledge share, the need for constant innovation is crucial for companies to stay in business by improving efficiency, increasing competitiveness, meeting the changing customer demands and maybe being able to do something that totally disrupts the market and helps society (Kuczarski, T. D., (2003). That is why it is necessary for companies, but mostly multinational organizations, to keep innovating as they need to be able to keep up to date with the different new trends on the different regions that they are involved in. In short, they need to be glocal.

According to Distanont (2020), innovating is very important because in both internal and external markets it is the key to boost capability and establish a competitive edge, even if the innovation is in the product, service or the processes to deliver.

One of the many types of innovation is process innovation, where the way of how things are usually done, are changed to improve efficiency and reduce costs, both within the organization or involving external stakeholders.

The innovation process in the own company processes starts by taking a look on how things are done, looking for feedback on what is right or wrong, what can be done differently to do better (Distanont, 2020). The best innovation must come from within the company as the workers can best describe the organization's needs. Employees are the true source or the vehicle for change; hence, they are the ones who will either embrace or fight change (Goksoy, 2012).

Business Process reengineering (BPR) is a concept that fits this scenario. It consists in the need to build operational capabilities, to reevaluate strategic options, reach new markets and more

(Goksoy, 2012). Additionally, according to Kumar (2019), it is a strategy in which firms fundamentally rethink and enhance their operations in order to drastically increase clients' services. For BPR, the innovation also starts with the selection of a model that can support the reengineering process (analyzing, modeling, and redesign), which is critical for an efficient reengineering project. During the reengineering process, the project participants should be aware of the model (Kumar, 2019).

Once the selection of the model has been completed, and the desired achievements of the innovation, it is necessary to determine the scope. Multinational companies need to take into account the current globalized world. According to Mattes (2010), it is essential to examine the regions in depth since they are formed by an external context that may affect their framework, such as government regulations and the different priorities each may have (Distanont, 2020). Therefore, it is also necessary to be glocal, which basically means thinking local but acting global., Hemer (2015) suggests reevaluating the discourses on "development" and "communication" in the context of a third discourse that serves as the overarching framework, namely globalization, where the different strategies that are considered for all the regions are adapted to the different context that better suits each country. This way, the innovation can still be developed, but it might have variants in the different regions. It can still be beneficial in terms of getting an improvement on the processes.

Overall, innovation has turned into a foundation for organizations and global associations. For businesses to survive in today's fast-paced environment, they must remain competitive and adapt to customers' ever-changing needs. The steady requirement for development is basic for

organizations to further develop proficiency, increment seriousness, and be able to respond to new trends from competitors that can represent a threat for the company.

Process innovation focuses on cutting costs and increasing efficiency. Businesses can use techniques like Business Process Reengineering (BPR) to accomplish this. BPR can help gain a competitive advantage by allowing businesses to produce goods or services more effectively, efficiently, and with fewer resources by optimizing and redesigning processes.

In conclusion, businesses and organizations that want to stay ahead of the competition must rely on innovation for growth and success. It is essential to stay imaginative and adjust to the changing requests of clients in the always developing business world. Businesses can become more effective, competitive, and disruptive by focusing on process innovation and utilizing BPR strategies. It is fundamental to include workers, select the right advancement model, decide the scope, and consider the various settings to take advantage of development, especially when involving a multinational company. Businesses can maintain their competitive edge and long-term success by doing this.

2.4 Literature review conclusion

The topics covered in this chapter will be used to compare the practices within Boston Scientific to align stakeholders and their innovation processes with the information gathered in order to identify possible flaws and potential ways to improve these bottlenecks or causes that have led the Esker Memphis project to have some issues deploying technology that will allow more touchless orders around the globe. As it was discussed in this literature review, incorporating best practices in stakeholders' alignment and process innovation, multinational companies can enhance their project outcomes, drive continuous improvement, and achieve sustainable success

in an always evolving global business landscape. In conclusion, the success of project management and process innovation in multinational companies depends on leadership, effective communication, and a willingness to adapt, where the companies must prioritize a proper stakeholders' engagement, foster a culture of collaboration, and embrace change as an opportunity for growth.

Chapter 3- Current Situation

3.1 Introduction

This chapter will cover the research questions introduced in chapter one that are proper to describe the current situation of the misalignment on the different regions of the Esker Memphis project. The content will be based on aspect such as the strategies this organization uses to deal with the misalignment around the world, their change management strategies and their focus, a description on how much are the different regions aligned explaining the situation of each, and concluding with, what are the main causes of such misalignment going through these causes.

3.2 Strategies used within Boston Scientific to deal with misalignments by regions in projects for the Global Customer Care

Boston Scientific years before had each country responsible for their own customer care team. Regions did not necessarily have to be aligned, as they could do their processes in a different way, use other systems which made the responsibilities, positions, functions per country different. Only the needs were the same; by needs it is meant attend customers, sell to clients, process orders, among others. Then, through the years, Boston Scientific identified the need to make the customer care teams around the globe to be on a similar page, with similar ways of doing things, highlighting the systems used by the teams to fulfil their tasks and the level of quality offered to the customer. Therefore, the company decided to constitute a global team,

looking for a commonality and standardizing the different customer care among countries and regions.

Consequently, the organization started implementing systems that would allow the different customer care employees to complete their tasks in a better and more efficient way. The challenges started arising as each country has distinct priorities, customs to work or governmental regulations, which means that there is no unique strategy in Boston Scientific whenever they try to deploy a new feature for a customer care team in a specific region.

For that reason, the process starts by trying to understand the context of each country, which actually means the need to get in touch with the regions to comprehend more about them, and their priorities.

In the Esker Memphis project, for example, it has been very difficult with some regions as they needed to work and change the way they are used to do things and manage to make the deployment even when there are aspects that cannot be changed from the Global Customer Care project development team side. Since, there is no general strategy as all the regions are not the same, the process in this project, for example, has been to identify in which countries the deployment could add more value, which ones could have less resistance on the project execution due to each context, and in that way prioritize the deployments. The other countries would then follow, already having more experience making the system go live for more teams around the globe, which would allow them to manage better each situation. Nevertheless, whenever a country shows no active participation due to different priorities or not being interested in having a new feature, the company would organize regular meetings with that team to propose steps, track them and identify possible actions to promote engagement in the project execution for that region. The possibility always exists that after the deployment is made,

the country will not make use the new feature / change that was made, especially if the region is more focused on dealing with their local situations and they do not see the real benefit of the new change.

In conclusion, Boston Scientific project development team tries to align by first gaining some experience as the deployments go live in the countries that have been prioritized by level of complexity and adding value to the project after identifying the divergent contexts per regions and then trying to engage them through regular meetings to keep track of the process and identify actions that need to be corrected to promote participation and make the local team more committed to the change.

3.3 Boston Scientific's change management strategies

A very innovative company such as Boston Scientific is always changing to adapt to different trends that are basically looking for improvement mostly in internal practices, from the Global Customer Care perspective in order to make the job easier for the representatives and the customer experience better. Therefore, having change managers in these processes is essential, as they support the entire change process around the projects.

Boston Scientific has a Global Change Management internal guidance website, where information about processes, templates, practices, and more can be found.

This area of the organization has 3 main pillars for change practices, which are Prepare Approach, Engage people and Adopt change.

The first one, as its name claims, is about getting the communications ready. These communications will be given in a very large but detailed and complete way with different

sections, which includes strategic change canvas, leadership alignment, risk assessment, stakeholder analysis & engagement planning, stakeholder analysis guide, blast radius, vision and case for change, a high level, and a detailed impact assessment, defining a change, communication and training strategy, program governance and a Pre-Mortem session. It has a vast number of aspects that are considered so every change is communicated in the proper way to the proper people.

Engaging people is clearly about how to make the stakeholders interested and, in that way, actively participating on the project development. Therefore, the organization has the following key points to cover when trying to engage the groups of interest on a project: change management, communication, training, leader action and change adoption plan, a change management workbook, a readiness assessment, the use of ADKAR model for individual change, addressing resistance to change, stakeholder analysis and engagement progress update, change champion network, Fogg behavior model, intelligence action planning tool, facilitate a Lean Coffee and facilitate an open space. Overall, a very large number of actions are ideal for Boston scientific when making the stakeholders involved in the project execution phase.

The adoption of the change section is self-explanatory; it is the third and last step of the entire change process within Boston scientific and it consists of the following: collect & analyze feedback, after-action review, knowledge transfer plan, adoption scorecard and the ROI scorecard. All this makes part of the finalizing part of the change in the company's projects, where everything is reviewed and a follow-up on how the change is going is made, making sure everything is correct and if not, starting to consider next actions.

In summary, the organization follows a three-pillar approach for change practices: Prepare, Engage, and Adopt. The Prepare phase focuses on comprehensive communication planning,

including stakeholder analysis and impact assessment. The Engage phase aims to actively involve stakeholders through various measures such as change management, training, and progress updates.

The Adopt phase involves feedback analysis, after-action reviews, and monitoring of the change's success. This approach ensures effective communication, stakeholder engagement, and successful implementation of change initiatives.

On other hand, Boston Scientific change management has a section that focus on integration for change and project management, which explains the following steps:

1. Organizational alignment: The different things going on and people involved.
2. Process optimization: How what is done will need to change to make it work.
3. Communication: An advance preparation for communication avoids harmful rumors.
4. Readiness: Engagement and productivity cannot be affected.
5. Governance: There are many players involved.

