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RESEARCH JUSTIFICATION

**"HOW CAN THE PROCESS OF A PROJECT OF THE
ENTERPRISE DELIVERY DEPARTMENT AT DOW BE
VISUALIZED AND BECOME MORE EFFICIENT?"**

HZ UNIVERSITY OF APPLIED SCIENCES

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1. Preliminary research

The first chapter of this approach plan will be devoted to the preliminary research, which is desk research done previously on the problem that will aid in future information availability and topic knowledge.

1.1 Company analysis and trends & developments

Analyzing the company and its products is the first part of the preliminary research. Additionally, there will be an outline of the organization's mission, vision, goals, and values as well as its purpose and key strengths.

1.1.1 Company analysis

Dow is a multinational chemical company that was founded in 1897. The company produces a wide range of products, including plastics, chemicals, and agricultural products (Dow Corporate, 2023). The SWOT analysis had been chosen to analyze the company. The model's justification is that it considers the company's internal (strengths & weaknesses) and external (opportunities & threats) environments (Lim, 2023). The SWOT analysis of Dow is presented in appendix 6.2.1. In appendix 6.2.2 you can find the swot analysis of the department Enterprise Delivery which is the department where the research had been done.

1.1.2 Product analysis

Dow is a multinational chemical company with a diverse portfolio of products. You can see the products and their services offered by the company in appendix 6.2.3. These are some of the products and services offered, however the company's portfolio is constantly evolving and expanding.

1.1.3 The location(s) of the company

Appendix 6.1 presents the global map of Dow. The company is headquartered in Midland, Michigan and has operations in over 31 countries around the world (Dow Corporate, 2023). In appendix 6.2.4 you can see an overview of the global manufacturing presence of the company.

1.1.4 Mission statement

The mission Statement of the company is to "unleash the power of chemistry to address some of the world's most pressing challenges, such as feeding a growing population, reducing dependence on finite resources, and creating a safer, cleaner and healthier environment" (Dow Purpose, ambition and values, 2023).

1.1.5 Vision statement

Dow's vision is "to be the most innovative, customer centric, inclusive and sustainable materials science company in the world"(Dow Purpose, ambition and values, 2023). Innovative because the business develops the products and materials that change the world with their clients, customer-centric because through all their digital and in-person contacts they strive to be simple, enjoyable and effective to do business with. Furthermore, the principle inclusive stands for the advocating for a fully inclusive workforce that reflects the society in which they operate because it is morally and strategically sound to do so. Lastly, sustainable because Dow aims for beneficial social and environmental effect in whatever they do (Dow Purpose, ambition and values, 2023).

1.1.6 Company goals

Dow has established ambitious sustainability goals for 2025, aiming to drive global cooperation and facilitate a smooth transition to a sustainable planet and society (Midland, 2016). These goals will redefine the role of business, guiding Dow to enhance both business success and societal well-being through solutions that benefit the world (Dow sustainability goals, 2023).



Dow's seven sustainability goals for 2025 are presented in table 1.

Sustainability goal	Explanation
1. Leading the blueprint	Dow combines public policy, science and technology, and value chain innovation to create long-term societal blueprints.
2. Delivering breakthrough innovations	Dow creates ground-breaking sustainable chemistry innovations that improve human well-being.
3. Advancing a circular economy	Dow contributes to a circular economy by providing solutions to close resource loops in key markets.
4. Valuing nature	Dow uses business decision processes to complete projects that add value to the company while also being good for the environment.
5. Safe materials for a sustainable planet	Dow sees a future in which every object they deliver to the economy is safe for both people and the environment.
6. Engaging for impact	Dow its employees around the world will use their passion and expertise to improve people's and the planet's well-being.
7. World-leading operations performance	Dow continues to maintain world-class operational performance in natural capital efficiency, environmental protection, health, and safety.

Table 1. Sustainability goals

1.1.7 Core values

In figure 1 you can see the core values of Dow presented (Dow Purpose, ambition, and values, 2023).



Figure 1. Core Values of Dow

1.1.8 Target market

Dow serves a wide range of industries which are shown in table 2.

• Agricultural sciences	• Consumer goods	• Healthcare
• Automotive	• Electronics	• Infrastructure
• Building and construction	• Energy	• Packaging

Table 2. Industries served by Dow

Dow's target markets can be broken down into two categories, these are described in table 3.

Category	Explanation
1. Consumer and industrial customers	Dow provides a wide range of products and services to individuals, businesses, and governments worldwide.
2. Manufacturing and processing industries	Dow provides materials and solutions for a wide range of manufacturing and processing industries, such as automotive, electronics, and energy.

Table 3. Dow's target markets (Dow all markets, 2023)

1.1.9 Company trends and developments

Recent trends in the chemical industry include a focus on sustainability and a move towards more environmentally friendly products. In response to this trend, Dow has made significant investments in research and development to create products with a lower environmental impact that meet the changing needs of its customers (McKinsey, 2022). Another trend in the industry is the increasing demand for specialty chemicals, which are used in a wide range of industries, including consumer goods, electronics, and automotive. Dow has responded to this trend by expanding its portfolio of specialty chemicals, which has helped the company stay competitive in the market (McKinsey, 2022). In terms of developments in the industry, one major change has been the increasing use of digital technology, such as artificial intelligence and the Internet of Things, in the chemical production process. This has led to more efficient and cost-effective production methods, and Dow has been quick to adopt these technologies in its own operations (Veleza, 2022).



1.1.10 Legal structure

Dow, a publicly traded multinational corporation, operates under a legal structure that aims to balance the interests of shareholders and other stakeholders. The company is governed by a Board of Directors, responsible for strategic decisions and ensuring shareholder interests are prioritized (Dow Proxy statement, 2022).

1.1.11 Financial information

In terms of financial performance, the business has consistently been one of the largest chemical companies in the world, with a strong track record of growth and profitability. The company has a diverse customer base and a strong presence in multiple industries, which has helped it to weather economic downturns and remain competitive in the market (MBA Skool team, 2022).

1.1.12 Company structure

Dow's company structure consists of multiple business units and functional groups aligned with its operations and strategy. The company is divided into four main segments: Electronics & Imaging, Infrastructure Solutions, Performance Materials & Chemicals, and Agricultural Sciences. Each segment focuses on specific product lines and customer markets. Functional groups within each segment, including research and development, marketing, and manufacturing, collaborate to support segment operations. Corporate functions such as finance, human resources, and legal provide overall company support (Dow Corporate, 2023).

1.1.13 Systems

Dow makes use of a variety of systems to support its business operations. Table 4 describes the systems.

System	Explanation
Enterprise Resource Planning (ERP)	Dow uses SAP as its primary ERP system to manage its core business processes such as finance, procurement, supply chain, and human resources. The company also uses other ERP systems to support specific business units or functions.
Manufacturing Execution Systems (MES)	Dow has implemented MES to manage and optimize its manufacturing processes, including production scheduling, quality control, and inventory management.
Product Lifecycle Management (PLM)	The company uses PLM systems to manage the entire lifecycle of its products, from research and development through to production and end-of-life.
Environmental, Health, and Safety (EHS)	Dow has implemented EHS systems to manage and monitor its environmental performance, occupational health, and safety.
Customer Relationship Management (CRM)	Dow uses CRM systems to manage its interactions with customers and partners, including sales, marketing, and customer service.

Table 4. Systems used by Dow (Dow Corporate, 2023)

1.1.14 Staff

Currently, Dow employs 37800 employees worldwide. As a diverse chemical company with various business units, specific employee requirements vary. However, there are essential skills and qualities valued at Dow, including:

- Technical expertise
- Collaboration
- Adaptability and flexibility
- Problem-solving skills
- and teamwork
- Customer focus

Overall, the specific skills and qualities required for employees at Dow will depend on the particular role, business unit, and market in which they operate. The points provided here offer some examples of the types of skills and qualities that may be valued at Dow (Dow culture, 2023).

1.2 Problem analysis

The Enterprise Delivery (ED) department of Dow is responsible for delivering projects as part of the company's IT department. However, outsiders and new employees often struggle to understand the department's operations, leading to longer onboarding times. The complex nature of the department, with involvement from both internal and external stakeholders, further complicates the understanding process. This lack of understanding can hinder employee efficiency and create challenges within projects. In order to improve the project process and efficiency, it is important to streamline the onboarding process and gain fresh insights into the department's operations. By doing so, potential improvements can be identified and added value can be brought to the work.

1.2.1 Extensive problem analysis

In table 5 the extensive problem analysis of Dow is presented.

Gap	Timeframe, location, and trend
No clear visualization of the department which makes it unclear for existing and new employees what exactly the department is doing and how they operate. Also, job descriptions are difficult to understand for people who want to apply for a job within the department. Furthermore, research into challenges in the process of a project have never been done before. These two aspects are important to improve the efficiency of work at the department.	The problem was observed when new employees came into the department in Terneuzen, and it was recognized that the onboarding process took longer than expected. Also, after talking with employees of Dow outside the department, it was recognized that they did not understand what the Enterprise Delivery department is doing. It was recognized that it is hard to explain to people from outside the department, what exactly the department is doing and how they work.
Impact of the gap	Importance
The effects of the problem have impact on the onboarding process and efficiency of the department. The whole department is impacted as well as the project they are working on. More time and effort is needed in their new employees, there is less focus and time on the projects. Also, if there are challenges which could be solved, the process would become more efficient.	The problem has an average urgency and is very important as it could improve the efficiency of the department.

Table 5. Extensive problem analysis Dow

1.2.2 5W+1H analysis

A theoretical analysis tool was used in performance improvement techniques to ensure that a problem or subject under discussion is thoroughly examined from all angles: Who, What, Where, When, Why, and How (Feldman, 2018). In table 6 you can see the 6W analysis of the Enterprise Delivery department of Dow.

What	The problem consists of an unclear overview of the department. It is unclear what they do for new employees and current employees of the company. Also, there are some points of improvement within the process.
Why	A lot of time could be saved which could in turn be put into the projects and their process improvements.
Where	During the onboarding and project process within the Enterprise Delivery department.
Who	The Enterprise Delivery department of Dow.
When	At the beginning of June 2023, the problem should be fixed.
How	By visualizing the department and writing recommendations for them.

Table 6. 5W + 1H analysis

In conclusion, the current situation would be more efficient and could lead to a faster onboarding process and more efficient departmental working.



1.3 Research question

The research is focused on the department Enterprise Delivery and their implementation process. This research justification will contain relevant information that the department can use for developing themselves further. At the end of the report, a visualization as well as recommendations will be presented. To substantiate this, the following main research question is formulated:

“How can the process of a project of the Enterprise Delivery department at Dow be visualized and become more efficient?”

To successfully answer the main research question, several additional sub questions were developed. The following are the sub questions:

- What does the department itself and the onboarding process look like?
- Which phases, with which deliverables, are there in the process of a project?
- What is happening during every phase of the process of a project?
- What are the biggest challenges within the implementation process?

1.4 Project aim

The aim of this project is to visualize the Enterprise Delivery department of Dow, this to make it clearer what the department is doing and make the onboarding process shorter for new employees. Furthermore, the aim is to investigate if there are improvements for the implementation process to make it more efficient.

The following professional products will be delivered in June of year 2023:

- After investigating the process of a project, a diagram with an end-to-end overview of how the department delivers projects from start till finish will be delivered.
- Recommendations for improving the implementation process.

These professional products will serve as proof of my competences in the IB program learning outcome of Operations and Supply Chain Management.

Finally, the project aim will be defined in table 7 by using the SMART method.

Specific	Create a visualization and come up with enhancements of the implementation process with all details and necessary information to improve the implementation process.
Measurable	The evidence that will prove the progress: a diagram and list with recommendations
Acceptable	It has been discussed with the in-company supervisor and manager of the department. They agreed with the research purpose, and they gave support and help where needed.
Realistic	The time given was expected to not be enough as it is a big department where you cannot talk with all the employees in the given time. This means that there possibly could be more enhancements than founded in this research.
Time-Based	Deadline: beginning of June 2023, 20 weeks, limited amount of time.

Table 7. SMART Method research



2. Research approach

This chapter discusses the research approach used to address information gaps and sub-questions. It includes a literature review, operationalization, unit of analysis, data collection, data analysis, expected limitations, reliability, and validity considerations. Structured interviews with key stakeholders were conducted to obtain difficult-to-obtain information, ensuring comparability and analysis. The sub-questions cover the department's onboarding process, visualizing the process, understanding each phase, and identifying potential improvements.

2.1 The department itself and the onboarding process

The first sub question of the research that had been conducted to answer the main question was: What does the department itself and the onboarding process of the department Enterprise Delivery looks like?

2.1.1 Review of relevant literature

The concepts that are needed to be understood to answer the sub question are described below.

The first concept is departmentation. Departmentation is the process of grouping activities, tasks, and people into distinct departments within an organization based on common characteristics, functions, or purposes (Editorial Team, 2023). It involves dividing the organization into smaller units to facilitate specialization, coordination, and efficient workflow. Departmentation enables better management, clear communication, and effective allocation of resources within the organization (Malhotra, 2020).

Secondly, the concept onboarding process. This process refers to the systematic and structured approach of integrating new employees into an organization (Fontein, 2023). It involves providing them with the necessary information, resources, and support to quickly acclimate to their roles and become productive members of the team (Griffis, 2022).

2.1.2 Operationalization of the variable(s) contained in the sub question.

The operations that had been used to answer this sub-question, can be found in appendix 6.3.

The following questions were asked to the team manager and the employee who has been working for one year within the department:

- How does the onboarding process look like for the Enterprise Delivery department?
- Are there trainings provided for new employees?
- What are the steps after someone gets hired?
- What system is used to help new employees?

2.1.3 Units of analysis

The person that was interviewed is the team manager. This interview was very important as the onboarding process was explained. Furthermore, this person was relevant as it was important to see how the manager copes with new employees and to see if the process is efficient. Furthermore, information from intranet as well as from the manager and in-company coach had been used to get to know the department itself.

2.1.4 Data collection & data analysis

Data collection had been done through the interviews, intranet and the talks with the manager and in-company coach. The information gathered during the conversations has given a better view on the department and onboarding process. For data analysis, the collected data had been analyzed and compared with the answers to the survey to see if that is how it is going.

2.1.5 Expected limitations, reliability, and validity.

The expected limitations for this part of the research were the timespan of the research, and lack of collected information from the team manager and the survey.



Furthermore, the following precautions were taken to ensure valid and reliable results (table 8).

Reliability	Validity
Comparing what is said by the team manager with recent new employees	Interviews with questions that measure what has to be measured for the sub question
Talking to employees from different departments	Results based on the onboarding process

Table 8. Reliability and Validity Sub question 1.

2.2 The phases and their deliverables of the process of a project

The second sub question of the research that had been conducted to answer the main question was: Which phases, with which deliverables, are there in the process of a project?

2.2.1 Review of relevant literature

The concepts that are needed to be understood to answer the second question are described below.

The first concept is the DSS model. The DSS (Daimond Systems Solutions) model combines various functions into a single team to solve problems with the right expertise at the right time (Dow Intranet, 2023).

Secondly, the SDM model. The SDM (Solution Delivery Methodology) model is a methodology used by teams to ensure consistent and high-quality results throughout the project lifecycle (Dow Intranet, 2023).

2.2.2 Operationalization of the variable(s) contained in the sub question.

The operations that had been used to answer this sub-question, can be found in appendix 6.4.

Questions that were during the interviews were:

- Which phases are there during a project?
- Which key deliverables are needed during every phase?

2.2.3 Units of analysis

As mentioned before, three employees were interviewed. One was the in-company coach, one an IT leader and the other one was a project manager of the department. The coach is an associate solution manager who was relevant to interview for this sub question as a lot of information can be collected about the department and the projects. Furthermore, the IT leader was important as he is the one who is going to implement the enhancements. The project manager was relevant as this person is in charge of leading the process of a project.

2.2.4 Data collection & data analysis

Data collection had been done through intranet, a private network within Dow that is used to store and share business information and computing resources between the staff members, where both models mentioned before can be found. Furthermore, data from field research was collected in collaboration with the in-company supervisor and the project manager. For data analysis, data from intranet was collected and summarized. For field research, the data had been analyzed after every interview and confirmed by the in-company supervisor.

2.2.5 Expected limitations, reliability and validity.

The expected limitations for this part of the research were the timespan of the research (20 weeks) and only two mornings in the week will be spend at the office, which reduced the in-person contact with the employees.

Furthermore, the following precautions were taken to ensure valid and reliable results (table 9).

Reliability	Validity
Multiple interviews with different employees with the same structure to compare the results	Experienced employees from the department had been interviewed
Both desk and field research to compare the results	Interview questions focused only on the sub question
Data from other sub questions had been compared	

Table 9. Reliability and Validity Sub question 2

2.3 What happens in every phase of the process.

The third sub question which was necessary to answer the main question was: What is happening during every phase of the process of a project?

2.3.1 Review of relevant literature

For this research section, the same concepts were used as in question two but also interviews were conducted to gain a deeper understanding of the project process. The first interview was with the project manager, who is involved from start till finish of a project. The second interview was with an IT leader to compare and supplement the information provided by the team manager. Two interviews were conducted with Enterprise Delivery Solution Managers from China, each specializing in different project phases. Additionally, an interview was held with the in-company coach who possessed expertise in another phase. Finally, a meeting was arranged with the IT director and the in-company coach to comprehensively review the entire project process and gather further insights.

2.3.2 Operationalization of the variable(s) contained in the sub question.

The following questions had been asked in every interview:

- Who are you and what are your function and tasks within the department?
- What happens during this step of the process?
- Is there something you would like to change or see differently?

2.3.3 Units of analysis

After talking with the in-company supervisor, five employees from the department had been interviewed. These interviews were structured in such a way that they started with the person who is responsible and works at the beginning of the process and the last interview was with a person who is responsible and works at the end of a project. In other words, the interviews were held in line with the process of a project so that no information would have been mixed.

2.3.4 Data collection & data analysis

In-person data collection was used to gather data for this sub question. By interviewing coworkers and experienced people from the department, a clear step by step overview of what happens in every phase has been presented. Furthermore, data that was necessary to contact the employees and prepare for the interviews, was searched for online mainly on intranet and MS Teams. The data found and collected, was reviewed, and confirmed by the in-company coach. All the information is based on facts and data given by the employees.

2.3.5 Expected limitations, reliability & validity.

The expected limitations for this part of the research were:

- As some interviews had been held with people from outside the Netherlands, the time difference was a limitation as scheduling an interview was more difficult.
- The time limit as there was a deadline for completing the research.
- Language barriers, as some employees are from America or China.

During this step of the research, the following precautions were taken to ensure valid and reliable results (table 10).

Reliability	Validity
Multiple interviews will test the degree on which different employees give the same information.	Validation through talks with experiences employees of the department who work there for years.
Same method used every time to see if the date collected are the same	Field research in the form of interviewing which measures what has to be measured.

Table 10. Reliability and Validity Sub question 3

2.4 Biggest challenges in the implementation process.

The fourth sub question was: What are the biggest challenges within the implementation process?

2.4.1 Review of relevant literature

The concepts that are needed to be understood to answer the sub question are described below.