By addressing these elements, Boston Scientific's change management approach aims to promote successful integration between change and project management, enabling the organization to navigate change effectively and achieve the desired outcomes.

Furthermore, this section claims that for projects to be successful there are 2 main elements, which are project deliverables and changes to ways of working that are shown in the following image and explained below.

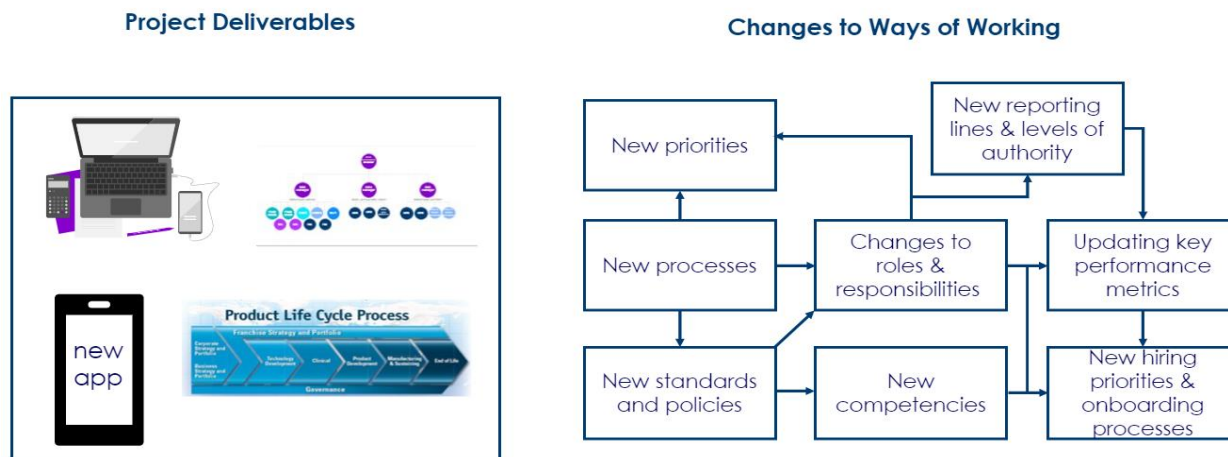


Figure 1 Change and Project management integration. This figure shows the two main pillars when integrating Change and Project management in Boston Scientific change management strategies internal website. This seeks to describe the processes of project deliverables and the workflow of when it changes to the ways of working.

Source: Boston Scientific Internal Change management SharePoint.

Project deliverables are the tangible results or outputs that are expected to be produced or achieved by the completion of a project. They serve as the measurable outcomes and benchmarks for evaluating project success. Clear and well-defined project deliverables provide a shared understanding of the project objectives and enable effective planning, execution, and monitoring of project progress. They also facilitate effective communication with stakeholders, ensuring that everyone is aligned.

Changes to ways of working refer to the adjustments, improvements, or transformations in the processes, practices, and approaches employed within an organization to support the project, because projects often require modifications to existing workflows, procedures, or systems to accommodate new requirements or to enhance efficiency and effectiveness. Embracing and implementing changes to ways of working enables the organization to adapt to evolving project demands, leverage new technologies or methodologies, and optimize project delivery. It fosters a

culture of continuous improvement, innovation, and adaptability, ultimately enhancing project success rates.

Together, these elements contribute to the overall success of projects and the organization's ability to deliver value and achieve its strategic objectives.

Finally, a very important aspect to highlight in Boston Scientific's change management strategies is the ADKAR model, which is used in the organization as it offers a clear and accessible framework for assessing the progress of individuals and groups within the change process. Its simplicity and ease of application make it a valuable tool in change management practices. By utilizing ADKAR as an assessment tool, organizations can gather measurable and standardized data that facilitates the transition from measurement results to actionable steps.

ADKAR's effectiveness lies in its ability to serve as a measurement framework that guides change management efforts. It allows organizations to track and evaluate progress, not only on an individual level but also in terms of the overall effectiveness of change management initiatives. This holistic approach ensures that the evaluation of progress aligns with the objectives and milestones set throughout the entire lifecycle of a project. It evaluates the efficacy of change management strategies, interventions, and communication efforts. This evaluation helps the organization refine its approaches, identify areas of improvement, and optimize change management practices for future projects. By adopting ADKAR as a measurement framework, the organization gain valuable insights into the status of individuals and groups in relation to change.

In summary, ADKAR's straightforward framework serves as a powerful tool for assessing and measuring progress in the change process. Its ease of understand and application, combined with

its ability to provide quantifiable data, allows Boston Scientific to effectively evaluate individual and change management effectiveness throughout the project lifecycle. By leveraging ADKAR, the company can enhance its change management efforts, drive successful change adoption, and continually improve its approach to change initiatives.

The previously mentioned are the principal practices used by Boston Scientific in change management but it is necessary to express that in the Global Customer Care department, these strategies require more or less effort depending on the impact that the change will have, as the level of complexity of this change can affect the efficiency of the process while employees get used to the new feature. A deeper planning is developed, mostly related to training, so it not only focuses on getting everyone on the same page about the project, engaging and adapting, but taking care of the employees' concerns and questions to make sure whenever the change starts, they are able to do their tasks without affecting the efficiency of each representative and instead, with the use of the new feature, improve their ways of working, making processes easier for them and getting better results for the customer's benefit.

The following image summarizes and describes the change management practices within the organization.

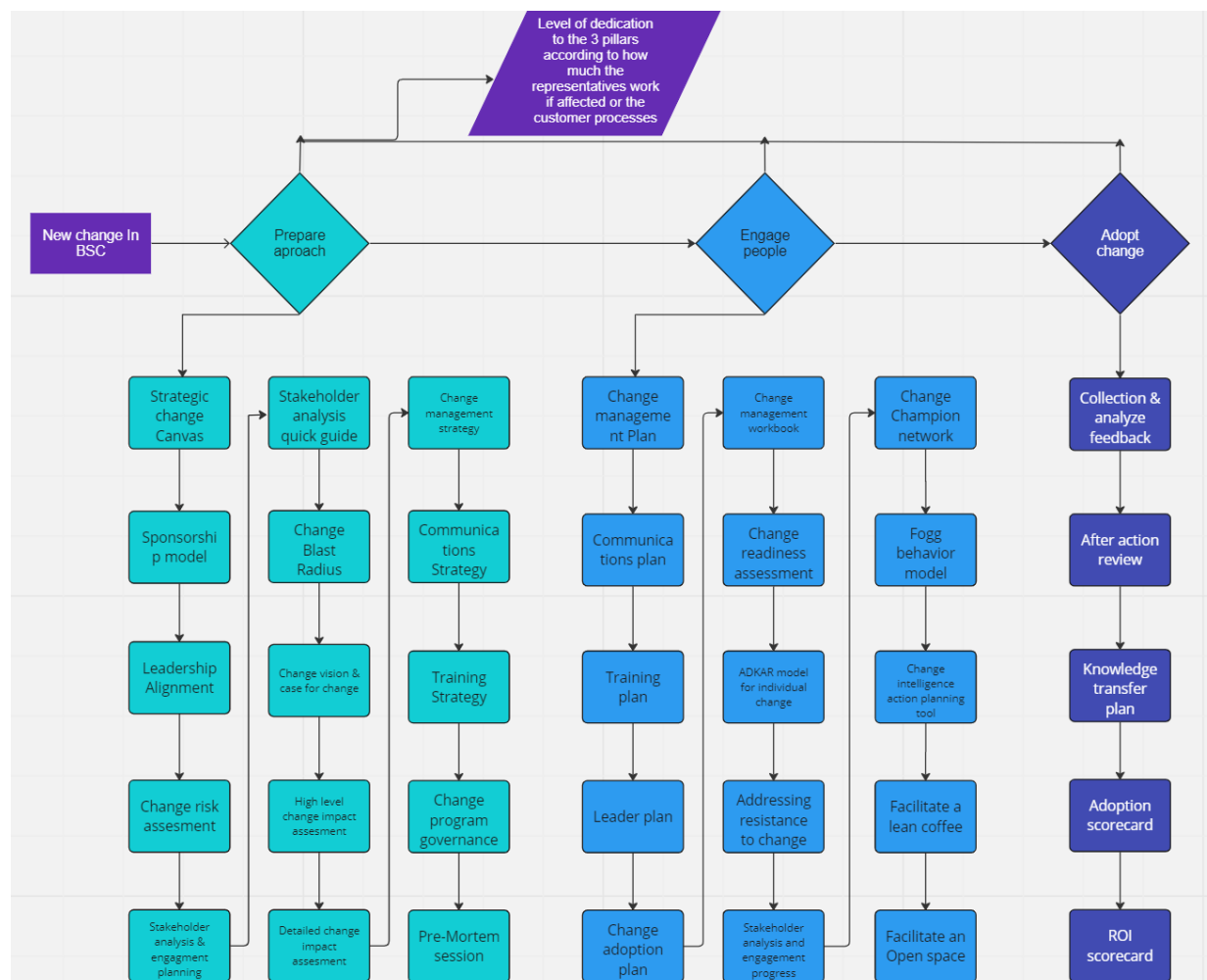


Figure 2 Stages of change management within Boston Scientific. This figure shows the different 3 stages (Prepare approach, engage people, and adopt change) and the components of each when there is a change in Boston Scientific, highlighting the focus of each change process, which is related on how much the ways of working of the employees is affected.