The first concept is the implementation process. The implementation process concept refers to the systematic and structured approach of putting plans, strategies, or solutions into action (Asana, 2022). It involves translating ideas, designs, or policies into tangible outcomes or results. The process typically includes various steps, actions, and considerations to ensure successful execution and achievement of desired objectives (ECTA, 2014).

Secondly, general challenges of an implementation process. The general challenges of the implementation process can vary depending on the specific context and project (Caldwell, 2017). However, here are some common challenges which are resistance to change, lack of clear communication, resource constraints, unrealistic expectations and poor planning and execution (Johnston, 2017).

2.4.2 Operationalization of the variable(s) contained in the sub question.

The operations that had been used to answer this sub-question, can be found in appendix 6.5.

In the end, following questions were asked in the survey:

- In which category is the biggest challenge you have faced or are facing at work?
- Can you provide an example of this challenge?
- Is there already something that you are working on to improve this challenge?
- What would you like to see differently within this category?
- Are there any comments you want to add?

2.4.3 Units of analysis

The same employees as for sub question three had been interviewed. Furthermore, after collecting all the data, a meeting was held with the in-company coach and manager of the team. The purpose of this meeting was to show what the results are and to see if they are corresponding with what they explain.

2.4.4 Data collection & data analysis

For this part of the research in-person data collection had been used to gather the right information to answer the main research question. Furthermore, the results of the survey were collected and worked out.

For data analysis, the data collected from field research had been analyzed after every interview and discussed with the in-company supervisor. The data from the survey had as well been analyzed and discussed with the in-company supervisor as well as with the manager of the team.

2.4.5 Expected limitations, reliability & validity.

The expected limitations for this part of the research were:

- The time limit on the research.
- Big department with multiple different opinions, which made it harder to indicate whether a challenge is on personal or department level.

During this step of the research, the following precautions were taken to ensure valid and reliable results (table 11).

Reliability	Validity
Multiple interviews to compare the results	Specific interview questions based on the sub question
Showing and checking the data collected with the director of the department	Systematic research is used as it follows a procedure which is structured and sequential.
Survey with different set of questions, but for everybody the same	Specific survey questions based on the sub question
Comparing the results of the survey with what has been told in the interviews earlier	

Table 11. Reliability and Validity Sub question



3. Results

The results of the research towards visualizing and making the process of a project of the Enterprise Delivery department more efficient are provided in this chapter of the Research Justification.

3.1 What does the department itself and the onboarding process look like?

The initial findings center around the Enterprise Delivery department where the method Diamond Systems Solutions is used. Diamond Systems Solutions (DSS) merges IT and business process expertise to provide top-notch, collaborative solutions that empower Dow functions worldwide. The customer-centric approach drives growth, productivity, and value for both Dow's businesses and customers. At DSS, essential functions are united into a cohesive team, aligned with Dow's strategic objectives, to deliver innovative business process solutions and drive transformative advancements (Dow Intranet, 2023). By fostering cross-functional collaboration, the right experts are assembling at the right time to solve challenges effectively. DSS promotes teamwork, demolishes silos, and organizes teams around unique areas of expertise (High, 2018). As the future of Dow's business operations, the department operates as a nimble, agile, and continuously innovative team, proactively adapting to evolving business requirements (Dow Intranet, 2023). In appendix 6.6.1 an infographic of the Diamond Systems Solutions is presented.

Enterprise Delivery is an organization consisting of seven teams, each specializing in different areas and providing a range of expertise, supporting services, and practices (PP Intern Dow, 2022). Figure 2 provides an overview with explanations of Enterprise Delivery's activities (PP Intern Dow; slide 20-24, 2022) and figure 3 provides a visual representation of the different teams within the department (PP Intern Dow; slide 25, 2022).

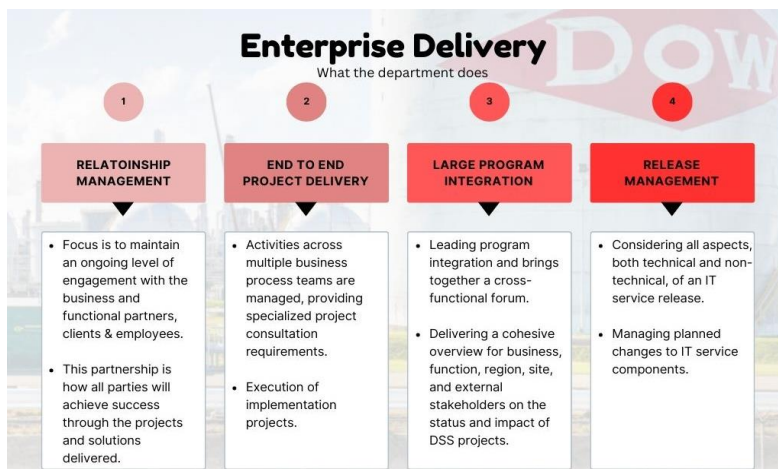


Figure 2. Overview Enterprise Delivery's activities

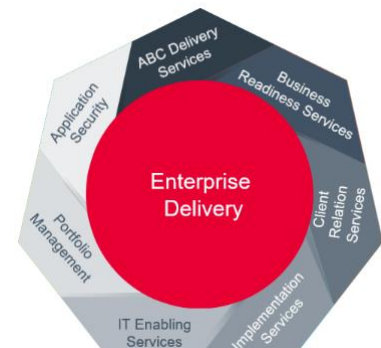


Figure 3. Teams of Enterprise Delivery

specific involvement of this research justification was with the ABC delivery team, which is primarily focused on seven key areas of activity which are presented in figure 4 together with a short explanation of what the employees do (PP Intern Dow; slide 74, 2022)

Within the department, there are several methods and tools utilized to support these activities. Appendix 6.6.2 contains a table that details these tools and methods, along with brief explanations for each.

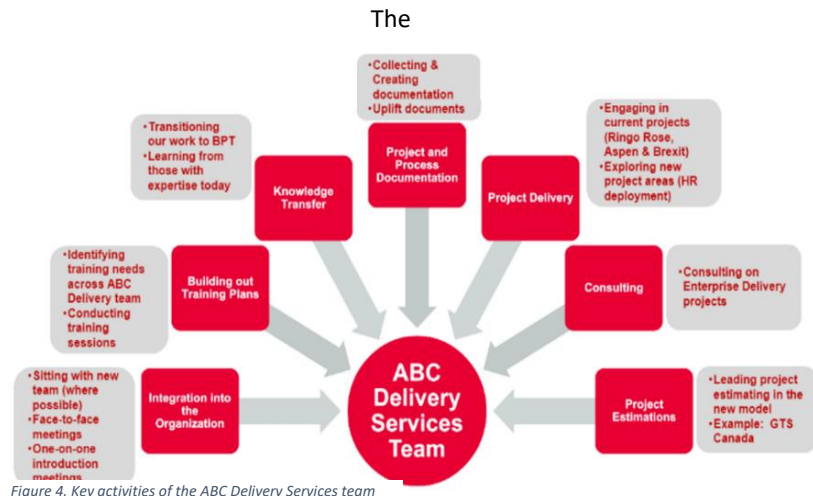


Figure 4. Key activities of the ABC Delivery Services team

Finally, it's worth noting that the team is engaged in two distinct types of projects: infrastructure projects and ERP projects. Infrastructure projects involve preparing departmental resources, while ERP projects focus on implementing specialized systems for project-based firms. An example of an ERP project is the LER project, which aims to simplify the legal structure and reduce costs and risks (appendix 6.7.3, paragraph 3.4).

The second set of results pertains to the process of introducing new employees to projects. The foremost finding is that there is no clearly defined and established procedure for initiating team members on a project. After consulting with the team manager (appendix 6.7.1) and an employee who has worked in the department for a year (appendix 4.2.8), it has come to light that it takes more time than anticipated for individuals to gain a complete understanding of the department, as well as the various phases, steps, and deliverables of a project.

While the team manager mentions that the team is working towards developing a single global document to streamline the administrative onboarding process (appendix 6.7.1, paragraph 1.34), there are still gaps in Knowledge Transfer (KT) when it comes to comprehending the specifics of each team's workstream and project implementation process. The team manager discusses the possibility of establishing a knowledge transfer system for each team, but the lack of a centralized system for onboarding documents remains a challenge (appendix 6.7.1, paragraph 1.141). Overall, the team manager emphasizes the significance of a well-organized onboarding process for new employees and the need for a systematic approach to KT within teams.

In addition, an employee who has been with the department for a year shared that adjusting to a new role in a virtual setting is difficult. To ease the process, the interviewee suggested implementing a buddy system, which has since been put in place (appendix 6.7.2, paragraph 2.6). The employee also emphasized the importance of having a knowledge transfer (KT) plan, which was not available during the onboarding and for that reason it was learning by doing (appendix 6.7.2, paragraph 2.14). To assist new hires, the interviewee is creating an outline of the work processes and pointed out areas where the onboarding and knowledge transfer procedures at ABC can be improved, for example a more efficient buddy system (appendix 6.7.2, paragraph 2.83). Overall, the insights provide valuable feedback for enhancing the effectiveness and efficiency of the onboarding process for new employees.

3.2 The phases and the most important deliverables in the process of a project

To begin with, the team employs two different project management methodologies - Agile and Waterfall. Agile is a flexible project management approach that prioritizes customer satisfaction and teamwork. Moreover, it involves breaking down a project into smaller, more manageable components and iterating on them over time (Laoyan, 2022). On the other hand, Waterfall is a linear, sequential process that is used to complete a project (Hoory, 2022). In brief, Agile is more suitable for projects where requirements are unclear and changes are expected, whereas Waterfall is better suited for projects with well-defined requirements and minimal anticipated changes (Kavlakoglu, 2020). Consequently, the team typically employs Waterfall methodology for their projects.

The SDM model is useful in illustrating the various stages, and figure 5 provides a basic summary of these phases, along with the fundamental outputs (Dow Intranet, 2023).

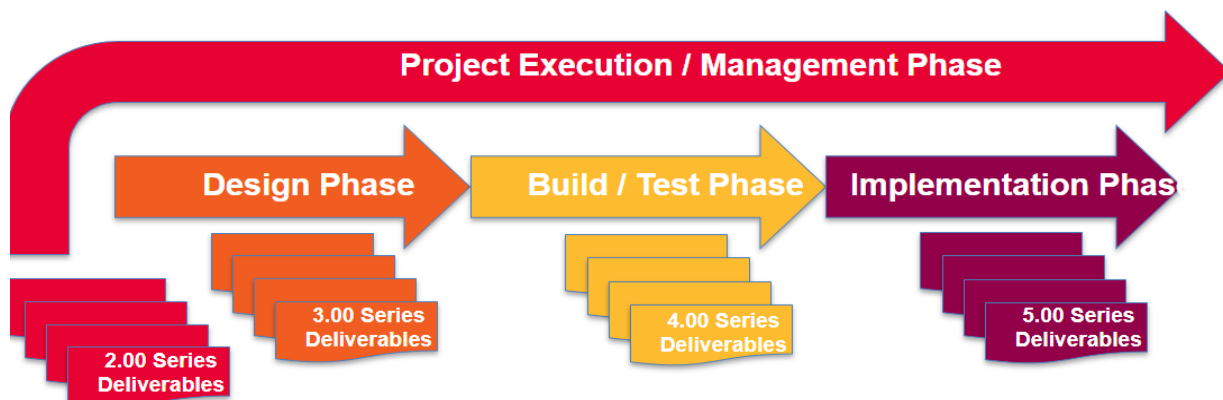


Figure 5. SDM model



As illustrated in the figure, the SDM model outlines three phases, but it is worth noting that there is an additional phase at the project's outset, bringing the total number of phases to four (appendix 6.7.3, paragraph 3.7). These include the project initiation, design, build/test, and implementation phase. By conducting research on Intranet and SharePoint (Dow Intranet, 2023), consulting with the in-company supervisor, and interviewing the project manager, the essential project deliverables were identified. In total there are 83 deliverables. The key deliverables for each phase are displayed in table 12.

	Phase 1. Project Initiation	Phase 2. Design
Key deliverables	<ul style="list-style-type: none"> - 2.05 Program level plan - 2.15 Project management 	<ul style="list-style-type: none"> - 3.22 Requirements - 3.24 Gap and decision document - 3.26 As Is Designs (Data & Process Flow) - 3.28 to be process <u>design</u> - 3.52 Human Change process: Preparation - 3.56 Test Approach - 3.60 implementation approach
	Phase 3. Build / Test	Phase 4. Implementation
Key deliverables	<ul style="list-style-type: none"> - 4.23 Human change process: management - 4.26 Implementation Plan & Checklist - 4.30 Assembly Test Prep - 4.36 Product test 	<ul style="list-style-type: none"> - 5.00 Users acceptance test - 5.16 Implementation Execution - 5.18 Human Change Process: Reinforcement - 5.30 Post Implementation support

Table 12. Phases and Key deliverables

3.3 What happens during every phase of the process of a project.

After obtaining a good overview of the phases and the deliverables, in-depth research was conducted on the phases, and implementation steps. Below are detailed explanations for each phase of the implementation process presented.

3.3.1 Phase 1. Project Initiation

As mentioned earlier, a project will initiate with the Project Initiation phase, which starts based on the Opportunity Analysis (OA). Within the opportunity analysis, a cost analysis and Value Assessment (VA) will be created. Here the team is going to look at the Return on Investment (ROI) the project will bring to the company and to determine if this ROI is going to raise enough money to start the project (appendix 6.7.3, paragraph 3.4).

The requesting function or business provides an indication when the project needs to be finished. Overall, the tool to track the request after the OA/VA step is PlanView. This tool will have a description of the Opportunity, justification, timeline, and high-level cost estimation (appendix 6.7.3, paragraph 3.6). After this analysis, which is driven by the Business IT representative and/or Project Management Office (PMO), approvals are provided by various layers in the organization. The PMO has a list with all the projects running and based on priority the PMO drive the effort to determine team capacity of the impacted teams. Once this is completed, a project manager gets assigned by the PMO and impacted teams are informed; among one of the teams is the Enterprise Delivery team (appendix 6.7.3, paragraph 3.6).

The project manager will look at the project scope and project timeline and in collaboration with the team leads of teams impacted, there will be an estimation made of which resources are needed. To address effort, the Project Manager will organize a work arrangement workshop with the team leads. In this workshop, the project manager will present the scope/opportunity, cost and project timeline and request from the team leads an estimation of the hours (appendix 6.7.3, paragraph 3.4). After validation and feasibility checks by the team leads, a balance is created and the work arrangement is updated in PlanView after which the updated request is sent to the Program Office for budget and timeline approval. Once approved, the project manager gives the go-ahead to the team, and the work process begins (appendix 6.7.3, paragraph 3.5).



Once the green flag is given, the project manager forms teams and assigns implementation and execution leads (appendix 6.7.4, paragraph 4.16). These leads assist in organizing the project both from a DSS perspective (within the department) and a non-DSS perspective (outside the department). Various meetings are scheduled, including with the Program Office, the core team, and a joint PMO (Product Management Office) meeting involving global leaders. These meetings serve the purpose of providing updates on the team's progress and discussing next steps. The core meeting, specifically for enterprise delivery employees, focuses on deliverables and provides a weekly overview of the project's status (appendix 6.7.3, paragraph 3.7).

After these meetings, there will be the project kick-off. During the kick-off the scope and purpose of a project will be explained to the teams. Also, there will be spoken about the teams, the project itself and the timeline. Basically, this is an introduction towards the team. After all these steps, a project plan will be made. When all these steps are done, the teams can start running the project (appendix 6.7.3, paragraph 3.8).

3.3.2 Phase 2. Design

In this phase, the project team will gather the necessary requirements from the requestor i.e., look at what must happen. Based on the request, gaps will be determined against current design (AS-IS) and how does it need to be designed (TO-BE) (appendix 6.7.3, paragraph 3.9). Initially, the project's objectives and scope must be determined, followed by the implementation strategy and approach. The requirements deliverable is used to identify, document, validate and prioritize detailed requirements that align with the fundamental reason for the investment in the project (Dow intranet, 2023).

To determine existing gaps, the gap and decision document is used, which describes functional deficiencies and potential solutions. Gaps are identified by comparing documented requirements with the available standard solution. (Dow intranet, 2023). Following that, the AS-IS design is analyzed to gather preliminary information on the organization's processes, policies, and procedures. This information helps define requirements and identify gaps that need to be addressed in the TO-BE process design. The TO-BE design outlines necessary processes, policies, and rules, as well as the organization design (appendix 6.7.5, paragraph 5.5). Subsequently, the project team develops a test approach and prepares for the human change process by creating sponsorship, communication, and change readiness plans (Dow Intranet, 2023). Lastly, different implementation strategies are explored to implement the proposed solution (appendix 6.7.4, paragraph 4.18).

3.3.3 Phase 3. Build / Test

In the third phase of the project, the focus is on building and testing it. Initially, the team will concentrate on creating the Human Change Process deliverable, specifically the development of five change management plans that will be implemented, which are a Communications Plan, Sponsor Roadmap, Coaching Plan, Training Plan, and Resistance Management Plan (Appendix 6.7.6, paragraph 6.4).

Once the plans are completed, the team will create training content together with an implementation plan and checklist based on the information documented in the implementation approach. This includes defining steps in an installation checklist, documenting potential risks and contingency plans, tracking tasks in case of implementation failure, and scheduling testing among others (appendix 6.7.6, paragraph 6.5). The project team will proceed to the assembly and product test preparations. In the assembly test stage, the team will define the objectives and scope, risks, regression testing approach, environment requirements, metrics, entry and exit criteria, and the work plan. This stage is focused on testing communication between a set of programs. For the product test preparation, the project team will develop test scripts as well as identify, document, and build test data, communicate and train DSS and Business Partner Testers, and ensure that the Product Test entry and exit criteria are documented. Once all these steps have been completed, the project will move on to the implementation phase (appendix 6.7.6, paragraph 6.6).



3.3.4 Phase 4. Implementation

During the final phase of the implementation process, several crucial activities occur, including the Users Acceptance Test (UAT), implementation execution, and post-implementation support (appendix 6.7.3, paragraph 3.38). In preparation for the UAT, a test inventory is established, consisting of test sets and scripts to be executed by end-users. The Business Process Team (BPT) Specialists collaborate with key business areas or external partners to select the UAT inventory based on scope, priority functionality, and critical business scenarios (Dow intranet, 2023). The Application Lifecycle Management (ALM) serves as the test management tool that provides the UAT sets, scripts, and other testing methods (appendix 6.7.6, paragraph 6.7). Additionally, other preparatory activities include identifying end-users, selecting data, training, mock loads, ensuring environmental readiness, setting up security protocols and role mapping, managing communications, logistical arrangements, and organizing planning meetings. In essence, the UAT approach outlines the timeline and approach for these preparation activities, which are efficiently coordinated between various teams (Dow intranet, 2023).

Following the completion of the UAT, the implementation execution phase will start, wherein the Implementation Specialist will play a crucial role in managing the overall execution and coordination of the implementation plan (appendix 6.7.3, paragraph 3.38). The specialist will work closely with all task owners to ensure that the plan is updated, tasks are completed, and appropriate resources are assigned to resolve any implementation risks or issues that arise (appendix 6.7.4, paragraph 4.16). Additionally, the Human Change Process reinforcement deliverable will be incorporated at this stage, which will focus on continuous development and execution of project sponsorship, communication, training needs, change readiness assessment, and organization transition (appendix 6.7.3, paragraph 3.38).