Source: Information from Boston Scientific Internal Change management SharePoint. Image author's own work. (Garcia, 2023)

In conclusion, Boston Scientific, as an innovative company, recognizes the need for continuous change and improvement in its internal practices, where the change management policies and strategies exist to embrace effective communication, stakeholder engagement, and the evaluation of project deliverables and changes to ways of working through the different projects life cycle.

By incorporating the ADKAR model and integrating change and project management, Boston Scientific seeks for successful change implementation, continuous improvement, and the achievement of strategic objectives focusing mostly on the changes that will impact the work of the customer care agents and their usual processes.

3.4 Level of alignment of the different regions in the Esker Memphis project

Due to the differences of local context in the countries where Esker has been deployed, each place has a different level of alignment for this project, which is important to map out to identify and compare which regions did well to adapt and the less aligned ones. The level of alignment can be seen in the following map:

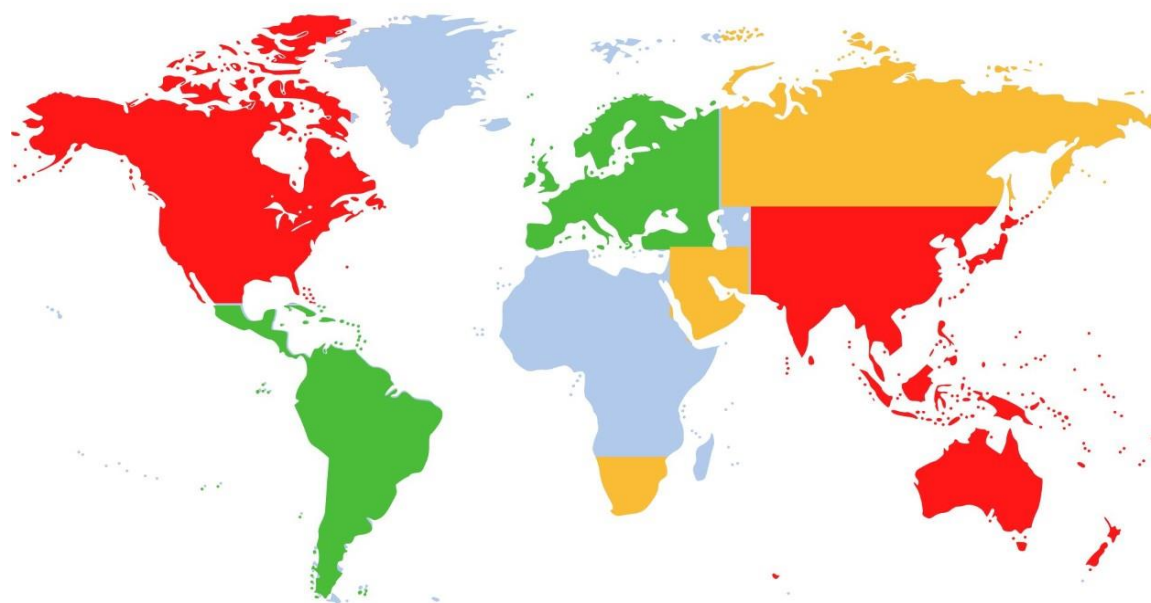



Figure 3 Level of alignment in the Esker Memphis project around the world.. This figure represents how the different Boston Scientific's regions are aligned with the Esker Memphis project; the color that represents the level of alignment is shown below.

Source: Information from interview with Fox, James and internal Esker Memphis project information. Image is author's own work (Garcia, 2023)

Not aligned ■

In process of alignment 

Aligned 

Non applicable 

3.4.1 Europe

In the European region, the level of alignment is high. The deployment process was completed during 2019 and 2020, resulting in a relatively smooth road due to the similarities of the local contexts within the European Union. The order process is straightforward, with the majority of the volume being processed through Esker, a technology for order entry, EDI (Electronic Data Interchange) and API (Application Programming Interface). About 23 % of the order volume follows the pattern that needs to be changed, where the orders are manually processed and then goes to the company system, while other 12% is exchanged through the technologies that are used in Esker and the orders are processed without any manual intervention. Another 57% corresponds to semi-automated orders with a huge potential of becoming touchless. This standardized process and high adoption rate of Esker contribute to the high alignment level.

3.4.2 Latin America (Chile, Perú, Colombia, Argentina, México):

In Latin America, the level of alignment is medium / high. Unlike other regions, Latin American countries utilize different technologies such as blockchain, but they are not tied to this or any particular technology, which allowed the deployments to be not complicated, also considering that since the order volume is not as high in Europe and other regions, the implementation was easier. On the other hand, this region does not represent for now a big contribution to the worldwide touchless percentage that the company wants to achieve by the end of the year. However, the regions are actively using the technology. Colombia, for example, is actively

looking forward to increasing the touchless percentage with a potential of 56% orders processed without any manual intervention. Colombia can be a role model and motivate the rest of the countries of LATAM, where the overall potential for totally automated orders is around 57% of the total orders from the region.

3.4.3 GEM (Growing Emerging Markets/ Saudi Arabia, Russia Turkey, United Arab Emirates, South Africa)

These countries are in a medium level of alignment. This region, as its name says, is an emerging area, so there is a lot of potential and for now what its being planned with this region shows engagement from their part. Although they are in the process of alignment, no dates for deployments have been set so far as it is still to be confirmed but the regulations and differences with some of the countries in this region seem to be more manageable. Nevertheless, South Africa could process orders under a minute before Esker was introduced, which is not the same experience they had on the other regions. For South Africa the change is not beneficial as the learning process would take them longer to process the orders and, in the end, it would just be going to slow them down. Therefore, the project development team decided to remove them considering that it is not a big market and since reducing the overall handling time per order is also a goal for this team, it was better to remove them from the Esker Memphis scope.

3.4.4 APAC (Asia Pacific)

In the APAC region the level of alignment is low due to the many differences in cultures, local governments, structures, and priorities. For instance, in Thailand the challenges are not related to development but rather executing the business using local distribution services. The transition from a third-party logistics (3PL) model to a fourth-party logistics (4PL) model adds complexity.

To ensure that the distributor's stock matches the records, the company needs to replicate the control of stock held by the distributor. Thailand's specific requirements and the need prioritized by them for a different distribution model contribute to the low alignment level. On other hand, Japan is different from other regions. Instead of customers directly sending orders to the company, they send orders to dealers, who then contact the company. This requires order splitting and complex configurations to accommodate the dealer model. The unique order process in Japan results in a low-level alignment. Those are 2 examples of how the differences make this region have a low alignment level. There are many other countries in this region. Their volume is relatively high, and their percentage of semi-automated orders is above 80% in the moment, which means that this is the rate of total orders with high potential of becoming totally automated.

3.4.5 North America (Canada and US)

The level of alignment of this region is also low. This is an area with an extremely large number of orders, which represents a huge potential but at the same time makes the process more complex. Furthermore, the technologies used there, and priorities are different. For these reasons, the deployments have not been made. Canada is one of the next countries going live but the process to adapt to this country and its large number of orders has been a long one. There is still work to do and the US has no date considered to go live for now. The fact that none of the countries in the region has the Esker technology also makes it difficult to determine the potential of automation through Esker in these 2 countries.

In summary, the alignment levels across regions vary due to factors such as different order models, technological preferences, local distribution challenges, governmental and customer requirements. Some regions exhibit high alignment levels, while others experience moderate or low alignment levels based on the unique circumstances and complexities involved in their respective order processes and technology adoption. The final ranking of alignment from the 1st most aligned to the 5th least aligned is as follows:

1. Europe
2. LATAM
3. GEM
4. APAC
5. North America

3.5 Main causes of the misalignment of the different regions for the Esker Memphis project

The main causes of misalignment of regions can be attributed to the following factors:

- Differences in local context: Each region has its own unique characteristics, including cultural, governmental aspects, the current and historical situation of the country. These differences can create challenges in aligning processes and technologies across regions. For example, the APAC region faces challenges related to cultural differences, local government regulations, and diverse distribution models. Japan has a very specific logistic process due to the governmental regulations, which makes the processes different and takes time to adapt to the initial process.
- Quantity of orders: The process of deploying technologies like Esker in regions with a significant volume of orders can be particularly challenging, requiring careful attention to

ensure a smooth transition. This complexity arises from the need to ensure that all orders can seamlessly flow through the Esker system without encountering any unforeseen issues. In such locations, the sheer magnitude of orders necessitates thorough planning and meticulous execution. On the other hand, regions with a lower number of orders to process are generally easier to deploy, primarily due to the relatively simpler task of tracking and managing a smaller volume. With fewer orders to handle, the deployment process becomes more manageable, allowing for more focused attention on aligning the region with the desired systems and processes. In summary, the complexity and time-consuming nature of deploying technologies like Esker in regions with a substantial order volume necessitate careful planning and execution.