Once the implementation execution is completed, the cutover post-implementation support begins. This crucial phase involves deploying the software to the production environment and includes activities such as configuring application settings, installing software on servers, and making the software available to end-users (appendix 6.7.4, paragraph 4.88). Cutover support provides assistance for a specific duration (typically 15-90 days) after the solution is implemented in production. During this period, the old system is shut down, and the new system is made operational through activities such as data migration, testing, and transitioning users to the new system. Therefore, it is imperative to ensure that any issues or errors that may arise during this phase are resolved promptly, as they can have significant implications for the business (Dow intranet, 2023). Moreover, the support provided during this phase includes addressing defects and addressing support requests according to the agreed Service Level Agreement (SLA). The primary goal during this period is to understand the long-term support requirements for the solution (appendix 6.7.4, paragraph 4.91).

Upon completing the above phases, the project manager initiates project closure. The manager analyzes the estimated hours and costs outlined at the start of the project and compares them with the actual hours and costs incurred during implementation (appendix 6.7.3, paragraph 3.10). Additionally, the manager evaluates the entire project process, identifying areas that performed well and those that could benefit from improvement. Besides, a Lessons Learned document is prepared and shared with the relevant department to provide insight and guidance for future projects (appendix 6.7.3, paragraph 3.14).

3.4 The biggest challenges in the implementation process

To address the last sub-question, a survey was conducted to collect feedback from employees to see what the biggest challenges within their work are (SurveyMonkey, 2023). Furthermore, possible enhancements to the implementation process could be analyzed. The survey was distributed among a total of 64 participants. Given the similarity between the survey findings and the earlier interview responses, only the survey responses are provided herein to avoid redundancy.

Responses were collected from 20 individuals and grouped into three categories. Below is a summary of the survey questions answers. The full answers can be found in tables provided in appendix 6.8.

3.4.1 Results per survey question

3.4.1.1 Question 1. In which category is the biggest challenge you have faced or are facing at work?

Figure 6 shows the results to the first survey question.

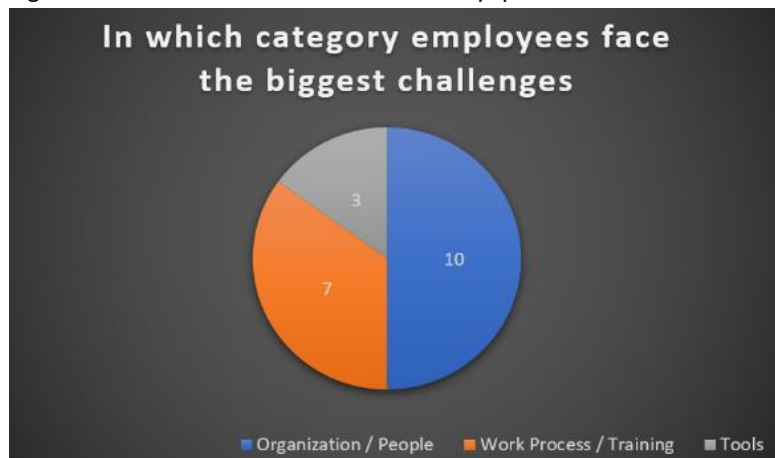


Figure 6. Pie-Chart results Q1

3.4.1.2 Question 2. Can you provide an example of this challenge?

The answers to the second survey question have been summarized and presented below per category.

Organization / People:

- Scope management continues to be an issue, even at late stages in projects.
- People are not willing to work according to project schedules.
- Constant changes in the environment and organization impact people.
- Changing timelines and scope for projects.
- Responsibility and accountability roles of project tasks belonging to different teams or stakeholders.

Work process / Training:

- Insufficient training in the BODS/HANA toolset within the organization.
- Difficulty understanding the type of work being done within the department.
- Some work processes are not up to date.
- KT (Knowledge Transfer) and onboarding for new employees take a long time.
- Struggling to find training documentation and unaware of work processes for some projects.
- Difficulty understanding and interpreting others' checklists, spreadsheets, or documentation.

Tools:

- Updating the test management tool and developing operational training.
- Troubles with the testing tool 'ALM,' specifically copy/pasting projects.
- Need for SAP scripts automation.
- Questioning the use of the waterfall method and suggesting combining agile and waterfall methods.



3.4.1.3 Question 3. Is there already something that you are working on to improve this challenge?

Summarized survey responses:

- Managing unrealistic deadlines and setting clear expectations with clients.
- Dealing with unspecific requirements and potential scope creep.
- Addressing stakeholder disengagement through ongoing project monitoring.
- Keeping spreadsheets/checklists clean and understandable for others.
- Collaborating with project managers to identify and secure necessary resources.

3.4.1.4 Question 4. What would you like to see differently within this category?

Summarized survey responses:

- Storing and accessing scope files centrally.
- Alignment and communication throughout the organization.
- A hybrid agile-waterfall method.
- Effective governance and accountability in project implementation.
- Improving onboarding, knowledge transfer, and training processes.
- Simplifying the organizational structure and promoting best practices.
- Creating a comprehensive intranet landing place with team information.

3.4.1.5 Question 5. Are there any comments you want to add?

Summarized survey responses:

- Utilizing the Dow owner mindset is seen as key to success for this opportunity.
- Interest in moving towards a hybrid agile-waterfall method.
- Suggestion to consider leveraging new tools and platforms.
- Positive feedback on the ALM tool, but a desire for improved user-friendliness and time-saving features.

4. Conclusions

In this chapter of the research justification, key findings are summarized, and insights gained throughout the research are brought together. The primary objective is to answer the main research question “How can the process of a project of the Enterprise Delivery department at Dow be visualized and become more efficient?”.

4.1 The department itself and the onboarding process

In conclusion, the Enterprise Delivery department is very difficult to understand as it is a huge department with a lot of people involved. For that reason, it is very important to have a well-defined and structured onboarding process for employees joining a project team. However, the findings reveal that employees face significant challenges in understanding the department's workflow and project deliverables, which can lead to inefficiencies and delays. The lack of clarity in the onboarding process can also impact employee morale and job satisfaction. It is important for organizations to invest in an effective onboarding program that provides new employees with the necessary knowledge, skills, and tools to succeed in their roles and contribute to the project's success. By prioritizing employee onboarding, organizations can improve their overall productivity and achieve their project goals more efficiently. Furthermore, a buddy system has been implemented. The buddy should assist new employees with the onboarding process and the implementation projects process. However, the current buddy system lacks efficiency and requires improvements. Currently, the role of the buddy in the onboarding process is limited to socializing, having meals together, and helping new hires acclimate to the company culture. However, there is no active involvement in Knowledge Transfer (KT) or providing assistance with the onboarding process.

4.2 The phases and the key deliverables.

To conclude, the process of a project consists of four main phases: Project Execution/Management (or project initiation), Design, Build/Test, and Implementation. Each phase has its own set of deliverables that need to be completed in order to move on to the next phase. The most important deliverables for each phase have been identified through research and consultation with experts in the field. Figure 7 provides a comprehensive visual representation of the various project phases and their corresponding key deliverables.

It is important for project managers to understand the phases and deliverables in order to ensure successful completion of projects within the given timeline and budget. Furthermore, choosing the appropriate project management methodology for a project is crucial, as it can impact the overall success of the project. Whether Agile or Waterfall is used, it is important to have a solid understanding of the phases and deliverables involved in the project management process.

4.3 The implementation process steps.

In conclusion, a detailed step-by-step overview (appendix 6.9) ensures a structured approach during implementation. This schedule guides you from project initiation to successful completion, providing clarity on actions, milestones, and timelines for effective planning and execution. This systematic approach promotes a seamless workflow, enhances progress tracking, and ensures timely completion of critical tasks.



Figure 7. Implementation process: Phases and key deliverables



4.4 The biggest challenges in the implementation process

After a consultation with the in-company coach and the manager of the team (IT Director), the key challenges identified in the survey have been prioritized. Based on these challenges, it is advised to give attention to the following areas:

1. The need for better Knowledge Transfer (KT) and onboarding process.

Upon analyzing the survey results (appendix 6.8), it becomes evident that several responses highlight the need for an enhanced knowledge transfer and onboarding process.

2. The need for effective governance and adherence to existing methodologies.

According to the survey results (appendix 6.8) and a conversation with an employee who responded to the survey (appendix 6.10) there is a need for effective governance and adherence to existing methodologies and the suggestion is a hybrid agile-waterfall method as a possible solution.

3. The need for updating the test management tool (ALM)

Based on the findings (appendix 6.8), it is apparent that employees desire a testing tool that is more intuitive and user-friendly.

4.5 Answer to the main research question:

“How can the process of a project of the Enterprise Delivery department at Dow be visualized and become more efficient?”

The following measures can be made to make the implementation process of Dow's Enterprise Delivery department more efficient and visually understandable:

1. Visualize the process.

Define the phases, key deliverables, and steps involved in the implementation process. This can be achieved by using the swimlane diagram that provides a clear overview of the entire process.

2. Analyze challenges.

Identify the challenges faced by the department through surveys or discussions with employees. By understanding the specific pain points and areas of improvement, enhancements can be made to streamline the project process and make it more efficient.

Dow's Enterprise Delivery department may achieve more efficient and simplified project execution by combining a visual picture of the implementation process with targeted enhancements based on recognized issues.

4.6 Brief reflection and limitations on the research process

Engaging in the research process has been illuminating, resulting in a deeper understanding, valuable insights, and the development of critical skills. However, limitations such as time constraints and potential prejudice should be recognized, highlighting the importance of seeking honesty. Overall, the research process has been valuable and transformative.



5. Recommendations

This chapter contains major recommendations based on the findings and analyses reported in the prior chapters. These recommendations are intended to address the highlighted issues and improve the current situation to improve the overall effectiveness and efficiency of the implementation process.

Recommendation 1. Implement the comprehensive Knowledge Transfer (KT) and onboarding process.

This recommendation is suitable for the following reasons:

- It meets the need for effective information transfer among employees and ensures new hires have a smooth transition into their responsibilities.
- It promotes collaboration, fosters a learning culture, and encourages the sharing of information and skills across teams.

This recommendation is acceptable for the following reasons:

- It benefits both the organization and its employees as it enhances employee satisfaction and engagement by equipping them with the necessary knowledge and support to perform their jobs effectively.
- Colleagues and team members who are involved in the knowledge transfer and onboarding process can contribute their insights, share their experiences, and actively participate in shaping a more robust process.

This recommendation is feasible for the following reasons:

- It involves designing and implementing structured procedures and resources.
- The organization can develop comprehensive onboarding materials.
- Incorporating technology solutions can facilitate efficient knowledge transfer and streamline the onboarding process.
- Regular evaluation and feedback mechanisms can be established to continuously improve and refine the process based on changing needs.

Overall, implementing a better Knowledge Transfer and onboarding process is suitable, acceptable, and feasible as it addresses knowledge retention, employee engagement, and organizational effectiveness.

Recommendation 2. Adopt a hybrid agile-waterfall project management methodology.

This recommendation is suitable for the following reasons:

- Hybrid agile-waterfall methodology combines flexibility and adaptability with structure and governance.
- It allows for iterative development, frequent feedback, and continuous improvement.
- It includes a detailed project strategy, milestones, and governance checkpoints.

This recommendation is acceptable for the following reasons:

- Hybrid agile-waterfall methodologies have gained acceptance in various industries.
- Strikes a balance between agility and structure.
- Allows organizations to leverage existing methodologies and governance frameworks.
- Provides transparency, predictability, and opportunities for collaboration.

This recommendation is feasible for the following reasons:

- Implementation is feasible as it leverages existing methodologies and practices.
- Can be integrated into the current project management framework.
- Ensures governance and adherence to established methodologies.
- Training and guidance can be provided to facilitate the transition.

In summary, hybrid agile-waterfall project management combines benefits, leverages existing methods, ensures transparency, enables collaboration, and maintains effective governance.



Recommendation 3. Update the test management tool (ALM).

This recommendation is suitable for the following reasons:

- The updated ALM will address current and future testing needs.
- It will offer enhanced features and capabilities aligned with industry standards and best practices.
- Improves efficiency and effectiveness of test management activities.

This recommendation is acceptable for the following reasons:

- Updating the ALM is widely accepted in the industry.
- Regular updates help organizations benefit from new features, bug fixes, security enhancements, and improved integration capabilities.
- Stakeholders will likely view the update positively.

This recommendation is feasible for the following reasons:

- Necessary resources (time, expertise, infrastructure) are present.
- Compatibility checks can be conducted to ensure smooth transition and minimize disruptions.

Overall, updating the test management tool (ALM) aligns with industry practices, addresses current needs, and can be implemented without significant challenges.



6.2.3 Products

Products	Services
Chemicals and plastics	Dow produces a wide range of chemicals and plastics such as polyethylene, styrene, ethylene, and more
Packaging and specialty plastics	Dow provides packaging solutions for various industries including food, beverage, personal care, and pharmaceuticals
Performance materials and coatings	Dow provides advanced materials and coatings for various applications such as transportation, infrastructure, and consumer goods.
Agricultural sciences	Dow offers crop protection products, seed technologies, and digital agriculture solutions to support sustainable agriculture
Dow electronics and imaging	Dow provides materials and technologies for the electronics and imaging industry, including photovoltaic materials and display materials
Energy and hydrocarbons	Dow offers solutions for the energy and hydrocarbons industry, including technology for the production of chemicals and fuels from natural gas

6.2.4 Global manufacturing presence Dow

Continent	Manufacturing locations	Countries
United States & Canada	36	2
Latin America	18	4
Europe, Middle East, Africa & India	38	15
Asia Pacific	21	10

6.3 Operationalization sub-question 1.

Concept	Dimension	Indicator	Possible research questions
Departmentation	Functional departmentation	<ul style="list-style-type: none"> Department size Number of functional teams within the department Reporting structure Functional expertise 	<ul style="list-style-type: none"> How is departmentation structured within the teams? How many teams exist in the department? How does departmentation contribute to organizational efficiency and effectiveness?
	Matrix departmentation	<ul style="list-style-type: none"> Number of matrix teams Resource allocation communication and collaboration 	<ul style="list-style-type: none"> How does matrix departmentation affect communication and collaboration? How does dual reporting impact employee motivation and performance?
Onboarding process	Orientation	<ul style="list-style-type: none"> Availability of information Knowledge assessment of company policies and procedures 	<ul style="list-style-type: none"> How does the onboarding process look like for the Enterprise Delivery department?
	Training and development	<ul style="list-style-type: none"> Completion of job-specific training modules Participation in skill development workshops Assessment of knowledge 	<ul style="list-style-type: none"> Are there trainings provided for new employees? What are the steps after someone gets hired?
	Socialization	<ul style="list-style-type: none"> Engagement in team-building activities Participation in mentorship programs or buddy systems 	<ul style="list-style-type: none"> Do you get support during your onboarding? Is there a buddy system?
	Feedback and support	<ul style="list-style-type: none"> Feedback on the quality of the onboarding process Regular check-ins with supervisor Availability of resources and support for addressing challenges. 	<ul style="list-style-type: none"> What system is used to help new employees?

6.4 Operationalization sub-question 2.

Concept	Dimension	Indicator	Possible research questions
DSS model	Various functions	<ul style="list-style-type: none"> Different functions within the department Expertise within the department 	<ul style="list-style-type: none"> How is departmentation structured within the teams? How many teams exist in the department? How does departmentation contribute to organizational efficiency and effectiveness?
SDM model	Project phases	<ul style="list-style-type: none"> Different kind of phases 	<ul style="list-style-type: none"> Which different phases are there in the implementation process?
	Project deliverables	<ul style="list-style-type: none"> List of deliverables 	<ul style="list-style-type: none"> What are the key deliverables per phase?

6.5 Operationalization sub-question 4.

Concept	Dimension	Indicator	Possible research questions
Implementation process	Project phases	<ul style="list-style-type: none"> Initiation phase Design phase Build / test phase Implementation phase 	<ul style="list-style-type: none"> In which phase are you facing a challenge?
	Change management	<ul style="list-style-type: none"> Change acceptance – conducting a survey Training and support utilization 	<ul style="list-style-type: none"> What is the biggest challenge that you are facing within work? What would you like to see differently within your work? Is there enough training provided?
General challenges	Time	<ul style="list-style-type: none"> Schedule variance Milestone achievements 	<ul style="list-style-type: none"> Is there a time pressure? Are milestones achieved?
	Data and information	<ul style="list-style-type: none"> Data accuracy and integrity Information accessibility 	<ul style="list-style-type: none"> Do you have access to enough information? Is the whole department clear for you?
	Evaluation and learning	<ul style="list-style-type: none"> Lessons Learned documentation 	<ul style="list-style-type: none"> Is there a lessons learned document? Are there feedback sessions after a project has been implemented?



6.6 Results

6.6.1 DSS Infographic





6.6.2 Methods and Tools used by the department.

Method / Tool	Explanation
SAP	SAP stands for Systems Applications and Product in data processing. It is an ERP, Enterprise Resource Planning, software. Within this software, management of business operations and customer relations is done.
Solution Delivery Methodology (SDM)	This method is used to run projects from start till finish to ensure consistent, high-quality results. Within this methodology, you have the deliverables which are needed for the projects.
Deliverables	The results you hope to have at the end of your project. These documents help you to work through the project.
Knowledge Transfer (KT)	The information shared amongst the employees.
Dow Intranet	A private communication network of Dow where information is shared, and other computing services are.
SharePoint	A platform of Microsoft where the employees can communicate, work together and exchange data.
Lessons Learned	Improvement points written down after a project is finished. This to reflect on what should go better next time and to learn from the mistakes made, to ensure they won't be made again.
RACI	RACI stands for Responsible, Accountable, Consulted and Informed. It's a sort of responsibility assignment matrix used by project managers to guarantee that each stakeholder's tasks and duties are clearly defined. This helps to ensure that there are no bottlenecks, misunderstanding, dissatisfaction, or weak decision-making that could jeopardize the project's success.
Testing tool	The Testing tool that is used, is Application Lifecycle Management (ALM). This tool refers to the process of managing and tracking software development from conception to implementation. It includes various stages such as requirement gathering, design, development, testing, deployment, and maintenance. ALM tools are designed to support the entire software development lifecycle and help teams collaborate effectively and efficiently. I will show you the tool now.
Planview	A system where the employees keep track of the hours worked and were they put in the requirements that are needed.