- **Priorities:** Even though the automation goal is very important, the orders processing also needs to maintain an OHT (Overall Handling Time), and it was demonstrated that, for example, a country such as South Africa was able to process many of the orders within one minute, which is way below the worldwide average. Implementing a new system or technology would have required the local team to adapt to a different process, potentially affecting their established efficiency in order processing. This was something that the local team did not want to do and preferred to keep as it is. Moreover, the contribution to the global automation rate desired would not be truly affected and the implementation of the technology would represent costs of bringing the technology to that region. This approach highlights the strategic decision-making required when implementing new technologies, taking into account not only the automation objectives but also the impact on overall operational efficiency.

- Local distribution challenges: Regions may face unique challenges in their distribution processes, which can impact alignment. For instance, a country such as Thailand required transitioning from a third-party logistics (3PL) model to a fourth-party logistics (4PL) model, adding complexity to the process. Similarly, Japan follows a dealer model where orders are sent to dealers who then contact the company, requiring order splitting and complex configurations. These specific requirements and distribution models can negatively affect alignment efforts even when they come from the same region as the APAC countries, as it is highlighted above.
- Unclear benefit: Some regions do not seem to be excited by the idea of using Esker in processing the orders. Apparently, they do not see important benefits this project offers, which would not only process orders entirely automatically, reducing the representative's work but also making it a more satisfying experience for the customer. Even when the success is clear in countries such as France, with a touchless order rate of 38.4% or Austria with a touchless rate of 37.1%, some of the countries where Esker has not been deployed are not very aware on how other sites have been benefited. This is a reason why they are not fully motivated by this change. The deployments and the good results have not been communicated and/or have not been seen by teams until start using Esker.

The following fishbone diagram summarizes and explains the main problems that have led to misalignment in the Boston Scientific company.

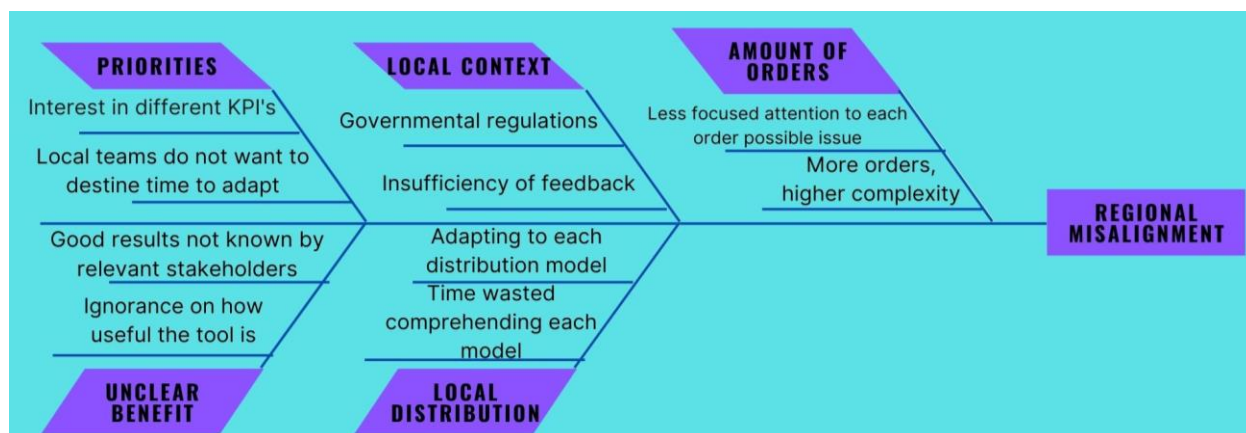


Figure 4 Fishbone Diagram on the causes that have led to the misalignment among different regions.

The fishbone diagram has the causes and information about each, explaining the reason of the current situation of misalignment in the regions of the Esker Memphis project.

Source: Information from interview with Fox, James and internal Esker Memphis project information. Image is author's own work (Garcia, 2023)

The challenges in aligning processes and technologies across regions arise from differences in local context, quantity of orders, priorities, and local distribution challenges. Each region has unique characteristics, including cultural, governmental, and logistical aspects, which can complicate alignment efforts. There are challenges related to cultural differences, local government regulations, and diverse distribution models. Deploying technologies like Esker in regions with a significant volume of orders requires careful planning to ensure a smooth transition, whereas regions with a lower number of orders are easier to deploy due to the smaller volume to manage. While automation goals are important, maintaining different KPI's can be very crucial, and they can vary according to each country. The different local teams can have their own ways of doing the process and show resistance to the change or are focused on different challenges that each region can consider more important. Additionally, regions may

face distribution challenges, such as having a different logistics model or following unique dealer-based order processes, further affecting alignment efforts.

3.6 Conclusion

The chapter answers to the research questions related to the current situation where it is concluded that the strategies to align have depended on each region as each team within Boston Scientific is unique. Furthermore, the change management strategies of the company are described where there are main pillars related to how much the way of working of the employees change, the ADKAR model and their 3 main phases, prepare approach, engage people, and adopt change. Additionally, it was determined that Europe and Latin America, are the most aligned region, the GEM is in a process of alignment and finally, APAC and North America are the least aligned. Lastly, it was determined that the main reasons for misalignment in the Esker Memphis project are the different priorities, local contexts, distribution, the amount of orders and not having clear benefit.

Chapter 4 – Desired Situation

4.1 Introduction

This chapter will have as content the answer to the question in chapter 1 that best describe where exactly Boston Scientific wants to get with the Esker Memphis project by describing the importance of enhancing the processing of orders and the desired levels of automation they want to reach by the end of the current year.

4.2 Project importance in Boston Scientific and to the idea of improving the process of ordering.

The Esker project plays an important role in the Electronic Order Management project, which has an automated order as an objective for 2023. This is one of Boston Scientific's primary initiatives to accelerate order processing globally.

The purpose of improving this process has started because the order processing did not get attention as there was no complexity in this process. It was a very straight forward process with no need for improvement. By the 2015's, the company compared itself in sales administration and costs to other organizations, and an opportunity was seen to level up with some competitors that have a competitive advantage on these aspects.

Furthermore, it was detected that in the different regions of Boston Scientific, there was no commonality in the customer care teams around the globe as each site had a different way to do the different processes. Consequently, the challenges of customer care started to be seen from a

global perspective. Even if regions were doing things differently, they all needed to process orders. In that time, Esker came up and it was described as a best-in-class tool for optical character recognition (OCR), which means it can accurately read manual orders that are received and convert them into electronic messages.

The electronic message generated by Esker can then be sent into a CP (presumably a business system) as an electronic order. Previously, agents had to manually enter orders into SAP, a software system. This manual process required entering multiple fields, possibly up to 20. However, with Esker, the number of fields that need to be filled out was reduced to just five or even fewer. This significantly improved efficiency in order processing.

Using Esker, agents only need to learn how to use the tool and populate the required fields, without the need for complex codes or switching screens as they did in SAP. They simply open the order screen when an order comes in, review the information, and if everything looks good, they can send it without making further changes. Esker's reliable reading capabilities ensure that the orders are processed correctly, eliminating the need for manual verification.

Once the agents confirm the accuracy of the orders through testing, they can switch the corresponding customers to a "touchless" mode. This means that future orders from those customers can be processed automatically without any manual intervention. When a new order arrives, Esker reads it properly, and if it matches the confirmed pattern, the order goes straight through without requiring further attention or confirmation.

Overall, the implementation of Esker has improved the efficiency of order processing, reduced the manual workload for agents (which can use the time saved to do different tasks that add more

value to the company), eliminated the need for complex codes, standardized the order processing work around different countries, and allowed for touchless order processing.

Additionally, the benefit of this tool is not only for the employees, but for the customers. It can be very satisfactory to see the orders processed in a minimal amount of time, which is extremely relevant in the health industry as some devices from Boston Scientific save lives, so besides representing savings in working hours, increasing customer satisfaction, it also delivers medical devices for patients as soon as possible.

In conclusion, all the mentioned reasons highlight the importance of improving the orders processing and making it as fast as it can be. Esker and its technologies make part of the Electronic Order Management project, which seeks to automate most of the total of the orders that are received by 2023. The Esker project today contributes with 12% of touchless orders globally, with still some deployments in different countries to be made so that each region can maximize the use of this tool.

4.3 Planned level of orders processing automation within Boston Scientific

The Esker Memphis project is part of a much bigger project which is called Electronic Order Management. This project seeks to make as easy as possible for customers to do business with Boston Scientific, and in order to achieve that, the purpose is to focus on improving the experience that the customers have primarily when processing an order by increasing automation. With automation, this process can be standardized in the different Boston Scientific countries, minimizing human errors. One feature of this project consists in proving real-time visibility of the order, which can result in enhancing the customer experience.

The goal of the Electronic Order Management project is to automate 60% of the total orders around the world by the end of the year 2023. As of today, that level of automation is around 50%, where the Esker Memphis project contributes with a 10.6%. The main technology has made the use of API (Application Programming Interface), which is a technology that gets the information from the purchase order file, ready in SAP. Esker is now live in 22 countries, with some of them yet to start on the touchless (no manual intervention) orders, which means that there are plenty of orders with the potential to have zero intervention from the customer care representatives.

Esker has the ability to measure the time spent on each order, which then gives an average that has been decreasing since this tool implementation. A different feature from Esker, is that it can determine which orders were semiautomated, where very little manual intervention is necessary to fully process the order. In this feature, there is a complement which allows to identify what went wrong, why the order needed manual intervention if it was the case. Learning is a resource from Esker. The tool can be taught whenever an order was semiautomated., The person identifies what the system was not able to understand from the order purchase file sent by the customer, so the next time that customer sends a different order, the system can read the field it did not understand before, so the order is processed automatically. In a complement to this, Esker provides an analysis per customer, where it is possible to recognize which orders can be learned and increase the amount of orders automated., This is why the percentage of semiautomated orders globally represents the rate of orders that have the potential to become touchless.

As of today, from the global perspective, the average rate of orders that are semiautomated is 56%. Nevertheless, just some of the countries are actually doing the process of analyzing why the semiautomated orders are not fully automated and working by customers to increase

touchless rates. This means that when all the countries are live, actively using the resources of this tool and therefore aligned with the project objective, the number of fully automated orders will increase and continue to contribute to the Electronic Order Management global automation goal of 60% by the end of 2023. This goal will definitely improve customer satisfaction that can then represent a competitive advantage for the company, attract new customers and reduce work hours for some employees, which can then be destined to more relevant or value contributing actions for the organization.

4.4 Conclusion

To summarize, this chapter covers the reason why this project is important for the company and its target of automation, as it makes part of a larger project which is the Electronic Order Management project that also aims for automating more than the half of the total orders worldwide mostly because of how much a patient can be benefited, also the value of the company in terms of customer satisfaction and then having the capability to make the employees focused on processing orders to save time and destine that time to tasks that can add more value for the company.

Chapter 5

5.1 Situation Recap

Boston Scientific has the goal to automate most of their orders to save time, money and add value to the work that the customer care agents do. Moreover, the company also wants to improve the customer experience, which in the end can be extremely beneficial to the patients around the world. Nevertheless, issues such as priorities per region, the different local contexts, not perceiving a clear benefit, challenges of the local distribution and the amount of orders have led to the different regions not being aligned. This lack of alignment has caused delays on the go-live dates for different countries and some of the countries not maximizing the potential of the tool Esker, which could have helped them to enable a higher percentage of automated orders to achieve the goals of the project, Electronic Order Management. Therefore, it is necessary to look for possible ways on how to align the different regions, through the recommendations presented in the following section:

5.2 Recommendations

The following recommendations complement each other. They will be considered in the an implementation plan and explained with information about its advantages, disadvantages or risks and financial impact.

5.2.1 More power to local Change ambassadors and use them as mediators for the regions where there is misalignment.

Boston Scientific has a well-structured change management path to be followed in the different projects within the company, which also applies to Global Customer Care.

Nevertheless, as highlighted in the interview with the GCC change manager Christophe Lastennet, there is a higher focus on projects that affect the employees' ways of working although, there should also be a high focus on projects where misalignment is presented.

Therefore, in the current Esker Memphis project, as stated before, locations such as Thailand do not see a clear benefit and are not actively participating on the project due to having their own priorities. Whenever this would happen, the project leaders would be faced with delays. In this case, somebody in the region should act as an intermediary as this person would know the local challenges and understand the priorities but, in the end, would be able to help the project leaders to optimize their implementation strategy for that specific region, even considering aspects such as the amount of order from the country.

The organization can make use of the local change ambassadors for these kinds of situations. The employee would show the benefit of the Esker Memphis project. This person can work with both sides to set proper expectations for the project leader and the local agents' team in order to facilitate the implementation work.

5.2.1.1 Advantages

The Local Change Ambassadors is a program that already exists with employees from different regions already working in change management. The strategies in Boston Scientific related to

change management are already in place, but they should also be deployed in case of misalignments. Therefore, the advantage is that this resource already exists within the company but it's not being fully maximized.

5.2.1.2 Disadvantages or risks

As this program already exists, the Change Ambassadors around the world already have a number of tasks to complete. If they were to be playing an intermediary role for misalignments, this can represent a higher workload for these employees.

5.2.1.3 Financial Impact

The employees would have to allocate more time into this, so the cost would be related to the time in hours they focus doing this job, therefore the cost can be variable, but an approximate average can be 2 hours daily with an average of €13.96 an hour.

5.2.2 Use of AI as an assistant and for change management tasks.

Nowadays, technology is an extremely fast-growing tool that has the purpose of making everything easier and more efficient. One of the latest technologies is Artificial Intelligence (AI), which has been also highlighted as one of the most recent change management practices.

The use of AI for this scenario would mostly be as an assisting tool for the change managers and even for the Esker Memphis project leaders. Artificial Intelligence can help them to find better ways to create a real benefit for the project, helping to understand the local contexts in order to give good recommendations to align the regions. Despite their challenges and priorities, a plan to manage countries with a larger number of orders at each phase of the project, plus could help speed up the implementation. For instance, an AI website such as Noty.ai has the capability to

record conversations, even in meetings where it captures the transcript, highlights aspects such as tasks, decisions, actions to do and also a summary.

Furthermore, the AI called D-ID studio, is very useful to create content related to change management, mostly through videos facilitating employees' work. Additionally, websites such as Cactus.ai and Chat GPT are great for generating texts that can be useful to communicate with the different stakeholders. Nonetheless, the second tool mentioned can even help with decisions on alignment providing more specific information and creating the framework for the different phases within a project. All these can be of assistance and adapted to fit the best interests for the company. Nonetheless, it is also possible to develop the AI with all these features, which can get to provide a more personalized assistance.

5.2.2.1 Advantages

AI is the future, and the future is now, a large multinational company such as Boston Scientific can start transitioning to this resource looking for ways to work more efficient, creating a competitive advantage using this type of technology, which in some years will be used in a higher scale. Furthermore, there are multiple AI websites that can be accessed and some of them are free. Moreover, the freemium model websites are not that expensive.

5.2.2.2 Disadvantages or risks

It can take some time transitioning from not using artificial intelligence to get everyone used to handling things with AI. But until the change or project managers are not familiar with the technology, there would be no higher efficiency.

5.2.2.3 Financial Impact

Three of the AI's recommended are for open use, they are free, however, there are some other websites with subscription plan that cost on average €20-€25 per month, which would be the cost per person who uses it, each person having an account. On other hand, the company can develop their own AI software, which can cost approximate of €30.000 but since the objective is by the end of the year, it would take too much time to develop their own AI.

5.2.3 Making communications more visible through success factors having stakeholders being interested.

Communication in the company takes place through the company email network and the organization social media. Nevertheless, the views received are normally very few, so there are projects where the results are great for one region, but the rest of the regions do not get to know about it and hence, they do not get motivated enough to make use of what the other region has developed. In the Esker Memphis project, countries such as Austria and France have a very high touchless rate of their total orders, near 40%. As these countries have a large number of automated orders, they are achieving the goals in customer experience, savings and adding value to agents' work, which is something that would interest every country that processes orders.

Since people might not look at the emails or social media, it would certainly help to display the good results in a place where the groups of interest are able to see, know, and understand the benefits that wait for them in Esker Memphis project, which would motivate them to be engaged in the execution for their region and then making good use of the resource that Esker represents.

The organization has a website called "Success Factors", where some trainings about security policies, ethics and more are given. The employees have a deadline to complete the courses; if they do not complete them on such date, the managers are warned so they can request the

employee to do the course. Therefore, the success of the Esker Memphis project and its good practices in the different countries can be shared on the same website, where an infographic image, a text, a video, or a course is given.

5.2.3.1 Advantages

The company already has the platform to do so, the only thing required would be to create the content, a short but well-structured content that should not take much time. There would be an increase on the number of views for this type of communications that can engage more the employees with the project.

5.2.3.2 Disadvantages or risks

A considerable amount of time would probably have to be destined to create the content and be placed in “Success Factors” in order to make sure that this content must be very well structured and to be completed in short time, otherwise people will not do it on time (which then can affect the execution if they are not informed on this) or employees would do it as fast as possible without actually informing themselves.

5.2.3.3 Financial Impact

As the deployments are done mostly each quarter of the year and the results on the Esker project can also be evidenced in a similar period. Therefore, this can be done every 4 weeks approximately, then the content would have to be prepared within that time and it can take on average 8 hours depending on if it is made as a text, a video, a course or even as a combination, so the cost would be 8 times a year multiplying the hours by the hourly average wage which is €13.96 an hour.

Chapter 6 -Recommendation

6.1 Implementation Plan

6.1.1 Introduction

The implementation plan is based on following order:

1. Making communications more visible through Success Factors to create interest on different regional stakeholders.
2. Use of AI as an assistant and for change management tasks.
3. Empowering local Change ambassadors, using them as mediators for the regions where there is misalignment.

These recommendations complement each other where they can cover together the different issues that have led to the misalignment among regions of the Esker Memphis project, which is why the implementation plan will follow an order.

6.2 Communications visibility through success factors.

6.2.1 Month 1

The first month would be focused on creating material that shows the best results of Esker. The first content should definitely show the best practices used first by one of the countries, acting as a guideline and a role model for the rest.

One target audience should commence with all the countries where Esker is already live, since they already have the tool but probably do not know how to reach the potential of Esker or countries where the technology is not being used so they follow the good practices of Austria and France. On the other hand, the target audience would be the countries where Esker is not live but is in the process of execution and countries that are next on the list, creating the same vision of success, showing the benefits of the project and how the countries that are using properly the tool, are being benefited.