6.7 Interview Transcripts

6.7.1 Transcript Interview with Team Manager

Speaker 1: Team Manager

Speaker 2: Demi Bracke

- 1.1** Speaker 1 (00:00:00) - Team manager, so what that means is I love my role.
- 1.2** Speaker 2 (00:00:05) - It's unique.
- 1.3** Speaker 1 (00:00:06) - I'm the only one team manager within Enterprise Delivery. So I'm not specifically working on all of the projects that come in, but I get to staff all of the projects, right? So when new projects are getting started, I have to look across the organization. So I think there's 70 people at this point globally, right? So we have teams in all four regions. And I get the pleasure of assigning work across the teams and making sure that the team has work-life balance, right?
- 1.4** Speaker 2 (00:00:42) - So I don't want anybody to be overloaded.
- 1.5** Speaker 1 (00:00:46) - I want to make sure that people have enough work to do, right? So we need to find that balance from projects. Enterprise Delivery can have 40 projects, 60 projects going all at one time. So if there wasn't a gatekeeper, people would be pulled on every project and would be working all the time, right? And so we really want to make sure that we're staffing projects correctly. We're staffing tasks based on background, right?
- 1.6** Speaker 1 (00:01:19) - People who have the skill set or if someone wants to try something different, if they're learning something new and they say, hey, I'd really like to do this, then I work with the people leaders because I'm not the people leader, right? So I would work with Cole.
- 1.7** Speaker 2 (00:01:33) - If it was somebody on the Europe team to say, hey, you know, Swela, she usually does source to pay, but she really wants to try data readiness, right?
- 1.8** Speaker 1 (00:01:45) - And so we would talk about that and does it make sense and how can we get her engaged in a project that would help her learn, right? So working with all of the people leaders to make sure the team has what they need. So I kind of I have the best role because I get to work with every single person on the team and get to know people.
- 1.9** Speaker 2 (00:02:07) - And I really, I really enjoy that.
- 1.10** Speaker 1 (00:02:09) - So I've had people say, you know, well, you've been doing the same job for eight years, but it's always so different because there's always new people, there's always new projects and there's always new challenges.
- 1.11** Speaker 2 (00:02:24) - So I do enjoy it.
- 1.12** Speaker 1 (00:02:26) - It doesn't get boring. And I just I think bottom line is I think we have a really great team.
- 1.13** Speaker 2 (00:02:33) - And so it makes it easy to enjoy.
- 1.14** Speaker 1 (00:02:37) - I think who you work with really makes a big difference of wanting to do your job and to stay in a role.
- 1.15** Speaker 2 (00:02:44) - Right. So that's kind of a little bit about me.



- 1.16**Speaker 1 (00:02:47) - I did start when I was a little bit younger than you are. I started in high school. We had a program called a co-op.
- 1.17**Speaker 2 (00:02:58) - So that was when I was in my last year in high school. You got to go half day to school, half day to a job.
- 1.18**Speaker 1 (00:03:06) - So I thought I was so cool because I got to do half of my day at Dow.
- 1.19**Speaker 2 (00:03:10) - Right. It was kind of a big deal. And then when I went in to go to college to get my bachelor's, I got to stay working at Dow and go to college. And then I got hired, you know, after I graduated. So I've been here 28 years this year. Can you believe it? I'm not that old. I can't believe it. But it's been fantastic. And it's just kind of my life. Right.
- 1.20**Speaker 1 (00:03:40) - So it's been really good.
- 1.21**Speaker 2 (00:03:41) - So I hope your journey is successful, whether that's, you know, maybe back at Dow someday or if you have other ambitions. You know, elsewhere in your area, too.
- 1.22**Speaker 1 (00:03:54) - So but Dow is a really good place to work. So always keep us in mind when you're graduating.
- 1.23**Speaker 3 (00:04:01) - Yes, I will.
- 1.24**Speaker 1 (00:04:03) - All right. So fill me in on what you've been working on. What is your thesis going to be and how is it going?
- 1.25**Speaker 3 (00:04:13) - Well, mostly my thesis is focusing on finding improvements within the implementation process. So first of all, I looked at what are the phases, which are the key deliverables and how is the process going? So I made an overview with every phase with their key deliverables. I discussed it with Peter Greighe. And then also I have four sub questions for my thesis. And then, for example, one question is what happens during every step?
- 1.26**Speaker 3 (00:04:42) - So then I will explain in every step what happens, who's responsible. And then also Sveila came with the idea to discuss what the onboarding process looks like, and if it has like a big influence on the department. Because for example, when I started, like the department was so difficult to understand, and then you had this and that and all these difficult terms.
- 1.27**Speaker 3 (00:05:03) - So she said to me that I maybe could ask you about the onboarding process or what are the steps, and maybe I can make like a guideline to see what the steps are, and then see if like, is there something which could be improved already at the beginning when someone comes into the department and has an influence on the process of a project as well.
- 1.28**Speaker 1 (00:05:23) - So when you say onboard, are you speaking of onboard onto a project or onboard into the team?
- 1.29**Speaker 3 (00:05:33) - Into the team. So not into DAO itself, but from when you come into the team and then tell you, yeah, you can work on your own. So tell a project or on the project.
- 1.30**Speaker 1 (00:05:44) - Okay. So the onboarding process is a work in progress because we've had, so onboarding into the team has been interesting because we've had so many different documents of people doing things differently. So I am in the process working with, we have another team manager, so I don't, do you understand how we have enterprise delivery and then we have leveraged functions?
- 1.31**Speaker 3 (00:06:16) - Yes.



1.32Speaker 1 (00:06:16) - Like we're two teams, but we're one team, but we're separate teams kind of thing?

1.33Speaker 3 (00:06:21) - Yeah.

1.34Speaker 1 (00:06:23) - So I'm working with the team manager from leverage functions, Carrie, and we're working on, so last year we had a summer intern and he went and met with all of the people leaders and he met with all of the people who had different spreadsheets for onboarding, right? Because everybody's using their own. People in EMEA were using one, APAC has their own, and it was just kind of all over the place, right? So we have all of these captured, we have all of these documents, and now we got to where we have one document. It's not organized yet, it's still being cleaned up, it's on my to-do list, but it's not like super high priority at this point, but the intention is to have one globally, right? So it doesn't matter where you sit, doesn't matter what team you're on, but it's one document. Now that's more for that activity for myself and Carrie is more for when you join Dow and when you join the team prior to project before all of that, right? So it's more, are you on a distribution list? Have you been added to different meetings that the team has?

1.35Speaker 1 (00:07:50) - Did you get a computer? All that kind of stuff. So it's more administrative. So I'm not sure, maybe you're not quite looking for that piece because that's more the administrative getting started. Are you trying to better, which this will be helpful for me too, is when a project, when I'm supposed to assign a project, is that where you're looking to better the process on how can we better get somebody engaged in a project or?

1.36Speaker 1 (00:08:25) - Yes, for example, because if somebody who's new to the department doesn't exactly know how the implementation process looks like or how you work, then you can't also work like 100% on a project. So it's also like the onboarding to a project. So within the team.

1.37Speaker 1 (00:08:45) - This is tricky because I don't think there's like one solid answer, which is, I mean, it's a good thing to look at. I know that each team right now, and I don't know if your in-company coach talked around this either, but we have a goal team that this year is looking at KT, so knowledge transfer documents, and they're looking to find out how each team, when somebody comes on to, so you're aware of like Coase ABC organization, right? So they have all the different work streams within.

1.38Speaker 1 (00:09:25) - So when somebody is assigned to say source to pay, they would know where they would know where to find all of the KT documents. So is that where you're thinking? If I'm new and it's source to pay, how do I know where to find everything?

1.39Speaker 2 (00:09:43) - Yeah, basically yes. Yeah, how to understand what we are doing within the department and how we work. So it's more like when you come into the department where can I find information like what are we doing because I've spoken to more employees of the department and they also told me like the onboarding took really long as you, it takes really long before you can understand fully what kind of work we're doing and how we work. This is good.

1.40Speaker 1 (00:10:12) - This is all good questions. So I'm just trying to think of the best, we don't have a great one place where everything is kept, right? It just depends on what team you're going to. I'm just wondering if it would be beneficial. So do you, are you sitting in the office when you come in at all? Are you coming into the office over there?

1.41Speaker 2 (00:10:38) - Only a Monday and Wednesday.

1.42Speaker 1 (00:10:41) - Okay. Is Sweta ever in the office there?

1.43Speaker 2 (00:10:43) - Yeah, also Monday, Wednesday, sometimes Tuesday and Thursday. It depends, but always Monday and Wednesday.

1.44Speaker 1 (00:10:49) - So your in-company coach is part of our people goal and I don't know if you've spoken to her yet, but you wouldn't know to speak to her about this, but she is part of our people goal and her along with



a few other people from ABC are working on the KT document process and where it's how much is done of it and where they're doing that.

1.45Speaker 2 (00:11:16) - I don't know if that is something that would be beneficial for you to meet with her to understand kind of what that process looks like and what they're trying to do there. I can certainly show you my onboarding document. It's not pretty yet by any means, but I can certainly kind of show you what the intention is.

1.46Speaker 1 (00:11:40) - Let me see if I can pull it up here.

1.47Speaker 2 (00:11:43) - Is it also because as I'm looking for improvements within the process, is it also a point of improvement that you have like a clear overview of the onboarding for someone new when you can give it to them like, okay, this is the way how we work. It's going to go like this, this and this.

1.48Speaker 1 (00:12:00) - We have a few, there'll be some things in the onboarding document.

1.49Speaker 2 (00:12:07) - Here's the problem too, is when someone starts at Dow, it's not a problem, but it's a lot to learn.

1.50Speaker 1 (00:12:15) - Yeah.

1.51Speaker 2 (00:12:16) - Right.

1.52Speaker 1 (00:12:16) - I mean, you are probably a great witness to this, right? You don't just start and you just, Oh, I know everything.

1.53Speaker 3 (00:12:24) - Yeah.

1.54Speaker 2 (00:12:24) - Right.

1.55Speaker 1 (00:12:26) - I'm still, I still learn new things every day.

1.56Speaker 2 (00:12:29) - Right. And I've been here a long time. So it's very hard even to put into a document or a checklist every single thing that I don't want to say you need to learn, but you're going to learn on the job as well. So as time goes on and you're on a project and then you're on a different project, you're also learning knowledge day to day. Right. So I don't think there's any kind of checklist that I'm going to have if I come in day one and you're going to say, okay, here's these 10 things, but you don't live them. I can read them all day long.

1.57Speaker 2 (00:13:15) - I can see them on paper and you can tell me what ABC delivery is, or you can tell me what it is, but until I'm actually driving out some of this stuff, I'm not going to remember everything. Right.

1.58Speaker 1 (00:13:28) - So I think we want to try to make sure we're capturing everything we want someone to know, but it's also going to be learning as you go, because you're going to remember, Oh, I remember on that project, I learned this.

1.59Speaker 2 (00:13:44) - Right. And then you take that knowledge into your next project. Right.

1.60Speaker 1 (00:13:48) - And I know that people get very overwhelmed when they're, I remember when I started at Dow, I was so scared.

1.61Speaker 2 (00:13:55) - Right.

1.62Speaker 1 (00:13:55) - I'm like, I don't know what, I don't know what that means, what there's so many things to learn. So unfortunately we can, we can help and we can coach as someone starts. But I feel just from my experience, a lot of it is living through some of it too.



1.63Speaker 2 (00:14:15) - Right.

1.64Speaker 1 (00:14:16) - And then you learn the stuff you learn and then you learn more and then you remember, you know, and that's in any job. Right. So my list that I have doesn't touch the actual KT. So like if you started today and you are going to work in source to pay my document that I have is going to be the intent of my document is to make sure you have everything you need as a Dow employee or a team member to do your job. Right. So that would be, you know do you have all the accesses do you that you need? Are you on the distribution list?

1.65Speaker 2 (00:14:55) - You need to be, do you have your computer? Do you have like all of that stuff? Right. So it's not project specific.

1.66Speaker 1 (00:15:02) - And then the intent would also be the things that people leaders would go over with you and then myself. So there's a time tracking tool that we use.

1.67Speaker 2 (00:15:13) - I don't know if Swela shared that with you. Everybody loves it. I'm saying that sarcastically. But you know training like that, right? Like I know for a new person if you need to do that from a weekly basis I meet with you to ensure you have that information and you can be successful doing that.

1.68Speaker 1 (00:15:32) - Right. So the list is capturing the things you need to know more as an employee and a team member. But then if we say okay Demi you're gonna now you're gonna go do order to cash.

1.69Speaker 2 (00:15:45) - And then you say I don't know what order to cash is.

1.70Speaker 1 (00:15:50) - You would have your coach or your buddy. But then you would dig into all the order to cash like work processes.

1.71Speaker 1 (00:16:00) - Right. So I don't have that piece in my onboarding document.

1.72Speaker 1 (00:16:06) - So mine's more onboarding to the team. And then each one of the functional leaders of the towers. Have you been have you did Cole walk through the work chart with you? Have you seen our work chart?

1.73Speaker 3 (00:16:24) - Which work chart?

1.74Speaker 2 (00:16:26) - Got all of our pictures on it. Have you seen that?

1.75Speaker 2 (00:16:29) - No.

1.76Speaker 1 (00:16:31) - This will be helpful for your.

1.77Speaker 2 (00:16:33) - The only thing I asked is if you. I don't know if it'll access wise. I don't know if it would let you download it. But like if you were gonna use it for class or anything. You would just have to take the pictures off and the names right.

1.78Speaker 1 (00:16:48) - But you can let me let me share this with you.

1.79Speaker 2 (00:16:50) - Okay. This so this will give you a better picture and maybe Swila has maybe when I open it you'll say oh yeah I did I did see this.

1.80Speaker 1 (00:16:58) - But let me pull this up here. Because I find it interesting too with you know we do have a large team. So there are you know some team members that if they're an ABC they really just work a lot ABC. But then they need to kind of understand as a whole what does our team do. Hold on here it's opening.



- 1.81** Speaker 2 (00:17:51) - All right let me know if you can see my screen.
- 1.82** Speaker 3 (00:17:54) - Yes.
- 1.83** Speaker 2 (00:17:55) - Okay.
- 1.84** Speaker 1 (00:17:56) - So let me move you over here. I'll put this in present mode.
- 1.85** Speaker 2 (00:18:03) - Let me.
- 1.86** Speaker 3 (00:18:06) - I think Swila shared this. Yes.
- 1.87** Speaker 2 (00:18:09) - Okay.
- 1.88** Speaker 1 (00:18:09) - So you saw this is what our team is made up of.
- 1.89** Speaker 2 (00:18:13) - Right.
- 1.90** Speaker 1 (00:18:14) - All of the towers.
- 1.91** Speaker 2 (00:18:15) - Did you see the picture with the pictures.
- 1.92** Speaker 3 (00:18:18) - Didn't see the pictures. No.
- 1.93** Speaker 2 (00:18:20) - Okay.
- 1.94** Speaker 1 (00:18:21) - So this is broken down by this this picture is broken down by team.
- 1.95** Speaker 2 (00:18:27) - Right.
- 1.96** Speaker 1 (00:18:27) - So you'll see where enterprise delivery as a whole.
- 1.97** Speaker 2 (00:18:31) - But then you have all of the different teams on the outside. So this basically just breaks down who is in each space. So the first slide has all of our leadership team. And then it'll break down by functional teams.
- 1.98** Speaker 1 (00:18:47) - So this is an overview slide kind of of each what each one of those teams do in the towers.
- 1.99** Speaker 2 (00:18:55) - So I don't know if this is a slide that would help you. And it just kind of breaks down the things that they're accountable for in each one of our towers.
- 1.100** Speaker 1 (00:19:06) - And then it breaks down by tower who's in it. And then their pictures. Okay so each one of the functional leads. And I don't know who are you for your interviews. Who have you met with or who are you meeting with. Are you meeting with all of the functional leaders of the teams.
- 1.101** Speaker 2 (00:19:28) - I don't think so. So I'll give me a list. So I've met with P. with A.. Then with H. Okay. This Thursday I will meet with Eric Du. And then I have Suella and Co. And then Alex told me maybe because from now on every week I will have a meeting with Alex. And he told me maybe also if you still have time you can meet with one execution lead.
- 1.102** Speaker 1 (00:20:00) - if you don't mind adding me if I'm available to your next meeting with Alex so that when you guys are talking through kind of the things that you need or the remaining things that you need, I can better understand too what Alex is trying to help you get to, right? So that I know, um, you know, what, what I can better provide for you as well. Um, but this, and I won't go through all of this, but this link is out in our SharePoint. I think you have access. Have you been out on our SharePoint? Okay. So this is all out there.



- 1.103** Speaker 1 (00:20:41) - So you'll have everybody's picture and everybody, you know, so you understand and how everybody fits into each team. Yes. Okay. If you need to use this for a reference. So just so you know that it's out there. Yes. Okay. All right. I will quit sharing that. Um, let me, well, while I'm out here, so in the SharePoint, if you go, is it org overview? Now remember this is very, it needs some, a lot of work still, but org info, onboarding, what my goal is to have is this one master document. Okay. But it needs to be cleaned up badly. It should have everything in it.
- 1.104** Speaker 2 (00:21:42) - Nope. It opened over here. But there are a lot of duplicates. So our intern, he went in and he took all of the, you know, we had eight or 10 people had different lists. So he, you know, they went in and they added everything in here. So I'm still working through, there's a lot of duplicates as well. Yeah. But you'll see in here, you know, there's different accesses people need. There's reviewing different things, you know, the L6, I'm sure you've heard L6 from Alex and from Swela. Yes.
- 1.105** Speaker 2 (00:22:25) - You know, different things that when they start, we don't have a cafeteria anymore. So different things to update. And then what I really ideally like to have here is different tabs with different distribution lists. We have a ton of distribution lists that we are on. There are different MS Teams pages. You'll see like how many people, you know, we have so many different pages. It's like, okay, so what page do I need to as a ABC team member, what teams do I need to be engaged in, right?
- 1.106** Speaker 2 (00:23:06) - So I need to go in and update what teams because I know ABC has a page. VSP Lead has a page. Every team has all these different pages, right? So going in and making sure that we have this up to date so we know when someone starts, they're automatically added so that they're not missing out on anything, right? So and then also a tab for like meetings, which I know we have an office professional who manages all that. I just have to get that information into here. But we have, and it'll depend, right?
- 1.107** Speaker 2 (00:23:41) - So like if you come into EMEA, I need to check with CO or check with some of the team to say, okay, in EMEA, what meetings do you guys have that's just your EMEA team so that we can make sure we get those added on here, right? So ideally, I would like to have one document, but have it where I can filter out and I can say, oh, okay, what does everybody who comes in needs to have? But then I sort by, okay, if I'm in EMEA, are there special things in EMEA? Do you have to go to a special building to get your badge, right?
- 1.108** Speaker 2 (00:24:25) - Do you have to do, so there's different regional things too that all of the people leaders had on their list. I want this to be the master that's updated so that we don't have 20 different documents. But I think for kind of what you're looking for a little bit is, I don't know if you're looking for more specific work process, which is not going to be on this document, right? So ideally, I would assign, I would do all these tasks and we'd have a buddy with the person, right, and the people leader.
- 1.109** Speaker 1 (00:25:05) - And then from there you would go to more specific job aids and things within your tower. So are you looking for more of this upfront stuff or are you looking for more of into the project?
- 1.110** Speaker 3 (00:25:21) - I think more into the project.
- 1.111** Speaker 2 (00:25:24) - Okay, okay. So that's where I think it'll be good if you wouldn't mind adding me to when you meet with Alex. Yes, I'd say when is your next meeting with him?
- 1.112** Speaker 3 (00:25:34) - I'm gonna check. I think it's on 2nd of May. Yes, 2nd of May at... Oh, now I have to count. It's half past three here. So it's then... Let me check.
- 1.113** Speaker 2 (00:25:48) - So it'd be like nine.
- 1.114** Speaker 3 (00:25:50) - Yes, around nine for you.
- 1.115** Speaker 2 (00:25:52) - Yeah, do you mind adding me to that? Is that gonna give you enough time to still do what you're doing by your deadline?