Therefore, it would be recommended to start having one simple but clear information through the platform on the first week, showing Esker and its benefits and the success stories that will follow, with a deadline of 2 weeks after the date of the information release date. Then, one not long interactive course, maximum 3-4 minutes by the third week of the month, with a deadline of maximum 2 weeks after the course is launched, starting with sharing the Austria story as it is necessary to start aligning right away in order to achieve the automation goal by the end of the year.

6.2.3 Beginning of Month 2

The second month should continue with sharing the France results with another interactive course for the target audience. The course should not be long, so it is not time consuming for the

employees, but on average no more than 7 minutes but well-structured, with clear information mostly on the best practices by France. It can also include information on launches of Esker in countries that are coming up.

This should be done no further than the second week of the month to generate engagement, not only among the countries that have Esker already, but also to motivate the upcoming countries to see what has been done. The deadlines should continue to be 2 weeks after the course is released. After that, the communications should continue to be monthly with the same deadline period sharing any major accomplishment or with any good practice from the live countries to make the semi-automated orders become touchless.

6.3 Use of AI as an assistant and for change management tasks.

6.3.1 End of Month 2

In order to make work more efficient, the project team should start getting familiar with the type of AI they would like to use to generate content or used as an advising assistant. They can start using the tool D-ID studio for visuals and Chat GPT or Cactus.ai to make the text for the communications to the respective stakeholders of the region. At the same time, they can start using Note.AI in the weekly meetings for a clear view of the tasks and actions decided for following weeks, which will allow them to work on a more organized way to track the progress of the regions in the Esker Memphis project.

6.3.2 Month 3

Having a familiarity with the tools, starting to gather information that can help them to have a better overview on how the execution of the respective phase is going, identifying in a much easier way possible actions or potential issues, the team can make use of an assisting tool to

solve problems such as chat GPT. The different ideas given can be then adapted to the project goals by the project leaders specially when dealing with misalignment as it is proved that this tool has the capability to offer different solutions mostly with the help of an AI such as Note.ai and also, creating a framework that considers all the factors of the project. Then, the creation of the communications content can be done faster and more often, which can be done from these months onwards.

6.4 Empowering local Change ambassadors, using them as mediators for the regions where there is misalignment.

6.4.1 Month 4

The final complement to any misalignment would be to start giving more power to the Change ambassadors among the different regions. These ambassadors have the capability to act as intermediaries between the project developers and the country's order processing team. The Change ambassadors have the knowledge of the change management policies and strategies of the company, but besides that, they know the local contexts. This would be mostly for regions where Esker is in the process of going live or considered to start the developing process and countries where there is misalignment on the fact that the tool is not being used to reach its full potential. It should start by considering the fact that, even though the way of working of the order processing employees might not change that much, the focus on the "Preparing approach" phase of change management should be very high due to the importance of this project within Boston Scientific. AI can be used as a complement in this phase but also in the following phases. For countries where Esker is not live yet, the ambassador can already help as they have a clear understanding of the distribution challenges of the region, their priorities, and the local context.

This employee can have detailed information and meet on a regular basis to help the project developers to adapt as much as they can prior to the execution of the project in such country.

The ambassador can continue along the way to prevent and identify possible issues in the process, but still with a clear understanding of everything, helping the project team with recommendations and keeping them engaged to prevent misalignment, which can also be used for the countries where Esker is already live or almost deployed.

6.5 Gantt Chart

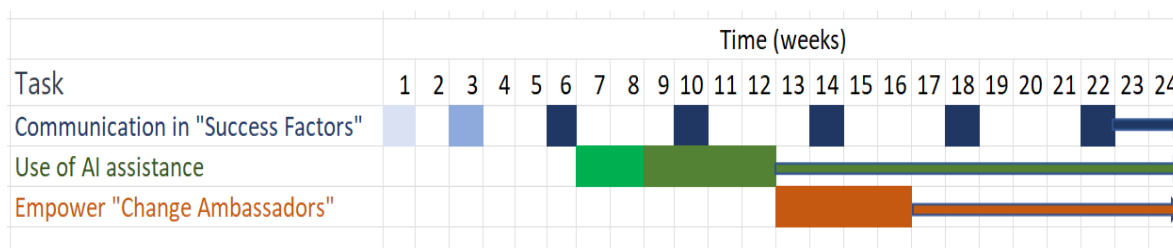


Figure 5 Implementation plan Gantt Chart. The figure represents the Gantt Chart with the times recommended in the implementation plan, where each task has a color and an explanation that can be found in the following text.

Source: Image is author's own work. (Garcia, 2023)

The Gantt Chart represents the explained in the implementation plan.

The tasks of Communication in "Success Factors" where the light blue represents the week of preparing the first communication, explaining what will be shared through that mean. The third week blue represents the first course with Austria as a role model. Then, in dark blue from the 6th week and every month onwards the other role model stories with the upcoming launches.

The Use of AI assistance task is represented in light green week 7 and 8, when the project team, and change manager are used to using the recommended tools. After that, the dark green represents the entire third month from the beginning, when the use of AI is complete and continues to be from that month onwards.

Lastly, the Empower “Change Ambassadors” task, is represented in orange, starting from the 4th month, where the ambassadors start getting involved more to prevent or deal with misalignment, process that continues from that month on.

6.6 Financial underpinning

Table 2

Financial Underpinning table of calculations

		Time hours per month	Avg hourly wage	Costs per month	Total costs for 2023
Change Ambassador Empowerment		46	€ 13,96	€ 642,16	€ 1926,48
Use of AI assistance				€ 25,00	€ 125,00
“Success factors” communications		8	€ 13,96	€ 111,68	€ 670,08
				Total	€2 721,56

Source: Author’s own work (Garcia, 2023)

First, the change ambassador's empowerment can cost an approximate € 642,16, considering the average wage of the company in the region multiplied by an estimated of 46 hours per month (2 hours daily in a maximum period of 23 working days per month). Second, the use of AI assistance with the tools proposed can cost up to € 25.00 per month. Finally, the communications through “Success Factors” can take up to 8 per month since the creation of content is most of the time once a month which multiplied by the average wage makes it €111.68 per month.

Since the research will be handed in to Boston Scientific in the month of June, the implementation plan can start on July, which means that 6 months of the year are multiplied by the monthly costs considering the month when each idea starts to be implemented as suggested in the implementation plan. This in the end adds up to €2721.56 in costs for the end of 2023.

The benefit for Boston Scientific would be achieving from the q3 of 2023 alignment and engagement throughout the different regions around the world of the Esker Memphis project, through the implementation of new practices that prevent delays in the deployments by countries and meeting the global order's automation goal of 60%.

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Appendix

Interview to Fox, James

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Cohen, Jorge

The first thing I wanted to ask you is if you could give me a brief description of what is esker the purpose of it on some general desire to achievements of ESKER.

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Fox, James

So. You're going to take it back? Step further. So, customer care is in the evolution of Boston, I'm getting back a bit now and going back in history books a bit from my time with their manufacturing. In 2000, the mid to mid in the mid-nineties, so 2006, 2005.

Boston Scientific was growing and was using all its available resources would say to acquire and develop businesses, and its focus was on business growth, manufacturing expansion, product portfolio offering. And you know, acquisitions and has continued that but, a lot of the focus was on driving excellence in, in manufacturing and secure and supply. Or the customer service side. This wasn't getting the same amount as attention because it wasn't. There was no complexity really as it was. Just get the orders processed. It was just a labor thing.

So about 10 years later, maybe mid-2015. Then they started looking at and comparing the SG and a sales general and administration costs compared to competitors. And so, there's there was an opportunity there to align with the competitors that they were above the average.

And we're looking to see, you know, what are the challenges with the customer care?

And that's where they set up the global customer care team to look at the global challenges of customer care. And as part of that. You know what they saw in the landscape was that. Each country was responsible for customer care in the country. But they may not necessarily be aligned. In the region. So even though you might have, you know, an e-mail you might have 13 to 14 countries. They might do them all in different ways, and or they may be responsible for different function functions of the business. So, somebody might have invoicing. And another person doesn't. Somebody has pricing intenders and quotes, and another person doesn't. So, you have some that words, some that weren't. And there was no kind of cross region and in region to region there was no commonality either. But the common if there was anything common was, they all needed to process orders and the esker was identified as a best-in-class tool from optical character recognition. So that was able to read the manual orders that were coming in. And convert it to an electronic message. But that electronic message then could be sent into a CP as an order electronic order. And if the agent went into SAP like they were doing before and manually entering it, we'll say they had to. Popular 20 fields.

Well though with the esker. Diminished only had to do 5 fields. Or maybe more, or maybe less. Maybe the only change in one thing and send the so it is way more efficient than to process the

orders and esker now they had to learn obviously how to use esker and populate the fields. But they didn't need to use codes and switched, you know switch screens like you would have to win as a P. And memorize all you know the video 5 and you know all the be a 51 and all these codes that you need an escort to operate. To put in the order.

So, the just opened the order screen when it's come in. Just open the order. Yes, yes, yes, yes, that's all looks good send. And then when it gets reliability in this, you know that all looks good. I'm not making any changes on these orders anymore.