- 1.116** Speaker 3 (00:26:02) - Yeah, my deadline is the 2nd of June. So it's then in a month.
- 1.117** Speaker 2 (00:26:08) - Okay, so I just want to make sure you're successful in meeting what you need. So I'm happy to meet... Because I'd really like to know kind of what Alex's kind of vision to, to have, you know, what you're driving out.
- 1.118** Speaker 1 (00:26:23) - I don't want to put you in the wrong direction either, right, from what we're working on here.
- 1.119** Speaker 2 (00:26:31) - I mean, a lot of this is up front, but a lot of this too is ideally some overarching things that a new person, we would want them to go do no matter what team they're on, right?
- 1.120** Speaker 1 (00:26:46) - So there are things in here of, you know, going out and I'm sure...
- 1.121** Speaker 2 (00:26:50) - Did Peter have you go out and review the solution delivery, the SDM? Is that where you went out on all the requirements?
- 1.122** Speaker 3 (00:26:58) - Yes.
- 1.123** Speaker 2 (00:26:59) - Okay, so that's one of the things on here, right, is as you come in, going out there and learn and understand how SDM works, right?
- 1.124** Speaker 3 (00:27:10) - Yes.
- 1.125** Speaker 2 (00:27:10) - But you can go out and look at that page, right?
- 1.126** Speaker 1 (00:27:14) - You probably went out there and saw all the requirements.
- 1.127** Speaker 2 (00:27:18) - But until you really are aligned to a project and see how they all work, you're not going to fully understand, right, until you do it. I guess that's how I am at least. I can read something and I can read a process, but until I'm actually doing it myself, my brain, you know, that's when I start really picking up on how it works throughout a project, right? So there are different things in here that do pertain to somebody's role, but more generic.
- 1.128** Speaker 1 (00:27:57) - Like to go...we show them to go out here to go out and review SDM, but an ABC team member on a project may have different requirements and deliverables than...like Dennis.
- 1.129** Speaker 2 (00:28:12) - Have you met Dennis?
- 1.130** Speaker 3 (00:28:13) - No, not yet.
- 1.131** Speaker 1 (00:28:16) - Okay, so he is on Enterprise Delivery as well. He does infrastructure. So he's going to have different requirements and deliverables on a project than somebody on the ABC team, right? So it just depends what role you're playing that you would use some of this, right?
- 1.132** Speaker 2 (00:28:36) - Yes. So that's kind of where I stand on this.
- 1.133** Speaker 1 (00:28:40) - It's one of those I need to find some time to just lock myself up and focus on this, because as you can see, there's several lines and lines and lines.
- 1.134** Speaker 2 (00:28:51) - Yes. We do have, you know, there are some things on here that we need to go through and review, because APAC had a bunch of these on their team, but OTC overview, OTC order overview.



- 1.135** Speaker 1 (00:29:04) - So overviews of the different spaces and probably we'll share on where they can find the work process documentation, but this document is only meant to kind of get people started and then they go into their functional teams. So like Alex Allotte, right?
- 1.136** Speaker 2 (00:29:26) - You would go in and if you were on his team, then you're going to start learning specifics on things that his team does.
- 1.137** Speaker 1 (00:29:34) - So I don't know if this has been helpful or not, but it would be nice to know kind of what Alex is looking to have you kind of drive in the space.
- 1.138** Speaker 3 (00:29:46) - Yes.
- 1.139** Speaker 1 (00:29:48) - If that helps.
- 1.140** Speaker 2 (00:29:49) - Yes. So basically, if I look at the beginning, like my question, like what does the onboarding process look like? It's not really you can give an overview, can make or have an overview where it's like, okay, it's going like this, this and this. It's more like you have to learn by doing.
- 1.141** Speaker 2 (00:30:06) - And there are some that you could, you know, you say, oh, it's this, this, and this. But I think most will learn as they go. Yeah. But I do think once we get this document organized, it will be beneficial. Now, we just don't have a centralized place where the onboarding documents are documented which is still a challenge for the team. Now, I just don't have an explanation of the onboarding process as it is not fully organized.
- 1.142** Speaker 2 (00:30:33) - Yes.
- 1.143** Speaker 1 (00:30:33) - Right?
- 1.144** Speaker 2 (00:30:35) - I think someone will come in and there are things that they're going to review, but then they're going to learn as they get assigned to projects too. Yes.
- 1.145** Speaker 1 (00:30:44) - Right? To be able to act and do more within the space versus, you know, you can come in here and I can say, oh, you're going to do source to pay.
- 1.146** Speaker 2 (00:30:53) - And you coming in here and just clicking on the link to go through an overview on what source to pay.
- 1.147** Speaker 1 (00:31:01) - I'm going to see if this, what this link does. See like I have to go through and check even some of these links because that link's not even working, but you know, I would love to see like, okay, does it explain what source to pay does, but until you kind of live it in a project, you're not really going to understand how it all comes together.
- 1.148** Speaker 2 (00:31:23) - Yes.
- 1.149** Speaker 1 (00:31:24) - I guess is where I'm going.
- 1.150** Speaker 2 (00:31:25) - Yeah.
- 1.151** Speaker 1 (00:31:28) - So that's my goal here for the year. Hopefully by the mid summer I can have this all together.
- 1.152** Speaker 3 (00:31:36) - Yes.
- 1.153** Speaker 1 (00:31:37) - Um, but Trump, we're trying to get all the links in one place so that people who come in can go out and go, okay.



- 1.154** Speaker 2 (00:31:46) - And at least have the links and the references. Um, but you know, if I was a new person and I came in and I'm like, okay, SDM and you know, you click on this list and you're like, wow, I don't even know what all this means.
- 1.155** Speaker 1 (00:32:04) - I would hope my buddy or my leader would kind of walk through what this means. Right?
- 1.156** Speaker 3 (00:32:12) - Yes.
- 1.157** Speaker 1 (00:32:14) - So it's just a lot to take. It's just a lot of learning. And I, for me it was a lot of when I took this role and it doesn't make it right or wrong, but it was like, okay, you're going to be the team manager now. And I'm like, what does, what does that mean? And there had been a team manager in place. And so, you know, I met with her like one afternoon for like four hours and it was like, here you go.
- 1.158** Speaker 2 (00:32:41) - And I was like, oh, okay. It's good luck. And um, it's kind of something you build yourself into as well.
- 1.159** Speaker 1 (00:32:49) - Right. Um, so I don't have a yes or no answer.
- 1.160** Speaker 3 (00:32:56) - No, I understand.
- 1.161** Speaker 2 (00:32:57) - Um, but I'm certainly, you know, we do want to give new people on the team, the tools, at least, you know, some of the links and presentations, cause we do have some, um, we do have some videos in place of meetings that explain what is enterprise delivery?
- 1.162** Speaker 1 (00:33:19) - How do we work? That kind of thing. But to actually get aligned to a project, I don't have, I don't know if that's documented with each one of the, um, it would be nice if I was on ABC team and maybe this is something you can ask Cole is or Swela, right?
- 1.163** Speaker 2 (00:33:40) - When she gets assigned as the source to pay person on a project, how does she know what to go do? Right? Yeah.
- 1.164** Speaker 1 (00:33:53) - Um, I don't know if that's the process, if that's a process that you have documented, but that might be something you could even talk with, you know, maybe Nadia and Swela, you know, any of the team that's on ABC to say, how do you in your space, how do you know from a source to pay or from enterprise delivery?
- 1.165** Speaker 2 (00:34:17) - How do you know, okay, I'm assigned to this project. Now I have to go do an as is.
- 1.166** Speaker 1 (00:34:24) - How does Swela know that? Well, cause she's been here eight years.
- 1.167** Speaker 2 (00:34:28) - Yes. But how would a new person know that? So maybe, you know, ask, ask Swela like, Hey, if there was a new person that came in and she had to train them, is there a documentation available?
- 1.168** Speaker 1 (00:34:43) - That's where I think we lack probably, and maybe you could talk to Swela about this is if I assign someone, so I say, Demi tomorrow, you're going to go do source to pay on LER, which is one of our projects.
- 1.169** Speaker 2 (00:34:58) - You say, Oh, okay. And you get a kickoff. So the Peter, whoever the project manager is, schedules a kickoff meeting and you see your name doing source to pay. How do you then know that you were, where do you start? And I think that's a kind of the document you might be looking for.
- 1.170** Speaker 1 (00:35:22) - Yes.



- 1.171** Speaker 2 (00:35:23) - How do you know you need to go out and do this deliverable, this deliverable that we own these deliverables and we're accountable for them? Yes.
- 1.172** Speaker 1 (00:35:32) - So that would be a beneficial document for someone to build that at least you as a, as a new person can go, okay, as you know, Demi as the source to pay person, I'm accountable for these 10 things throughout the duration of the project, kind of like a role description, but more specific to a project. Right?
- 1.173** Speaker 2 (00:36:01) - So if you talk to Sveta about that, like I think that would be really beneficial for our team. Um, and not just ABC, that could be each one of the towers, right?
- 1.174** Speaker 1 (00:36:12) - So we could talk to Alex about that as well. If that helps.
- 1.175** Speaker 2 (00:36:17) - Yes. It's a lot. Our team is huge. Yes, it is.
- 1.176** Speaker 1 (00:36:22) - Right.
- 1.177** Speaker 2 (00:36:23) - So you've had a lot, there's lots to work with in our team, right? So there's so many different things.
- 1.178** Speaker 1 (00:36:29) - We're not like the work stream where we're specifically source to pay or risk that we are so widespread on the things we do and, um, and the output we do. So I think that would be a beneficial document.
- 1.179** Speaker 2 (00:36:47) - Yes. Um, maybe someone that you might talk to and could help give some feedback because she's newer.
- 1.180** Speaker 1 (00:36:56) - She's really great at asking questions because she is new and trying to understand. So her name is Sue Carol. I don't know if you've heard her name.
- 1.181** Speaker 3 (00:37:06) - No, I don't think so.
- 1.182** Speaker 2 (00:37:08) - She is on ABC for order to cash. And maybe you just introduce yourself to her and say that you're what you're working on. And I know she has struggled with it not because of she can't manage it, but she'd be new. She got assigned to LER and she was like, I've never done an as is or to be, which is our some of our deliverables. So she's been reaching out to people like, what am I expected to do here? What am I? She might be a good start up where there are some gaps in the team and then let's kind of talk through how we can minimize that.
- 1.183** Speaker 2 (00:38:03) - But she might be good. Just tell her you're looking for feedback. I gave you her name because she's, she's great at asking questions like, Hey, nobody told me how to do this.
- 1.184** Speaker 1 (00:38:15) - I need help.
- 1.185** Speaker 2 (00:38:16) - Right. It was just great. And her name is Sue Carol. Let me put, and she goes by Susie.
- 1.186** Speaker 1 (00:38:27) - Oh, let me put it in the chat here.
- 1.187** Speaker 2 (00:38:38) - Yes, thank you. Yep. And she is on Coase team in the ABC space. And so just say, Hey, I want to pick your brain and get some ideas on how could maybe we have serviced her better. What were some key, maybe you say, what are five key things that would have made your not necessarily onboarding, but more you're into project work, an easier thing to go through and let her know we're trying to better that process. Yes.
- 1.188** Speaker 1 (00:39:16) - And see what she has to say.



- 1.189** Speaker 3 (00:39:18) - Yes, I will.
- 1.190** Speaker 1 (00:39:20) - That would be helpful. And she's super nice. Everybody's super nice, but you'll really like Susie.
- 1.191** Speaker 3 (00:39:28) - Yes.
- 1.192** Speaker 1 (00:39:30) - And if you, I mean, I think you're comfortable meeting with folks, but you can always pull me into, if you want to include me in that session, I'm fine with that too.
- 1.193** Speaker 3 (00:39:39) - Yes, I will.
- 1.194** Speaker 1 (00:39:40) - Thank you.
- 1.195** Speaker 3 (00:39:41) - Yes, thank you.
- 1.196** Speaker 1 (00:39:42) - All right.
- 1.197** Speaker 2 (00:39:44) - Anything else you need today?
- 1.198** Speaker 3 (00:39:46) - Not that I think so at the moment, no.
- 1.199** Speaker 1 (00:39:51) - Okay. If you think of anything, you can always send me a message. I'm happy to meet whenever you need. I want to make sure that I know what it's like to have a deadline too.
- 1.200** Speaker 2 (00:40:02) - So I want to make sure you have what you need to be successful. But yeah, I would take back those few things and then, you know, we'll meet with Alex and see where it goes.
- 1.201** Speaker 3 (00:40:11) - Yes, thank you.
- 1.202** Speaker 1 (00:40:13) - Okay.
- 1.203** Speaker 3 (00:40:13) - Thank you for your time.
- 1.204** Speaker 2 (00:40:15) - Well, it was so nice to finally meet you face to face and let me know if you need anything further from me.
- 1.205** Speaker 1 (00:40:21) - Okay.
- 1.206** Speaker 2 (00:40:22) - Yes, I will.
- 1.207** Speaker 3 (00:40:23) - Thank you.
- 1.208** Speaker 1 (00:40:24) - All right. Thanks. Have a good day.
- 1.209** Speaker 2 (00:40:26) - You too.
- 1.210** Speaker 3 (00:40:26) - Thank you.
- 1.211** Speaker 2 (00:40:26) - Bye bye. All right.





6.7.2 Transcript Interview with an employee who has been working for one year in the department

Speaker 1: Demi Bracke

Speaker 2: The employee who has been working for one year in the department

Speaker 3: In-company coach

- 2.1** Speaker 1 (00:00:01) - Yeah, first of all, maybe I will give a short explanation about myself. Since the first of February, I'm the intern of Sovella in the Enterprise Delivery team. And until mid-June, end of June is the estimation. And I'm mainly focusing on visualizing the implementation process and looking for improvements. But I'm also looking at the whole process, also the onboarding, when someone gets new in the team, how is that going.
- 2.2** Speaker 1 (00:00:34) - And Kristin and Alex both told me that it's good to have a talk with you about how you experienced the onboarding and what your opinion is about that.
- 2.3** Speaker 2 (00:00:46) - I can give you a little bit of my background too, if you'd like.
- 2.4** Speaker 1 (00:00:49) - Yes.
- 2.5** Speaker 2 (00:00:51) - So I've actually been within Enterprise Delivery now for, it's been just a year. And I came from scheduling and before that I was in customer service. So I'm actually on the ABC team, which is the Accelerated Business Capabilities. I always forget what the C means, sorry. So within ABC, there's like five or six different towers within that tower as well. So I'm actually on the Order to Cash order team. And so in North America, I'm the only person in this role, if you will.
- 2.6** Speaker 2 (00:01:35) - I would say that onboarding and KT definitely need some improvement, in my opinion. But learning a new role virtually is not easy either. And so I can't really say that things didn't go well. I just think that there's room for improvements. And one of the improvements that they've done is they've added a buddy system since I came on board. And I really wished I would have had a buddy as well. But I'm actually a buddy with a new hire that came in after me. And so I guess I've kind of like just kind of used her as my buddy as well.
- 2.7** Speaker 2 (00:02:31) - Just so that they don't experience the getting to know people and whatnot like I did. And even just as a resource to bounce things off of or hey, where can I find this or whatever. But the buddy thing is huge. At least I think it's a big thing.
- 2.8** Speaker 1 (00:02:53) - Yes. So everybody who's new in the department gets a buddy and that person helps with going through the process or with the work you have to do.
- 2.9** Speaker 2 (00:03:01) - Well the buddy is just someone so like you don't eat lunch alone. And you know it's like someone that you can go on an ergo walk with or even just someone just to kind of like chit chat with while you get to know maybe like introduces you to other people on the team and whatnot too. But yeah, the buddy is definitely I think a really good resource.
- 2.10** Speaker 1 (00:03:25) - Yes, so the buddy is not helping you with the onboarding to the work itself and to a project. And then the KT you were talking about you said it still needs some improvement. In what kind of way do you think it needs improvement?
- 2.11** Speaker 2 (00:03:35) - So there so and this is it's interesting that you're asking this question because I'm actually on the enabling leaders in the track that I chose with the people track and I'm actually on the KT plan because there was not a KT plan for me when I came on board. And so one of my co-workers in Latin America developed a KT plan for me while I was there or he modified an existing one somewhere. I'm not sure.



- 2.12**Speaker 2 (00:04:10) - But it's even just like finding out like that there's work processes for the different projects that we do and different things would have been really helpful. Because some of this I learned after the fact right.
- 2.13**Speaker 1 (00:04:26) - Yes. But is there really like an onboarding within the team or is it just learning by doing?
- 2.14**Speaker 2 (00:04:34) - A lot of this for me has been learning by doing which is good right. But some of this that we do I mean there's not a work process for right. So like these large projects that we do there's not necessarily like a work process for LER or AOM or anything like that. Now there might be.
- 2.15**Speaker 2 (00:05:00) - some information on different deliverables and whatnot, but um so I've been trying to I started like Making like a creating an outline for le are like steps I did For le are in my role.
- 2.16**Speaker 2 (00:05:20) - You know it's not like the It it's not gonna be like a one size or a one outlines gonna fit all Projects, but I feel like it could be like a good start like a good general knowledge of of things because I didn't have that and um and I I Feel like I wasn't set up for success honestly, but Yeah, yeah understand what you mean So if you look at that process now, it's already improved with the buddy and you're working on the KT But basically the KT and the onboarding itself needs still some improvements for new people who come into the department Yes, no for sure specifically in um In ABC, I think um I can't speak for other roles, right?
- 2.17**Speaker 2 (00:06:14) - But specifically for ABC there definitely is room for improvement. I feel in in the onboarding process and um and KT Okay Yes Yeah further I don't you're working in source to pay you said I work in uh, so I'm ABC In its order OTC order. I'm a ABC in its order OTC order or ISC order that Peds on we ask and what kind of work are you doing there? It is all project work. So I work on VSPs And I have infrared LER and I'm working post implementation support for aom Okay Those are the big things I can think of on my desk.
- 2.18**Speaker 1 (00:07:06) - Yes Yeah, that's clear. Yeah, I just wanted to talk to you about yeah, basically how you experience the onboarding and as you said Which improvements there are?
- 2.19**Speaker 1 (00:07:19) - That's the reason why I wanted to have a meeting with you Yeah, yeah, so we're actually so the um enabling leaders Um, the people track we're actually asking all of the leaders to Make sure that we have strong KT plans in place And um for each work stream, so this is going to get addressed this year from from an ABC Enterprise delivery standpoint The The onboarding process The onboarding process, um I'm not sure What that consists of I can't think of like what I did to be onboarded I know we talked about like different things that we have to do like Working with plan view and different things like that, but nothing is coming to mind, but that doesn't mean it didn't happen Right, that's it's been a year.
- 2.20**Speaker 1 (00:08:18) - Yeah, I understand Yeah, that's clear. Yeah further. I don't really have Questions further. I was just wondering how you experienced it and Yeah No, and I think that they understand that there's room for improvement.
- 2.21**Speaker 2 (00:08:35) - I really do Um, and I think that having KT documentation in place is going to be really helpful Yes But that's then the thing you're already working on Yeah Yeah, so I'm working on it.
- 2.22**Speaker 1 (00:08:52) - Yes, and then for example with the For example with the KT for example a list with the deliverables with the key deliverables with their explanation Is there already a document for it instead of looking on the?
- 2.23**Speaker 2 (00:09:03) - on the website itself Um If there is one I have not seen it. Okay, so I cannot Say there is or is not no I understand but i've always been referred to The SDM website, right?
- 2.24**Speaker 1 (00:09:20) - Yeah. Yeah, same Okay Yeah, okay.