They're all correct and this girl is reading them properly. I cannot activate that order or that customer. As allowing them to be touchless. Because I've confirmed no that after testing that Yep, it consistently reads this order correctly and I don't need to actually move, all I'm doing is looking at it and confirming that it's done already. So, then they switched that customer to touchless, and then the next time in order comes in that order goes straight through. Nobody sees it.

And you know, this wasn't a switch on the stick's investment of people's time and analyzing those orders, but you know, straight away there was an inefficiency from not having to populate so many fields.

And where we were processing manually 100% of the volume were not manually processed in about 16 or 17%.

With the majority what we call a semi-automated way and semi-automated way is that esker is reading all like a lot of the fields but it's not reading everything, or it needs to be checked. And then the automation level then is about, and I should get some of these figures for you, but maybe we'll.

You'd will take deal with that a bit separately. Just what the numbers are. But around 20%. Does. Allowed us as well to understand where.

Where the time has been spent on the orders, because before we couldn't tell.

And though we can see actually which customers, because of the time spent on the orders, we can see. These are the customers that are costing us the most effort either because they don't have clean data. Or because they're sending us a incomplete information? But that we can start focusing on, we'll say if you take you.

Germany, for example, I think, was like at the time it might have been 2 1/2 two and a half thousand customers in Germany. But I think it was like 200 of them. We're generating most of the orders like the all the 8020 rule is still true. So, the 200 to 300 customers were the ones that we should be focused on and the rest of them are noise. And if we can fix any of the issues for the top 200 customers, we should be able to leverage that for the rest of the customers. So, we shouldn't be like the there was a. The belief there before Esker came out before we had the data. It was like, we can't do anything the customer to should we have two and a half thousand customers and yeah, but how many of them like 80% of them are you know once a month or twice a month, three times a month we need to be talking about the ones that are every day that's what we need to be. To be dealing with, you know, with that are costing you your time so. Let's go allowed us to gather that data and then we had data that we could work on and prioritize

which order types, which customers and why are we? It's a cost to this time. Help us to prioritize projects, then to improve them.

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Cohen, Jorge

OK. Alright. Thanks. Also, some other questions that I wanted to ask to thank you. And one thing that I do need to also know is, could you please explain me how you are related to a project?

0:7:51.340 --> 0:8:26.500

Fox, James

So, I was the.

Lead project in Project manager for its deployment globally. So, the tool will say was.

The picked. And as a strategic importance tool, I wasn't part of that. There was the IT team that kind of, you know, did that analysis and I to. And did the Marcus research to what tool would be beneficial and how would the system work? But I was the I was hired as a PM. To deploy that to 26 countries globally.

0:8:28.60 --> 0:8:41.670

Cohen, Jorge

OK. Thank you. And about that, so how have those deployments been going?

Like to understand how many countries you have to already deployed and how this has been doing.

0:8:42.780 --> 0:14:39.600

Fox, James

So, it started in my first country. I think we live in January 2019, and we just deployed in Thailand there last week. And so, it's been it's a long road depending like Thailand we're delayed because of their set up their configuration but. And different countries have different challenges and we had all of EMEA kind of completed through 2019 and 2020.

Japan, then, was a specific, very different. Order model. So, in Europe and most of the rest of the country. But sorry, most of the rest of the world. The customer sends us an order, but in Japan the customer sends a dealer. Their order and the dealer contacts. Awesome. That's I believe it's a legal thing. I think in in Japan. So now we have to figure out how to deal with. You know, how do you ship to a dealer but the? So, it's a very simple model. You know, the customer sends us an order, we send it to their address. It's very it's very easy, but with the dealer model it's called no. I don't want you to send it to me. I want you to send this part of it to customary in this part of the country. But I want to send this part of it to that customer in another part of the country.

So, you had to break up the order, so we required order with the call order splitting.

So, we had to create definitions for, and then different people will get different PO's and link the customer PO. We'll say with the. With the order that the dealer sent into us. So, it was a much more complex configuration, not the simple one that. You know, customer sends a PO number, and we just send it back to them with their own peel number. This is like much more complicated setup, so that took. That took quite a while in in development.

Because it was so unique to that to that country. Thailand had different challenges, not development challenges in ESKER, but challenges just for themselves on how execute a business on leveraging local distribution services, what they call a 4:00 PM?

Model and they're they do all the stock, and they hold in in the stock and they do all the distribution for Thailand. So, they have to they have their own imagery control, but they need to replicate that to be C so the BSc. And are consuming the product that that distributor is selling on our behalf. So that's that record has to match. And we had talked before about how, you know, didn't make sense for the volume, it didn't justify your distribution center. There. And that's why you would leverage a. And in country distributor that it's a much more efficient model in that sense unless there were leaking into or distributing you know for a larger area. It's economies of scale and the economies of scale are not in Thailand basically for that. So that's why it leverages. So, they had to figure that out. The win from A3 PL. model to a four PL. model. And it took them some time to switch and to figure that out and, but once they did, then we did that, you know deployment in in Thailand as well.

But not every country wanted it. We were in South, South Africa, South Africa said. You know, they could process an order in under a minute and. That is not the experience that we had across the rest of the world. But we had to take them out. Not feeling. Then you know learn esker and slowing them down for period is not going to benefit them so. Two different.

And in Latin America? They don't tie themselves to one particular technology, though they use like. And Chile, Peru, Colombia, Argentina, and Mexico. They looked across technology, so they use Bitcoin, not Bitcoin or blockchain. There's blockchain as a technology. They have another development called the order.

The facility for the customers to be able to order and they use Esker. But while we'll say you know, if you look at most EMEA countries. It's eighty 2080% of the volume is manual and goes to escrow and 20% goes through. The EDI is electronic data interchange. That's what it means. And but it's a tool to. be able to speak to each uh MRP system. So, in Boston we have SAP. But in some other company they might have Oracle. Or the weight of some other immoral piece system. But this EDI or in Web methods is the brand, but EDI is the technology, and you could have different brands. It's like the Xerox is a brand for photocopying, but it's not the only brand. So about 8020 in Europe, it's about 8020 and there's really the two primary methods for order entry are EDI and. Then esker and even escort takes that manual and converts it to electronic message. So, it's, you know the output is is almost the same. And put in that in America, they're using those other technologies and there's adoption on the other technologies and esker is only like, you know, maybe 4030%, it's 20% in some cases. Of the of the country volume. To just have a different customer appetite when them.

0:14:41.440 --> 0:14:56.560

Cohen, Jorge

OK. So, would you consider that there was a country or region where the process was much simpler than everything went like? According as expected, it could you please describe it?

0:14:55.630 --> 0:17:41.900

Fox, James

Let's give you the three, there's three tiers. The most complex was Japan.

The next the medium complex was in Europe.

Because we had, we had local customer care and the contractor global Business Services, now they're an in-House team, but in a cheaper geography based in Gurgaon, in India that we're able to do the work. So, the order value went to the Gorgon team first and then if there were any issues, they came back to the local customer care team. So instead of needing a team of 20 locally. You would have needed team of 10 locally, then tanning Oregon process in the order one. Nice to meet be 1/3 of the price of the resources. What we need to do there was. Create the routing to be able to send orders a particular way and queue them for particular teams. So, we had to queue manage the to be able to facilitate who was looking at what. And when it got transferred and what data was with it as a message to say I'm transferring this to you now, OK. Because I've been able to complete six of the seven lines, but the seventh line is is a discontinued material and I don't know what to replace it with.

But even then, we have less workable back to NGC because they have processed 7 six of the seven lines and the LCC person has only one line to complete and can complete the order.

So, the efficiency is still there even if there are, there are issues that needs to be cleaned up.

So that's the second most complex.

The least my complex then is where you have a direct team on the LCD, and they are the users, and the SME is local. Collocated with the team because they can do the training, we can specialize that person that.

You know, has that high competency takes ownership for its deployment, does the training locally and where we get that good engagement of a of a. But they sent me with a good technical aptitude to understand how the system works and is able then to relay that to the team locally because, you know, in a virtual it's more difficult to do it virtually. So the easiest ones were those in.

And ANZ, even though the time difference is challenging, but INZ we had good representation.

And in Latin America and in in Europe as well. But as I said, that was the medium challenge was because of the additional team and configuration. So, there's a lot more coordination on.

On what complete looked like because it was two teams telling you what complete looked like. They weren't always aligned.

0:17:49.0 --> 0:18:6.810

Cohen, Jorge

Which regions and countries under respective conditions, you would say that you also never had like a strategy to deal with?

It is like when the conflicts because each country is different, so you always have to understand each local context to deal with the different situations, right?

0:18:14.240 --> 0:20:7.210

Fox, James

We do. So, we collected those requirements and we looked at it across the countries and asked the countries so because they didn't have any data, they couldn't tell us how often they occurred.

So, I had to ask them, can you give me it's a high. It's critical. You think it's a critical, so it could be a medium or no. It's a low runner. We don't see that issue often. And then look across the countries then to see.

Is there are things here in ours?