- 2.25**Speaker 2 (00:09:24) - Yeah, that's clear Yeah, and it would be nice if it was It's difficult to read I guess What though when you go to the website it's difficult to read and understand those deliverables because there's explanations and definitions and everything but it's It's not clear if that makes sense, yes, it's difficult written. Yes. Yes, and it's And especially when you're new to.
- 2.26**Speaker 2 (00:09:59) - This type of work and this department and this area of the company, it's like it's almost like it's written in a different language.
- 2.27**Speaker 1 (00:10:11) - Yeah, I understand what you mean. Yeah, I had the same at the beginning.
- 2.28**Speaker 3 (00:10:14) - Yes, yes. And again, though, I mean, but now I'm a year in, still the deliverables are not clear to me.
- 2.29**Speaker 2 (00:10:27) - And I think that as I get more experience, they will be clearer. But at this point, they're not.
- 2.30**Speaker 1 (00:10:35) - Yeah, I understand. OK, yeah. Yeah. Further, I don't really have questions. It's clear for me now what it looks like, what needs improvement, what's not there, what is there. So.
- 2.31**Speaker 1 (00:10:49) - Yes. I don't know if you have questions or you want to add something.
- 2.32**Speaker 2 (00:11:00) - So what are your plans to do with this information?
- 2.33**Speaker 1 (00:11:04) - Yeah. One of my sub questions in my thesis is what does the department itself look like and the onboarding process and what influence has it on the department? So, yeah, first part is then what does the department look like? And then the second part, the onboarding process, like as there is not really an onboarding process because you have to learn by doing, then I'm going to see, like after I got this information from you. OK, what influence has it on the department? Does it take the onboarding take longer than expected?
- 2.34**Speaker 1 (00:11:34) - Does it result in the efficiency of a project and things like that?
- 2.35**Speaker 2 (00:11:40) - Yeah, no, the onboarding process is, is I'm going to say ongoing until you are proficient and can speak confidently in your role. I would say I would say over the last year, I have definitely made made grounds in that.
- 2.36**Speaker 2 (00:12:00) - But I, I still have room for improvement for sure. I'm by no means an expert. No, I feel like I'm making, I'm making some progress for sure.
- 2.37**Speaker 1 (00:12:12) - Yes, I understand.
- 2.38**Speaker 2 (00:12:15) - It's kind of difficult to understand everything. But the longer you're here, the longer, the more you will get to know.
- 2.39**Speaker 2 (00:12:21) - Right, right. And if you like, because in your role, you haven't been in your role very long, right?
- 2.40**Speaker 1 (00:12:28) - No.
- 2.41**Speaker 2 (00:12:28) - Just a few months?
- 2.42**Speaker 1 (00:12:30) - Yes.
- 2.43**Speaker 2 (00:12:31) - So that would be really difficult too.
- 2.44**Speaker 1 (00:12:35) - Yes, exactly. Yeah, and it's a lot.



- 2.45**Speaker 2 (00:12:37) - Yes, yes. But it's okay. So but that is one thing that I want to reiterate with, with this group, Enterprise Delivery in general.
- 2.46**Speaker 2 (00:12:49) - So like covering any, everyone. Everyone is great. Everyone is welcoming. Everyone is willing to help. So like, if you start to feel isolated, you have to reach out because no one knows how I feel. And that's one of the things that working from home, we, at least in my, in for me, it's easy to become, to feel isolated. And when you begin to feel like that, you have to start reaching out.
- 2.47**Speaker 2 (00:13:25) - You have to start reaching out to your network. You have to start asking questions. You have to dig deeper.
- 2.48**Speaker 2 (00:13:30) - And everyone is very open to help, to help you understand, to give you time, to point you in another direction. Even if they don't know, you know, they're always willing to help. And that is one thing about this group that sets them apart from any group that I've worked with.
- 2.49**Speaker 2 (00:13:56) - I, that's one thing, like I said, I wanted to reiterate is that is the people here are, they're fantastic. I mean, and I've worked with all regions. And it's always been in that message is echoed throughout the all regions. Everyone is just fantastic to work with.
- 2.50**Speaker 1 (00:14:20) - Yes, that's good to hear.
- 2.51**Speaker 2 (00:14:22) - Yeah, because that in itself, I mean, learning, learning to work with different regions is also, there's a learning curve there, right? So like Latin America and APAC and EMEA, they're all, there's a language barrier or there can be. And sometimes they say things that I don't understand or I'll use words that they don't understand. And so then we have, we can't be afraid to say, hey, look, stop. What did you just say? What does that mean? And everyone has been really good about that, you know, including myself.
- 2.52**Speaker 2 (00:15:02) - If I didn't understand, I'll say, hey, hold up.
- 2.53**Speaker 2 (00:15:05) - Let's talk about this. What, you know, let's, you know, what does this mean? And everyone is, like I said, they're really, really good about that.
- 2.54**Speaker 1 (00:15:13) - Yes. Yeah, that's a good thing, I think.
- 2.55**Speaker 2 (00:15:19) - Yes. So that's one point that makes the team like a strong, strong team.
- 2.56**Speaker 1 (00:15:26) - Yeah.
- 2.57**Speaker 2 (00:15:26) - No, I feel like we do have a really strong team and it always seems like there's always time. Like, if you need help with something, the person that you need to go to, they always have time to help you, regardless of what their calendar looks like or even like my manager, for instance. I mean, her calendar, she's always, always booked and she's like, hey, look, I can fit you in at this time.
- 2.58**Speaker 2 (00:15:52) - Let's meet. Let's talk this through, you know. And I mean, that is exactly what I've been finding is that's how everyone is.
- 2.59**Speaker 1 (00:16:01) - Yes. OK. Yeah, that's clear. That's good.
- 2.60**Speaker 2 (00:16:04) - And they want to see you succeed.
- 2.61**Speaker 1 (00:16:06) - I mean, honestly, they do.
- 2.62**Speaker 1 (00:16:09) - Yeah. Yeah, that's better than they want to see you fail.



- 2.63**Speaker 2 (00:16:13) - Right. Right. And they and everyone knows that the learning curve for these roles is very, is very large. I mean, there's a there's a lot to learn.
- 2.64**Speaker 2 (00:16:25) - And they know that they're they're not ignoring that fact at all. So that's it's in them just acknowledging that is is very supportive.
- 2.65**Speaker 1 (00:16:35) - Yes. Yes, I understand. Yes. Do you have further questions or something to add or because, yeah, I don't have any other questions at the moment.
- 2.66**Speaker 2 (00:16:48) - I don't think I do.
- 2.67**Speaker 2 (00:16:51) - Like you said, I know that Mariano had like some sort of like KT plan for me. - And and I know that I had went through it and everything.
- 2.68**Speaker 2 (00:17:06) - But I also know that it wasn't that it was must have been like a work in progress document or something that he adopted because he had to get co-sign off on it and whatnot. So, yeah.
- 2.69**Speaker 2 (00:17:19) - So I don't know that there's anything like official for like this role.
- 2.70**Speaker 1 (00:17:24) - No, I understand.
- 2.71**Speaker 2 (00:17:25) - But we're but we're working on it.
- 2.72**Speaker 1 (00:17:27) - Yes.
- 2.73**Speaker 2 (00:17:28) - We're working on it.
- 2.74**Speaker 1 (00:17:29) - It's getting better.
- 2.75**Speaker 2 (00:17:31) - Yes.
- 2.76**Speaker 2 (00:17:31) - No, it's a we can only go up from here, right?
- 2.77**Speaker 1 (00:17:34) - Yes. That's the purpose of it.
- 2.78**Speaker 2 (00:17:38) - What other questions do you have for me?
- 2.79**Speaker 1 (00:17:41) - At this moment, not really other questions. It's it's clear for me now. It's very helpful for my graduation research.
- 2.80**Speaker 2 (00:17:49) - OK. And I'm on my typically from seven to five. Feel free to to reach out to me if you have any questions, need some clarification, anything.
- 2.81**Speaker 2 (00:18:02) - I'll definitely do what I can to help.
- 2.82**Speaker 1 (00:18:04) - Yes, I will. Oh, yeah. One more thing. I don't know if you saw it, but I sent to everybody from the department. I sent a survey. I don't know if you already filled it in, but if you haven't, if you have time, can you please fill it in for me?
- 2.83**Speaker 2 (00:18:19) - Yeah. I'll take a look at that. I don't think I have done it yet. I can already tell you one challenge which is the onboarding and how I would like to see it differently is with a more efficient buddy system for example.
- 2.84**Speaker 1 (00:18:29) - Yeah, that's good. Thank you.



2.85Speaker 2 (00:18:30) - Yeah, you're welcome.

2.86Speaker 1 (00:18:31) - You're welcome.

2.87Speaker 2 (00:18:32) - Like I said, if you have any questions, concerns, anything, just don't hesitate to reach out.

2.88Speaker 2 (00:18:37) - OK. Yes, I will.

2.89Speaker 3 (00:18:39) - Thank you. One moment, because I joined a little bit later. Hi, ladies. Hi, maybe. Yeah, maybe a good question would be, Susie, for you and they may also one of your portions that you are working is to have that all the organization in one slide. So a newcomer or someone who is not even they are even if they are not supposed to work in our department. But just to get an idea, hey, how this department works. Do you have that view, Susie, that, OK, we have enterprise delivery and we have the sub teams. Is that clear for you?

2.90Speaker 3 (00:19:18) - Because I'm working with this department, at least not how it looks like right now, but how it used to be called. I'm working 15 years, but in different workstreams and in different setups of the department. So I've seen that developing every two, three years. But I just need to understand for you and maybe that's also good for David to hear. Do you have a clear picture? Oh, yes. I'm working at this department and this is what I do.

2.91Speaker 2 (00:19:53) - I rely a lot on the org chart. For enterprise delivery.

2.92Speaker 2 (00:20:00) - And that has kind of helped me get a better understanding of who does what, if you will. And I've been specifically working with ABC because it feels like we're all a little disconnected. And so I've been working with Nadia, Alex, Ana, and Bruno to try to get us a little more connected. Because I feel like under ABC that there's a lot of overlapping, some in our roles. So I've been working on that, but specifically knowing what everyone does, I kind of have a general idea. But not, I don't know the specifics, right?

2.93Speaker 2 (00:21:00) - So I know CRS, they work on gathering new projects for us to work on.

2.94Speaker 2 (00:21:09) - And it's building the relationship with the clients.

2.95Speaker 2 (00:21:11) - ABC delivery, they work on large projects and VSPs. I try to think of who else we have. And we have the EH&S group, which there's always environmental health and safety issues anytime we're doing a project. Whether it's starting up a new project or closing out a plant. We have security that's always involved. And that can range from a lot of different things.

2.96Speaker 3 (00:21:46) - Yeah, no, that's okay. You don't have to mention all the themes. But just for Damian to understand, okay, when we have a newcomer or new employee resource joining us, that they get this, or at least get the picture of the department and they know when they are working in a project. Oh yeah, this is the team that I have to reach out and how that's interacting with each other.

2.97Speaker 2 (00:22:12) - Yeah, outside of enterprise delivery, like for LER Suela, I often have to refer back to the LER org chart for that. Because outside of enterprise delivery, it's not always clear to me who does what. I mean, I'm learning because this is new, right? This is the first time I've led this role for this project. And so I'm learning, you know, like I have ORH, I have PRH, I have pricing rebates, you know, and who to contact for those different things. But like immediately in enterprise delivery, I relied on the org chart a lot.

2.98Speaker 3 (00:22:56) - Okay. No, that's good to hear.

2.99Speaker 2 (00:23:00) - That's why it's out there, right?

2.100 Speaker 1 (00:23:06) - Yeah, further, I don't know, Suela, you or Suzie, you want to add something else?



- 2.101** Speaker 2 (00:23:14) - Well, I don't have anything else. I just wanted to hear that from Susie how that feels like, because I can tell a lot, but I'm talking from the 15 years of experience in the same department and that might be very easy. So that's good to hear, Susie. Thank you.
- 2.102** Speaker 1 (00:23:36) - Yes, thank you.
- 2.103** Speaker 2 (00:23:40) - And so like, I can speak to Suela, like I'm working the AOM post implementation support, right? And so like if a defect comes in and if it's not assigned to like a, I don't, I'm still learning like on those, like who does what? So like, you know, like I know like Marco will come on, he's like, okay, well, we need to get, I mean, I'm just going to throw a name out, Paul Riley involved. And I'm like, okay, how do you know that?
- 2.104** Speaker 2 (00:24:14) - Yeah. Okay. Well, how do you know that? Usually when those defects are assigned to a specific team, let's say ISC or whatever, EMEA, we know that for that particular project for ISC, EMEA, Paul Riley, let's say is the focal point. So he's coordinating and leading the activities and then he can also escalate within his team. So that's why we know from previous projects. Oh, yes, I know immediately. But usually we also have that organizational chart for each project.
- 2.105** Speaker 3 (00:24:47) - Like in the first two slides that Mariano is sharing for LER, we know, okay, these are the contacts from our team. We have their enterprise delivery. We have their DSS. We have their non DSS because we do have also like leverage function, which are part of our team enterprise delivery leverage function. But we also have, let's say, for source to pay also non DSS teams, which are really the function. So we do have this list of people.
- 2.106** Speaker 3 (00:25:15) - And at the end of the bottom of that slide, we also have like who is for tech management, who is for the shared development, et cetera, who is for ISEF. So in case of any defects, we know if that it's assigned to the ISEF team, we will have to expedite that. And we go to the project charter or project roster and we check there, hey, who is for the shared developments, the contacts for EMEA or for APEC or for North America. So at least this is how it works. And then when you are on the project that you know, oh, yeah, that name sounds familiar.
- 2.107** Speaker 2 (00:25:51) - Oh, yeah. Sounds familiar. That's for ICU. That's for shared development or any other particular team.
- 2.108** Speaker 3 (00:25:59) - OK, so OK, so it goes back to that org chart. Yes.
- 2.109** Speaker 3 (00:26:05) - Yeah. India, because we cannot just take the org chart that might be for ISC Europe. I mean, there might be a leader for that one, but he is not assigned to that particular project. So you can also ask information. I mean, he will he or she will provide you the correct name. But once we have a project org chart, then we always go back to that org chart to get the information needed.
- 2.110** Speaker 2 (00:26:34) - OK. OK, perfect. Perfect.
- 2.111** Speaker 2 (00:26:36) - Thank you for that, Suela. Welcome. I'll get there.
- 2.112** Speaker 2 (00:26:41) - No problem. Now, this has been good. Do you have any other questions, Demi?
- 2.113** Speaker 1 (00:26:47) - No, no, I don't have any other questions.
- 2.114** Speaker 2 (00:26:50) - All right.
- 2.115** Speaker 2 (00:26:51) - Perfect. Well, enjoy the rest of your day.
- 2.116** Speaker 2 (00:26:54) - Yeah, thank you.



- 2.117** Speaker 1 (00:26:55) - You too. Thank you for your time.
- 2.118** Speaker 2 (00:26:56) - Thank you. Thanks, Suela. Thank you both. Thank you.
- 2.119** Speaker 1 (00:26:59) - Bye bye. Bye bye.

6.7.3 Transcript Interview with Project Manager

1. *Speaker 1: Demi Bracke*
2. *Speaker 2: Project Manager*

3.1 Speaker 1: First of all, can I record this interview?

3.2 Speaker 2: Of course, you can. No problem

3.3 Speaker 1: Super, thank you. To begin with, I will explain short what my research is about. I am going to investigate the whole process of a project. Hereby, the focus will be on visualizing the process as well as looking for improvements. Step by step I am going through the process, and I will have interviews with employees from the department in the order of the process. Now my question for you is, what kind of work are you doing and what happens at the beginning of a project?



- 3.4** Speaker 2: So yes, what happens at the beginning of a project. For your research it is the best to focus on the ERP projects and not on the infrastructure projects. Infrastructure is mainly focused on for example making a room ready with computers and things like that. So where do we start. First of all, we start with an opportunity analysis. This is mainly done by the functions within the department the project is focused on. For us this is most of the time finance, integrated supply chain and the other departments. Each team is going to look what do we want to tackle as improvement point and for the project. For example, LER which is Legal entity Rationalization. Where we try to optimize the legal entity structure so that we have to make use of as few legal entities as possible. Now what happens then in the opportunity analysis, text and finance are going to sit together and are going to look at what are the benefits for Dow if we combine legal entity A with legal entity B. In other words, merge Legal entity A in legal entity B. So, they are going to make a cost analysis and a value case. Here they are going to look at what money it will bring the company at the bottom line. When they see okay this is going to raise enough money for us, then they say that they want to perform this project in for example 2023. After that, the opportunity analysis goes to the program office, which is in Midland USA. They have a list with all the projects of Dow who will be integrated. This department is going into priority session where they are going to look at which project has priority and which one the least. For this reason, we have every year a budget for doing projects. So we get a big budget, last year this was \$250 million, so all the project we get in a specific year to do have to fall within the budget. So they are really going to look at which projects there are and which one will be actually done. After they have prioritized the projects, it comes to our department, so to me. Which means I get involved here. So, what do I have to do then, I am going to look at what is the scope, the timeline that they want, and I am going to make an estimation of which resources we need from all functions within the department. This because everybody who is involved is keeping track of and charging their hours worked, so with keeping an eye on the budget you have to look at everybody. Every week employees are updating a timesheet with the hours they worked and these costs of paying them will be on the cost analysis of a project. What I as a project manager do, I am going to make an estimation of how many hours I think I will need for this project, from start till finish. So at the moment I am going to make the estimation, together with these hours, I am going to make a work arrangement workshop with the team leads. Here I will present how many hours from the team I need for this project. The team lead is going to validate this and look if this is feasible within his/her team.
- 3.5** The team lead is going to make up a balance wherein he/she is going to look at what is asked and what can I offer and if the hours estimated are correct. When all the team leads agree with me, then I am going to make a work arrangement in planview. A system where we keep track of our hours worked and also here we put in the requirements is needed. After this, when the system is updated, is goes for an approval. The work arrangement goes to the office where a service delivery leader is working. This person is going to look at is the budget available and is it feasible. When this person approves it, then two other employees have to approve it. When this whole process is approved, I can give a green flag and we can start with the project. You understand everything what I am saying?
- 3.6** Speaker 1: Yes, thank you for asking. It is a lot of information, but I understand what you are saying.
- 3.7** Speaker 2: okay amazing. To continue, after getting a green flag, the working process is starting. I must make up the teams. Most of the time I have an implementation or execution lead with me who is helping me with organizing the project from a DSS perspective, which stands for Diamond Systems Solutions, so our own organization people, but also for non DSS perspective by which we mean people just on the function or in the business. In this way we build the whole organization of who is going to be part of a project. So this is one of the first steps. Then I am going to set up the meetings. For example I will have a meeting with the program office, with the core team, and also a joint PMO meeting where all global leaders are participating. Basically, a meeting to show here we are and this is what we are going to do. The core meeting is more an into detail meeting with the enterprise delivery employees where you are focusing on the deliverables and weekly looking at how the project is going and where we are.
- 3.8** Then you will have the kick-off, where I am getting together with all the teams. Here, I will explain what the scope and purpose of a project is. Further, I will talk about the teams, the project itself, the timeline, etc. To say short, this is an introduction towards the teams. From this point we are going to run the project.
- 3.9** Now, what is something else that I am doing. I am making a project plan. So I am making a project plan in detail, we are calling this level 2 and 3. So level 2 is.. we have a level 0 which is actually only LER 2023 timeline January



– August which a specific budget. Then we are talking about level 2, then we talk about waterfall, I don't know if you know what that is, but that is a project methodology where you are talking on level 2, we have a project initiation phase, a design phase, a build/test phase and an implementation phase. The business study is the opportunity assessment, so this one is falling out. We are mainly talking about the three last phases. When digging deeper into the project plan you go to the design phase. Here I am going to look at what has to happen in the design phase. How is our system now? How does the system needs to be designed? This is AS Is- To be, one of the key deliverables of a project. We have a standard list with deliverables on intranet where you can find all the deliverables there are, I will send you a link after the meeting. In the past, we all had to use them but nowadays they only want us to use the key deliverables. When the deliverables are done and with a signature on it, then I agree as well. This is how I am doing it for the whole project plan, the build test and implementation. This within the timespan of the project. And I know, because I have already run a lot of projects, approximately what we need for a project in terms of time and deliverables. Then you have level 3, sometimes I create this but not every time. Here you will go into more details, like what do I have to do in the As Is-To Be to complete the document. I am managing this via the core team meeting. Percent wise I can see where they are with the deliverables. For example, we are now at 80% or 90% behind. So, in this way I am managing the project. However, for another project I set up meetings with the one who is responsible for the deliverable and then I say for example okay how far are you with this deliverable? Okay now we are at 40% and then I add that to my project plan. So, that is what I am doing. Also, monthly I am doing a financial part of the reporting. Then I make a comparison of okay what have I estimated in terms of hours and what have we really consumed? When I see that someone is out of the estimation, I am going to the team lead of that person and discuss it there instead of going directly to the person itself. Also, on monthly basis, I am making dollars of these hours and report it further. So that is what I am doing on a monthly base.