We look at the biggest countries that are telling us the same story, that it happens often. Then it's very painful when it happens and that's something that we need a development on to improve. So, from our first deployment of ESKER. Within an improvement plan that supported it, so you know, let's get live see what our challenges are, use the data that goes generating to help us identify where our next opportunities are and then we could go with the development to say, OK like the example is when we started testing for Japan is it's not able to handle with the dealer for example. Or you know that they consignment does not know information coming back on what it's just says there's no consignment there, but it's not telling us enough about where it could be or, you know, how to how to look in other places for that consignment stock. And so on and so on. Splitting the orders into, you know we get a key, could be which is a, a consignment and replenishment. So, they're telling us they consumed a unit from their consignment stock, but they want us to replenish that consumption as well.

And to send them a separate or as a as a as an invoice for the for the Perkins zoomed and issue of a new part for the replenishment. So that's continuing on, and bars is the product owner for that continuing development of requirements.

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Cohen, Jorge

Right. Well, that's mostly what I wanted to ask you, James. Thank you very much.

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Fox, James

Did that answer your last question?

0:20:16.730 --> 0:20:18.700

Cohen, Jorge

Yes, yes, it did. It did.

0:20:22.0 --> 0:20:46.890

Fox, James

So. So just to include maybe so we're using the product order you know scrum master if you look up agile that's the that's the methodology that we use to support the developments of the business telling us what the requirements are. We put them into a backlog, look at the value of those to you know which one of them is contributing value to the most countries. Prioritize those ones and execute those, and just basically move down the backlog in that way.

Interview to Lastennet, Christophe

0:0:4.520-->0:0:14.730

Cohen, Jorge

OK. Yeah. I think it's recording now. Alright, so OK, so the first thing I would need to ask you if you could give me a brief description of your role and your tasks.

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Lastennet, Christophe

Alright, so my role is a change manager in the in the global customer care team. Now global customer experience. That is working on the change management for the different projects. And that's the team is working on, so whether it's technology project or more process changes or? Uh or people development projects? And basically, the objective of what I'm doing is working with the project managers and the and the local teams. Umm that I'm putting in place the changes. To basically, uh a plan and execute. And the number of actions to maximize the adoption of the change. And so, we, uh, we follow a framework which basically is. Consisting of determining the impact of the change for the different stakeholders. And then yeah, putting together a plan and execute.

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Cohen, Jorge

OK, great. Thank you. So, you are involved in all the projects within global customer care in all of them or? Could you please tell me which ones you are involved in?

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Lastennet, Christophe

Yeah. So, it's, uh, it's been, uh, in priority the let's say the projects. If I look at the past. Four years, right that I've been four years in the in this role. And at the time the there was a a transformation program that was, uh, set up. And initially it was, uh, more focused on the deployment of technology solutions. So. So that was very much initially the focus. So, for customer care teams, it's been for instance. And the deployment of new order management systems. And it's been an also one of the main projects has been the deployment of Salesforce Service Cloud, which is probably the one that's created most changes for the local teams because it really

changes the way the customer care reps interact. And on a daily basis with the customers, when they're internal stakeholders. And it's been it's been a long program actually that that's just, uh. Has just been completed in a way for the rollout. Uh, so yeah, so predominantly technology solutions, but. Over time, not only so there's been also. More recently, so some organizational changes, for instance, or certain. And people development projects like the competency model and framework.

0:3:52.270-->0:3:58.390

Cohen, Jorge

I also wanted to know if you are the only change manager within the global customer care projects.

0:4:2.30-->0:5:38.370

Lastennet, Christophe

So yes, so I mean I have been let's say the. Uh, the one? Person in this role, initially for at least, for, for, for three or four years, but then. Working closely than with uh. First a network of change ambassadors in the local teams that we have set up and then. Obviously that the if we ask the question, who is, let's say in the in the in the change management process, what are the key roles then? My role is to bring uh, let's say uh methods and tools and coordinates. But the local managers so that the people managers are play a huge role in the in managing the change process. So, let's say as a as a you know strictly with the title change manager. And yes, and now? Uh. And now there's also obviously a new team with the sets on global customer experience. So, there's also another senior change manager there. And, but uh, yeah, otherwise it's been me for global customer care and the in the last 3-4 years and working closely with the local teams.

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Cohen, Jorge

OK. Thank you. So previously you were also mentioning that you were really close in the service cloud deployments around the world. Umm. Let's say that, so each deployment must be different because of the different countries under like regulation and that. And like how do you make them like to be aligned with the project as they are from like different regions, and they must have like different priorities or things that process from your perspective as a change manager.

0:6:17.960-->0:9:8.870

Lastennet, Christophe

Yeah. So, that's a very good question and news and you'll see am in Boston Scientific.

Yeah, it's, it's very much a common. Problem statements. Uh because there are so many. Uh local teams and uh, a lot of teams also coming from uh acquisitions and integrations. In customer care, right? If you if we look at customer care on the on the global basis we have. And people based in the in the regions, uh, in their in their local countries with different ways of working and part of

the objective of the transformation program has also been to try and bring some consistency and develop standardization. So how do we yeah, how do we I suppose. Change manages this complexity is that. That's really the first step of what I mentioned earlier on, so making sure we work with each local team to understand. What are their current ways of working? So, if we look at service cloud, how exactly will service cloud change their ways of working so? Umm. And we'll see. A lot of commonalities. And between the different teams, right that that. And for example, practically that's they. Stop using. Umm, Outlook emails for instance, and uh. Interact with our customers through service cloud, but then there's also lots of. And local processes. Depending on the local setup, the business model, etcetera, which makes every team unique in a way, and so it's important to understand the for each then what is, you know what exactly the change is and so. That's where we it's important to get the local team engaged to. Then have them actually also defining what is the change and how we'll manage. And so, it's really that. Understanding of the impact and really making sure that in each local team we have a dedicated core team that's really engaged in the in the change process.

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Cohen, Jorge

Umm other thing that I wanted to ask is that about this that we just talked about that another project that has had to deploy in different countries and has to adapt to the different local teams and everything is the Esker Memphis project. This project I want also to know if the process has been very similar to what we just talked about what you just mentioned or if it has been more complex. Like how much have you been involved in that project?

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Lastennet, Christophe

Yeah, Esker. Let's say that and the. The reason being that esker so certainly it was. Also, it changes for the local teams. Umm, maybe a little bit more. Let's say less impactful on the on, on changing the ways of working right, it was Esker is, is looking really more at a specific part of the process the order management. Where for EMEA, for instance, uh, at least you have a. Obviously you have a third party which is a GBS global business services is handling the is processing a lot of the orders. Uh for the local customer care teams and so. They became almost at the main uses uh, of esker. So, it's been, uh, it's been something important for them, but definitely also with the change for the local teams as well maybe not to the extent of service cloud but you know it's still a change. So, we did the uh, you know, absolutely go through the same. Uh, the same principle, UM, uh, having the teams, uh, understanding the impact. Uh, the training was an important element of ESCO, so. One thing we did actually was to create online training material. Uh for a corresponding to the different levels of expertise needed for esker. Uh, so that's, you know, that's been something important. But uh. Yeah, so similar approach. You know different impact than service cloud.

Uh, and definitely again ensuring the local teams were highly engaged in the process was very important.

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Cohen, Jorge

OK. So, to conclude like the last two things we talked about. You're more involved when a project affects the way of working of the. Other colleagues let's say.

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Lastennet, Christophe

Yeah, yeah, yeah. And exactly and that's. That that's really, uh, you know that first step that we talked about that we talked about? Yeah. So, it's determining the impact of the change and the impact it can be in different ways, right. It can be. On the tools on the processes, it you know it can be a, sometimes something a little bit less tangible, like. And certain behaviors, for instance. Umm, but it's really important to get this right initially and then we and then we identify obviously the. The level of change management. That's required, right. So. If we know. It's, going to be relatively light. And you know, I tend to say there's always some change management needed because you always need to. Uh, communicate you. You always need to uh to train people in the in the in the new way of working. But depending on that level of impact, yeah, the level of change management will vary. And so also my own involvement will vary you.

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Cohen, Jorge

Alright, thank you. Another thing that came to my mind was that. And whenever there is, like, uh, for instance, the deployment on different countries, no matter the project how like which are the channels that have used the most within Boston Scientific to communicate like to the rest of the, let's say stakeholders of that project that this change has been made like which communication channels are used the most?

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Lastennet, Christophe

I would say uh. Uh, yeah, it's really, it's really multiple and I think that that's what we're seeing like we. Uhm, it's difficult to say that we are using one channel more than the others, right? So, I think it's for every communication. You know, we look at the channels, but e-mail obviously e-mail remains an important channel. Official communications. Uh. Announcements. Uh. And I'm just making sure that, you know, we are we are reaching the people that. And the audience, uh that we have defined. Umm, but then there's a there's a lot of. Other channels leverage, right, so obviously the interactive so or face to face or virtual meetings uh are important and then we have more like

a new, you know, emerging channels like the chat like the. Uh, the internal social networks. Uh, for instance. Uh. Which right? Which we, which we then used to. Either reinforced the communications or just you know. Conveyed the communication in a in a slightly different way, which can also be sometimes more effective. But it's. Yeah, it's. Uh, it's complex and. And for more information on the communication, it may be good as well to talk to Blanche. Alright, she will. She will be able to tell you a lot more as well, but. I think the way it is today; we just have to navigate and use. Uh. The different channels, the best we the best we can, yeah.

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Cohen, Jorge

OK, alright. Well thing that you have answered giving me all the information I need to thank you very much. I will stop here the recording.