3.10Yea, so I am following the whole project till the end and at the end, after implementation, then I am closing the project. Here I am going to look at the estimated hours and costs and see what we actually had consumed and spent. What is the reason that we have a difference. Within a range of 10% we do not really look at it. However, when we are above 10%, I have to give arguments why we are above the estimated hours and costs and we will figure out why. And most of the time this is easy to figure out, as most of the time it is because we used more resources than estimated or something we had to do more development for, etc. So Yea that is basically what I am doing. I will share the list with deliverables with you and I will give you access to the LER 2023 folder. If you have questions, feel free to interrupt me.

3.11Speaker 1: Yes Yes, I will. I am listening to you attentively. For now I do not have questions yet, you are explaining it very clearly. So at the end of every project, you are doing an evaluation to see what went well and what could be improved?

3.12Speaker 2: Yes, we are always doing at the end the so-called lessons learned.

3.13Speaker 1: Yes, my in-company coach has told be about this. What is the most common lessons learned?

3.14Speaker 2: The most common one is in data, that some data elements are different or that the data extraction is not done in the right way. Every time there are new ones, but the most common ones are based on process/documentation improvements and leverage expertise. Also, lack of resources is sometimes what goes wrong. For example, during corona we all had to work from home and communication with each other was more difficult as you could not just walk to the person needed and ask it in real life. Sometimes when you were asking someone via chat something, they did not see the message or reply later than when you can ask it in-person at the office. Now that everybody is used to working from home, you can see that this is going better. So you can see that every time there could be different lessons learned, but some will come back more often than others.

3.15Speaker 1: Yes, I understand.



3.16Speaker 2: You can also see in the lessons learned, that most of them are people oriented. It can be that people are not informed in time, change management; are people identified is communication to the right people, or training and work process related. For example, new resources are incoming and there was no time for a good knowledge transfer. Also, sometimes the lessons learned are because of system updates or no budget to implement a new tool. Lastly, implementation of new projects where something is going wrong which has influence on a project. For example, for LER 2022 other projects had done something in the same weekend which went wrong and that had a big impact on our projects. So that are also key lessons learned because you should also talk about what happens in other projects and what is their timeline.

3.17Speaker 1: Yes, I get it. So mainly the communication here should be better.

3.18Speaker 2: Yes, indeed. So yes, this is my view on the project plan. And then we also have non-ERP, everything that is going on outside the systems. For example, when we are closing a legal entity, then specific registrations in that specific country should happen. In the Netherlands for example, the chamber of commerce has to close, so that the VAT number will be removed. Also, specific licenses we have to produce in a specific country. This all we call non-ERP. I am also responsible for this, but there is another project manager who is setting this out and has his own meetings. I will show you in MS Teams what folders we have and what it is about, and I will give you access to these folders so that you can look into it yourself.

3.19Speaker 1: That would be great, thank you.

3.20Speaker 2: He is showing the maps in MS Teams and giving me access. Here, you can also see all the phases with the deliverables and everything we do within a project. I will monitor here what we are doing and where we stand. In the meetings we will discuss and look in this team folder. Here, in this folder, you can also see what is expected together with the timeline. Also, what the roles are and who is working on what. Within a level 6 plan, we go really into detail. Weekly status update report can be found here, that is where I keep track of what the activities are and where the employees are. In this way I monitor the progress of a project.

3.21Speaker 1: Yes, I get it. The overview is very clear and easy to understand in this way.

3.22Speaker 2: Just look into it yourself and if you have questions feel free to ask me.

3.23Speaker 1: Yes, I will. Thank you for showing and sharing this with me.

3.24Speaker 2: No problem. Furthermore, in general, within our organization it is possible that you work on more projects at the same time. This depends on the hours needed on a project and the workload.

3.25Speaker 1: Yes, I understand. I have one question. We are talking about the workload and what the employees have to deliver. What are the deliverables for each phase of a project?

3.26Speaker 2: When looking on intranet at the deliverables, you can see the list with all the deliverables when you type in the search balk SDM. We don't use all of them, so we will discuss the ones that we use. For the project execution/management phase the deliverables that I use are 2.05 Program level plan and 2.15 Project management. These two deliverables I use at the beginning of a project.

3.27Speaker 1: So if I understand correctly, you use these two deliverables to start up the process of a project?



3.28Speaker 2: Yes, indeed. Then you will go to the design phase where we use the following deliverables.

- 3.22 Requirements
- 3.24 Gap and Decision document
- 3.26 As Is Designs (Data & Process Flow)
- 3.28 To be process design
- 3.60 Implementation Approach

When you are focusing on ERP only, these are the documents that are really needed to run a project. For example with 3.22 Requirements, you are looking at what is the current system and what are we going to do.

3.29Speaker 1: Okay. I will look later at every deliverable separately.

3.30Speaker 2: Yes, feel free to do so. After the design phase, so when the development is done, we go to the build/test phase. And then here product testing is done by our own team, user acceptance test is a test that will be done by the users as the name says. With the users we mean the people in operations. We are asking them if they can test the functionality and try to break it. This because standards things are going well, it are the exceptions that are going wrong. So in this way we go through the whole process.

3.31Speaker 1: I understand. Are it mainly projects for within the company or also for outside the company?

3.32Speaker 2: We are only doing projects for within the company. However, ofcourse, we have some application systems from a third party. We have an interface from our system to their system and back. The third party will be closely involved with the development because when they are not involved at the moment we are going to implement, it will fail in their system. But to conclude, we don't do external projects, only internal.

3.33Speaker 1: No okay, that is clear.

3.34Speaker 2: So here you will see that all our systems are running with is in the test phase. For example, if we do a specific development in our system what planning related is, then the third party has to join in the testing phase because very often they have to change something in their system. If they don't do this at the moment of implementation, it will go wrong.

3.35Speaker 1: Okay I understand. If we look at the build and test phase, which deliverables are mainly used?

3.36Speaker 2: Well, if you look here at the build and test phase, we mainly use 4.23 Human Change process and management, 4.24 Training content development, 4.26 implementation plan and checklist, 4.36 Product test and sometimes we do a performance test which is 4.42 and then after these deliverables you will go to the implementation phase. So basically, in the build and test phase the focus is on human change process and the product testing.

3.37Speaker 1: Okay, that is clear. And when we look at the last phase, the implementation phase?

3.38Speaker 2: The last phase is the implementation phase. Here you have the deliverables 5.00 the user acceptance test, which is really our final test of the system, where the user is giving us permission to proceed. And where necessarily, we will update the procedures. And then we will have 5.16 the implementation execution. And then we have 5.18 human change process reinforcement and 5.30 post implementation support. After the implementation, maximum 45 days, we give support to see if everything is going well. After this period, most of the time, we say that the project is done, and we close it. And then I will close my project as well where I will make a final report about the outcome of the project and the key learnings.



3.39Speaker 1: Okay, I get it. I have a question. If you look in general at improvements or challenges in the process, what would be something that is a challenge in your eyes?

3.40Speaker 2: Communication! Communication is very important in every project. You should have here a good product planning to say when our communication should be done. This is a point where we, where I, get stuck. This because we communicate too late. As a project manager, I would say it is better to inform the people involved in time that they have to work that specific period, because we expect them for example to do some testing, instead of telling them a few weeks before. So, a better communication line where you inform everybody in time would be a good improvement for the process of a project. When you look at the planning, you have a timeline with design, change impact, etc. where you have the key activities for the non-DSS people, so the operational people like CSR, plan maintenance, outsourcing, etc. so this are the critical roles that we identify that have the most impact with the project. Also, here you can see the engagement the specific people have in that part of the process. When you look at the testing phase, where you have to make use of the operational people and where the last change of looking for defects is before going into production, people have to keep testing, so we need more time of these employees because after going into production there is no way back. Everything must be checked and double checked to validate it before implementation. So here is the question, how can we properly identify the engagement of a particular role? You have to identify a specific method, so that you can see what the engagement is.

3.41This is what we miss. Now it is just talking with people, the experience we have, saying okay we look at the scope and we have this amount of plants and materials, okay per role we need this amount of people... So, this is mainly at the beginning for communication very critical. To my opinion, I would prefer that we communicate earlier what is planned when and keep on reminding them till the day itself. For example, by sending an email at the beginning where you will say when the testing is planned and you say make sure that your resources are present and you have the specific amount of employees present, start preparing. Then for example, you will send another mail halfway where you ask which resources are we going to use, assign them. And then later when its almost time, you will send an email with hey guys this is the final, from this date till this date we are testing, and these people are assigned and have to make sure that the test gets complemented. This is the same for data check etc. In short, a better communication line and project plan.

3.42Speaker 1: Okay. So, if I understand correctly, there has to be a better communication line within the process of a project to make sure that everybody is informed in time and is prepared for when its their time to shine?

3.43Speaker 2: Yes, indeed. I think that could be improved. We just think like oh if someone knows then okay its fine because it doesn't fit in our project schedule. When we are going to prep for the testing oh yea than we will communicate it further, but this is too late. Noooo, this is not how the business is thinking. The operational people are working 40hours a week and most of the time more, so they also have to schedule this in. For example, at the moment that we ask a warehouse operator to test and this person has to test for two days, this means this person is not being able to do its daily work, so the business has to make sure there is a backup to do the job. If we communicate this too late, then it will be difficult to find a backup. If you communicate this on time, then there is enough time to look for backups for the daily work. This is what I am missing.

3.44Speaker 1: Yes, I understand what you are saying. I am going to write down this and work it out as an improvement.

3.45Speaker 2: Yes, amazing. Also, what I think you can also pick up and work out are the deliverables. This is also for project management and for the whole implementation process. If you come up with a manual, where you present the most important deliverables for a project. So that you make a list or overview with the deliverables.

3.46Speaker 1: Yes, I will look into it and make an overview with the deliverables we just discussed. Also, I will make a short manual where every deliverable will be explained.

3.47Speaker 2: That would be great. Just so that it is more clear what the most important deliverables and their definitions are. Are there any other questions you would like to ask me?



3.48Speaker 1: Not at the moment. You have explained everything very well and I have a better understanding of the process of a project. Furthermore, will look into the challenges you told me and make the list with deliverables.

3.49Speaker 2: No problem. If you have any questions or need help with something, don't hesitate and contact me.

3.50Speaker 1: Yes, I will. Thank you so much for your time. When I have finished the overview with deliverables, I will send it to you.

3.51Speaker 2: I am looking forward to it. Good luck with your internship and have a nice day.

3.52Speaker 1: Thank you again and you too!



6.7.4 Transcript Interview with Enterprise Delivery solution manager of China (1)

1. *Speaker 1: Solution Manager*
2. *Speaker 2: Demi Bracke*
3. *Speaker 3: In-company Coach*

- 4.1** Speaker 1 (00:00:00): A global implementation project. So as you already asked, my primary focus as implementation did in this project is to manage the scope and arrange the implementation deliverables and working on the cutover plan and get all the cutover and post implementation support arranged for the full project with this whole project team so I can spend some time, more time to walk you through several examples deliverables to share more details. And besides that, I've been with DOW for 17 years. So, I worked in first 10 years in the data management team.
- 4.2** Speaker 1 (00:00:42): So working mainly on the master data system and the process. And then I spent seven years in enterprise delivery team, mainly working on the project execution side. Besides that, actually I studied in Germany for three years and where I got my master degree focused on the biomedical engineering side. So it's later on interesting I got an offer from the chemical company in the IT department and how I spent the whole 17 years professional career always with DOW, always with IT. Okay. There's already a lot of experience.
- 4.3** Speaker 2 (00:01:28): Yeah.
- 4.4** Speaker 1 (00:01:28): So I can remember like 17 years ago when I joined, my mentor and also my leader, they started to introduce me that they worked here for 10 years, 15 years. At that time, I was so surprised. How can you stay for that long? And nowadays, especially after like 10 or 15 years when I introduced myself to new joiners, I'm sitting in that situation.
- 4.5** Speaker 2 (00:01:57): Indeed. Yeah. I do agree with that. How I'm about 22 years with the company. And indeed when I initially started, I said, what? Can you stay longer than five years in one job? And yes. And I just hear my son saying, I cannot stay working that long to one employer. Okay. I said, we'll see.
- 4.6** Speaker 1 (00:02:19): Yeah.
- 4.7** Speaker 2 (00:02:19): We'll see.
- 4.8** Speaker 1 (00:02:20): Yeah. So I hope all these type of experience in the introduction can also help you to get an understand probably in different regions, same as in Europe. DOW has been a good employer and IT company has continued. IT department has continued different opportunities where we can spend a longer time to continue develop from the career perspective.
- 4.9** Speaker 2 (00:02:47): Yes.
- 4.10** Speaker 1 (00:02:51): Okay. Do you want to directly start?
- 4.11** Speaker 2 (00:02:54): Yeah, it's fine. Yeah.
- 4.12** Speaker 1 (00:02:54): I got several documents opened and I will talk through and probably interrupt me for any questions. And Sohaila, please feel free to add your comment or also have to better clarify if you have like different practices from your experience. Okay.
- 4.13** Speaker 2 (00:03:18) - Sure. But I will mostly be quiet in this circle, just saying that I will not be interfering a lot, but okay. Yeah. Thank you, Hao.
- 4.14** Speaker 1 (00:03:27) - So let me share. So basically, as you introduced, you already got initial understanding about how this project cycle or phases arranged for Dow or for enterprise delivery team. So for today, what I'm going to share is mainly focus on scope, cutover, and implementation. To start that, I actually would also include



one more deck here. Just give me one minute. I have one more thing I think would be helpful for you to understand. Basically in an implementation project, enterprise delivery team is leading.

- 4.15** At beginning of the project, we always need to define the implementation strategy and approach. So for today's sharing, I would like to use one of my projects currently. The project I'm leading is Asia operating model implementation. This is an implementation project. I will going to share several deliverables which will be supporting me as implementation to drive implementation arrangement and execution type of activities.
- 4.16** Okay, so at the beginning of the project, whenever this project coming into enterprise delivery team, and when we have a project manager assigned, we were starting to assign an execution lead and implementation lead. So basically a small group of team starting to work together and understand what does this project mean for our team and what type of activity and different teams we need to get onboarding as the project roster, project key phases, etc. And then as implementation leader, I would start this deliverable to start in looking into this quick list of activities and help the project team to better understand from the whole project perspective this high level and across different teams, we need to align to the same objective and approach. So as you can see, this key deliverable will be start at the beginning of the project with the key input getting from the project manager, execution leader, and also the PMO, the project management office.
- 4.17** For my project H-operating model, I would like I will use different deck to share with the whole project team about what these project objectives. So what's the purpose of the project of the project and then what's the scope look like. And when we talk about scope here, I will show you more details and it's more relevant for the SAP and applications like these applications integrated with SAP system. And after that will be some detailed approach. So how, with what different phases we will need to use.
- 4.18** So for example, we will have like design phase and build phase, testing phase, implementation phase, etc. And under each different phases, how would we better arrange what would be the most appropriate implementation approach for this project. Do we do like phase by phase implementation or do we do a big band implementation phase, etc. So these will be some detailed level consideration. Okay, when we take into when we looking at the scope and the project team, we have what we can propose at the beginning of the project.
- 4.19** And after that, so along with the project we will need to consider how this change management and communication will be look like. These will be under our business readiness part. You may or you may also know under enterprise delivery we have this tower, right? Yes. And this tower will be working more on the detailed deliverables around how this change management, this change impact assessment, deliverable and key stakeholder and what the communication phases, internal communication, external communication, etc.
- 4.20** And then with this project we'll implement either new system solution or like the new work process or work process update. How this training will be arranged to deliver to our end user. So these are these details around business readiness we will as a whole implementation approach to be defined. Then later on about real deployment. So when we talk about deployment we have multiple angles to consider. Cutover and post implementation are always the most critical. While at the later phase we will need to have detailed plan.
- 4.21** Speaker 2(00:09:11) – okay I understand.
- 4.22** Speaker 1 (00:09:35) - I will share you more details to look into. And then under the deployment we also have several other perspective. For example, roll out verifications. So this is mainly about how our output documents and printers will be tested and validated to ensure after any system and work process implementation our output document at the warehouses, in the production sites and also for our like EHS or quality management, etc. Those type of things can be printed correctly and hand over to our customers and carrier, etc. So these are route Roll Out Verification. We also call it ROV.
- 4.23** And we will also need to work with the site and also the functions to start work details about the business continuity. So for most of the implementation projects, it will introduce a small, a short period of time where we call it, we have a shipping holiday or transaction holiday. So this means the system will, the scope, impact the scope of this project. We will recommend our business and function to stop SAP transaction during this period of time. And sometimes it's also associated with stop of any shipping to our customers. So these type of holidays. So whenever we have these type of holiday introduced from the system perspective, it doesn't mean our site stops real shipment to customers. So if there is any production or shipment urgent activity, we still need to meet our business requirement, customer requirement. Then from our function or site perspective, they



need to prepare a business continuity plan. So without the SAP and related system, how can our business user still continue the production, continue the trunk handling, continue ship the product out? Those will be the business continuity plan as implementation project will go out, we will need to start repair. And after that, throughout the activity, security continues to be a key back end enabler or implementation type of project. It's very, it sometimes gets easily forgotten because if you do the security well, nobody will realize we need to have something like that behind. But whenever it has issue under the security, it means the user cannot log into the system or cannot perform their activity in the system as they expected to do.

4.24 So this type of issue will always be high priority and high impact. So from our project perspective, we need to always take this into consideration. Do we have any new roles and any impact to our SAP users who are working on the system? So this will also be a key track we will need to consider and build into the whole deployment phase. So later on, we'll be after all the preparation, the design, build the testing, we will do the cut over.

4.25 So the several days we shut down the scope of the system and do all the critical activity behind the scene in the system and then hand over the system to the user. That is a cut over. So after that cut over, for every project, we have a period of support phase. This is not only for our implementation type of project.

4.26 Actually, all IT projects we've delivered as a project team, we provide a period of support to ensure when the system or process is handed over to users, the users can study to work on and they may have issues, they can get the right, the key design team to provide, to help them to handle their issues or even many times to address the potential training gap to help them to get used into the new enhanced or implemented system. So that is how the post-implementation support is handled.

4.27 Speaker 1 (00:14:07) - For our team, for the implementation team, the most practical post-implementation support period, so for the large project, the most practical is for about one month and for a smaller size of project for like regional implementation and manufacturing scale implementation, we normally provide like two weeks post-implementation support. So this is a quick introduction about when we have an implementation project started.

4.28 Speaker 1 (00:14:39) - So at the beginning, we will consider all different angles like this and work with the key leaders from the project team who define the scope and work together as they start to work details on the schedule, etc. And from implementation leader perspective, we will need to define this type of key aspect for the project. Okay, this is a quick introduction and probably also continues throughout more keyword or deliverable name, so it will be coming later with more details, okay?

4.29 Speaker 2 (00:15:24) - Yes.

4.30 Speaker 1 (00:15:25) - Any questions so far?

4.31 Speaker 2 (00:15:27) - Not yet at the moment. So basically it is like you first have the scope and then you go to the approach, the readiness and then the deployment.

4.32 Speaker 1 (00:15:37) - Okay. Right. So this is most the implementation team considered area and I believe as Peter or Alex introduced you, it may include like more details about the build, design, testing, those type of phases, but from the implementation perspective, we are more considering into these activities and this will be coming in the later phase, more critical in the later phase of the project, most of the time after like the UAT, the user acceptance test.

4.33 So after the project, the project is designed by the core IT design team and later on we have the development team to build into the system, they run the testing and after the IT or business process experts testing the solution, we hand over to user for testing. So after the user acceptance test, it means this meet our users' requirement from the solution perspective. We were mainly working on whole deployment type of activity to say, okay, the solution-wise we are already starting to plan for the implementation.

4.34 Speaker 2 (00:16:54) - Okay. So basically this is more in the builds and test phase and implementation phase.

4.35 Speaker 1 (00:17:00) - Okay. This is for the implementation phase.



4.36Speaker 2 (00:17:07) - Okay.

4.37Speaker 1 (00:17:08) - Okay. Then let's look into a little bit more detail about the scope. So from the scope perspective, I'm going to introduce you my project here. And as we starting to share this project scope and we have a scope owner role, excuse me, in the project. And when we define the scope is to help the whole project team to understand what these are. When I, okay, I can put this away.

4.38So when I asked to be a scope owner or implementation leader for a project, most times I will get a very descriptive wording saying, okay, this project will be about implement a major project under a program and to implement an operation model in Asia Pacific, use Singapore as central principal country company, et cetera, et cetera. But this is very unclear for like an IT project to start working on. What does it mean? How can we, where should we start to prepare and looking into this project?

4.39We will need to have a general level of document mainly translate into the IT or DSS language, help them to understand what does this scope mean? And we were starting to build these type of concept and then later on into more details about the spreadsheet, about the legal entities, plant, et cetera. So for this project I'm leading right now, when I got this AOM implementation project, it says it will be implement an operation model in Asia Pacific and including these different countries, et cetera. And then we will need to ask more questions.

4.40Speaker 1 (00:19:28) - And this project requirement is coming from finance. So then at the beginning I will invite several business process or IT experts to work with me together and sit down with finance and tax and ask specific questions. So what do you mean about the Asia operating model? And what do you mean about the countries scope here? And when we talk about Asia Pacific or Asia countries it's never...

4.41and standalone region, the region and the country always have international transactions with other regions. So does this project impact other regions, other countries, etc. And how does it, how does impact look like. And after this discovery, discussion, and also sometimes it started with as its assessment into the data and the work process, then later on we can translate into a more detailed view about how the scope look like.

4.42So it comes from a general descriptive statement and then I can translate it into a more detailed entity level impact scope like okay we do have this country scope and from our DOW company perspective, what does this mean?

4.43This entity have all different kind of legal entities in a system and then we can break down into details okay with the system data support we will provide this level of detailed information saying okay for this project we say it's 14 countries in Asia Pacific then it involves 31 logistic legal entities and for these logistic entities will have different country level impacted the requirement and we also have other interdependency with other projects and because the other projects impact we will also need to consider these specific entity have taking additional consideration during our cycle etc.

4.44And then to address a question what does it implication for other region so it will also outline okay the other region entities as long as they have the international import and export transaction with Asia Pacific they will also be impacted so these will be a high-level general descriptive translate into the system wise and for these entities these countries and this impact will be introduced through this project.

4.45And sometimes the only entity level country level scope is not enough to describe the complexity and in this project will continue highlight more specific scenarios we call it scenarios here to say okay this is in scope this is out of scope for example for my project here the key scenarios considered will be the international trade it included in the company trade and the customer trade sales and all the import export so across different countries as well as the domestic sales and then talk about more technical language here it's including the samples and consignment etc.

4.46And then the general exclusion also included like the out of scope part will also be like the JVs the export to EU etc.

4.47Speaker 1 (00:23:20) - the specific scenarios so these will be a very high-level scope shared with the whole project team and I also include an entity level summary so these are the countries as you can see the Asia 14 country in the region and under each country which are the entity I said I mentioned that entity is also actually the company so you can consider this as a registered company in each country and each entity will have an off-level code in the SAP system so in this quick summary will also include which are the detailed entity will be engaged in this whole project from the design and implementation perspective so I will only go here so hopefully to give you a general idea about what's this scope what does this scope mean after this scope definition share each team under the project team so normally for an SAP implementation we will have the planning team OTC



team finance team etc they will take this scope definition into their assessment first to understand okay if we need to implement this solution to this entity what our system design need to build to meet this requirement so each team will take this.

4.48scope into their own activity later on, while this high-level scope will guide them through which they should take into consideration and which definitely not in scope they do not need to touch. I will pause here to see if you have any questions.

4.49Speaker 2 (00:25:23) - Not at the moment, yes. Some abbreviations are a little bit that I have to think, okay, what does it mean? But most of them I already know now.

4.50Speaker 1 (00:25:34) - Okay, great. And then this level of scope at entity and then we also have a more detailed level of scope information because as I mentioned every IT team, business process team, they will need to use this detailed information to prepare their reports, data assessment and prepare their design document. So this here, a spreadsheet, will be a very key deliverable. It's named as scope master, well shared in the project team for them to reference to build them their deliverable.

4.51So the important information includes the entity level information and then it will be break down into the non-level information. Do you know in the SAP system the org level? What does the org level information mean?

4.52Speaker 2 (00:26:41) - No.

4.53Speaker 1 (00:26:44) - So this is the basic unit in SAP system. If you translate into how the business is operating in the real business world, so every country we will have multiple registered companies, right? And every registered company in the SAP system will be built up as a most basic unit as a company code and we also call it legal entity code. So this is the most basic unit in an SAP system. And then to break down this entity level and support our business operation, you can consider we need to add a second layer of the system design of organization level.

4.54It's plant level. You can consider a warehouse. A warehouse is a plant code and a production plant is a plant code. Warehouse, production plant, subcontracting is also a plant code. So any location like terminals is also a plant code. So any location we have asset, facility or business transaction, there will be a plant code. So company and a plant are the most fundamental organization level in the system and this is also a basic unit we will define and manage from the scope perspective. And these are the key information we include in the scope master.

4.55Speaker 2 (00:28:34) - Yeah.

4.56Speaker 1 (00:28:37) - And for me, if I want to just share one thing, the most important thing about scope management is the change management. So it's easy at the beginning of the project to say, okay, this entity, it's very clear, this list of entity will be impacted for this project and this list of plant will be impacted for this project. While most of the project, it takes six months to 12 months and for this AOM implementation, it's about 18 months implementation project.

4.57Throughout this cycle, every team will start to discover either new requirement or the business changes or the special scenarios we didn't consider at the beginning of the project or it can be just the business starting to grow. They have introduced new warehouse in this period. So for all these type of things, it will mean a change in this whole spreadsheet.

4.58So, every single change in this scope master can have all different reflections for different business process teams, their own design and their solution building code, data migration, etc. So, from the scope management perspective, the most critical thing is to ensure we can manage the scope as stable as possible, but to support the real business critical or unexpected changes. So, there will always be changes.

4.59What a scope owner can do the best is to always transparently communicate the changes and also engage the core team to assess this change impact to ensure this type of activity happening during the whole project cycle is well consumed so that we understand anything in this scope are well managed from the code design, the data migration, the security, etc. Every angle. And the most important thing is we need to have a scope lock cycle, meaning that till this time we cannot do any scope change.

4.60Otherwise, this will be risking the whole project goal lines or the most important design within this project. So, the scope lock is the most critical key schedule continue need to be reminded and also fight for so that we from



the project perspective we have a stable scope to work on. So, that's my own view as the scope owner from scope management perspective the most critical thing. Okay.

4.61Speaker 2 (00:32:20) - Yes.

4.62Speaker 1 (00:32:21) - So, this is about the scope. Any questions?

4.63Speaker 2 (00:32:25) - No, not yet. Okay.

4.64Speaker 1 (00:32:28) - And then from the scope perspective organization level like company and plant are important ones. And for many projects we also sometimes introduce more details. For example, the cost center scope, material, team-level scope, customer, customer code scope, vendor code scope. So those are also I would say the next layer of details scope. Sometimes it's important because this scope will impact multiple teams. So why implementation team need to own this org-level scope?

4.65Because this org-level scope is defined the whole project scope and every team need to build their own work based on this scope. We need to agree on this scope to work on this project. And they will break down into their own details. For example, planning they will need to define their details about inventory, batch, etc. Their own scope and finance need to define their own tax, treasury, different details. But there are also cross team element, data element where not only one team can make all the decision.

4.66Then from implementation perspective, we will also facilitate and help them to manage the scope. For example, the cost center is well known as the finance team key data, but it will also impact EDM master data and also impact our produced product, the home, setting, etc.

4.67And when this becomes cross team discussion, the implementation scope owner will start to keep this on track and ensure anything change in the cross center from finance perspective or as a requirement coming from different team will be tracked in the core scope master where the cross team can agree on the same content to prepare. So this is also how the scope master and the scope owner can extend their responsibility to support the project scope management.

4.68Speaker 2 (00:35:17) - For example, the title of the document is 3.60. So that's in the design phase, right?

4.69Speaker 1 (00:35:26) - Right.

4.70Speaker 2 (00:35:27) - Okay. Then it's clear.

4.71Speaker 1 (00:35:33) - Okay. And you touch a good one. So this is from the solution theory methodology, right? So as implementation, we own different tracking deliverables. Sometimes it's best fit into this design phase deliverable. And from the project execution perspective, my practice is to align these scope, scope in a scenario, the strategy approach, scope master, or on the 3.60. So these can be considered as sub-deliverable drive at the design phase.

4.72Speaker 2 (00:36:21) - Okay. Yes. So the scope is mainly in the design phase and then later on the deployment that got over is the implementation phase.

4.73Speaker 1 (00:36:32) - That's correct.

4.74Speaker 2 (00:36:33) - Okay.

4.75Speaker 1 (00:36:37) - Okay. If good for the scope.

4.76Speaker 2 (00:36:40) - Yes.

4.77Speaker 1 (00:36:40) - Then talk about implementation phase, then you will see this is 4.26. So it's in the implementation phase. We're starting to prepare deployment related activities. So then I will use this one to walk you through some more detail about the cutover post implementation support, et cetera.



4.78Speaker 2 (00:37:03) - Yes.

4.79Speaker 1 (00:37:04) - Okay?

4.80Speaker 2 (00:37:04) - Yes.

4.81Speaker 1 (00:37:06) - Okay. Again, I will use my project as example. After the design build phase, we will start to have the understand how these system solution will look like and what we can do to use a short period of time to make all the system change and the data update in the system so that our business end user can have hopefully more seamless transformation into the post implementation activity. This is a very typical diagram we introduce for the cutover approach.

4.82As you can see on the top here, this you can consider like how the business transaction volume look like. So probably as the this, you can use this line as like an average transaction volume for your project impact scope. Most of the time we will recommend our business and operation to do preparation before the cutover period so that they can complete all their like business activity, place the orders, arrange the shipment, et cetera, ahead of the holiday period.

4.83So as I mentioned, the holiday period will take most of time several days and the recommendation and most best practice is to introduce a transaction holiday and a shipping holiday. So as that as minimum as possible for the system activity. So that will help the project team to do all the critical system setting during that period of time without impact to real business operation. To support this period, the business will be communicated with the detailed schedule about the holiday so that they can prepare themselves.

4.84How can they arrange activity ahead so that they can afford for several days of holiday of transaction? And then later on after this transaction, they can progressively wrapping up the shipment or system transaction. So this is how most of the time a very common diagram we will start to introduce talking about the transaction holiday, the business and the function. They will also need to take their own responsibility to prepare and commit the holiday period. And then from the project team perspective, our...

4.85Speaker 1 (00:40:01) - responsibility is to arrange and execute this cut-over detailed activity during this holiday period and ensure our system can be smoothly transformed into the post-implementation phase. So we will do the pre-cut-over preparation and during this cut-over window, most critical thing is to migrate the Delta Master data and the transaction data.

4.86So the transaction data means the business transaction operation including orders, so sales order in the company, stock transfer order, purchase order, maintenance order, production order, so you can name all different kind of orders, company operation required. And then inventory, if we touch any front-level or company-level migration, most time we will help the business to migrate the system inventory from the legacy to the target system. So this is also directly impact our finance book.

4.87This is also most critical data object we need to make sure it's correctly migrated. And these are the most critical activity we are doing from the data perspective and from the system perspective, we can also see from the system program and also interfaces from SAP to other systems, etc. And SAP connected environment like OMP, APO, and finance, STP have their own like Ariba and different applications and nowadays we have dow.com and e-business, etc.

4.88So those are the applications integrated with SAP. When we do the system, SAP system cutover and those are the HUC integrated application we also need to consider, do they need to do any catch-up or the integrated system, integrated program checking and validation, etc. So these are the system perspective cutover activity. So after this data and system migration update, most time we will leave a short period of time for the business to catch up, to do the catch-up recovery.

4.89Speaker 1 (00:42:55) - This phase means we will during this short period of time, this cutover period, although it's a system holiday. From the real business operation perspective, the production can still continue and the chunk can continue to come up, pick up a product and ship to different locations. While it's only this type of activity is not captured in the system.

4.90So to release the system to our business user with most up-to-date inventory and order readiness, this short period of time will be used for the business, identify the business user to catch up these urgent or planned transactions happening during this cutover window and they will catch up these transactions into the system



before the system is released for all down users. So this will also be most practical period of time to do the system catch-up and then we will hand over the system to users.

4.91 So this support phase will be considered as post-implementation support. After this day one release to the end user, the project team will support behind the scenes. If any escalation happened during this support phase, we will have a project team to help them address any issues and help them through their escalations. This includes, addressing defects and addressing support requests according to the agreed Service Level Agreement (SLA). The primary goal during this period is to understand the long-term support requirements for the solution. So this is how the cutover will look like and I can share with you how the cutover plan look like. And give me a minute, please.

4.92 Speaker 1 (00:44:59) - So visualize talking about these shipping and transaction holiday, it looks simple. So it feels like it's just we will need to arrange a period of time to prepare the system for our end user. Well, how to do it, how to execute and coordinate this activity across the whole project team. It's actually very detailed and complicated activity. So I'm going to share with you the project cutover plan I currently work on. So for this AOM, Asia Operating Model Implementation Project, we have four days cutover window.

4.93 So as you can see visualized in this, it's four days here. And during these four days, we will use an NPP tool supported cutover plan to facilitate detailed activity. And as you can see,... our admin level. And every activity will have a clearly defined task owner who will be doing this. And who is the backup. We will require every task have a primary task owner and a backup to ensure this activity can be taken care of. And then it has built in all the dependencies. So it means within these four days, every activity is well integrated and need to be transferred from one team to another. So for example, as you can see, for this just for communication email to be sent out, it has a predecessor, means clearly defined when activity need to be happened and complete before we can send out the communication. And only after this communication sent out successfully, the afterwards we will have four activity to be started. So you will see all these dependencies built in in the whole plan. And these are the easy ones.

4.94 And I can also quickly share with you some complicated ones. So for example, material data load is the most critical data object in the cutover plan. And after this material load, you will see there are around probably seven to eight different tasks and these different tasks can also be handled by different teams to start execute. So to give you a better understand, for the cutover plan, as you can see, there are so many lines, so many tasks here. Most of the tradition cutover plan happen within three to four days. We can have maximum 500 to 600 activity tasks happening and engage 100 to 200 task owner to work 24-7, follow the sound schedule to prepare all the system and data behind the scene to give the system to users. So this is how cutover, the four days activity will be arranged. And to make this more effective from implementation, from enterprise delivery team perspective, we will prepare a command center. So it means this plan needs to be executed and led by a team.

4.95 And this command center is to execute the plan and ensure all the task owners and the backups and also the related stakeholders are well communicated to ensure they need to complete their task as arranged. So it's a very complicated process. And if you have opportunity, I will also recommend if you can probably talk with any team who will be support the Asia-Pacific model cutover during May timeframe. So you will also hear they talk more about how this will look like. And how the command center will be executed during this critical milestone.

4.96 Speaker 2 (00:50:05) - Yes, okay.

4.97 Speaker 1 (00:50:07) - Okay, just to give you an overview. Okay, I talked too much, I think.

4.98 Speaker 2 (00:50:15) - No, it's no problem. I'm happy you will share everything.

4.99 Speaker 1 (00:50:20) - And I think that's probably a high-level, cut-over introduction. And I also talked about the command center. Then let's talk about post-implementation support. Okay?

4.100 Speaker 2 (00:50:34) - Yes.

4.101 Speaker 1 (00:50:36) - For post-implementation support perspective, it was so whenever we started the project arrangement, we always kept cut-over and post-implementation in mind. And probably around one to two months before the real goal life, we started to do the detailed arrangement. So this is the post-implementation support arrangement and I prepared for AOM my project, and it just got approved in mid-



March. So if you can see the mid-March, it's one and 1.5 months before the real cut-over. So this is how the high-level timeframe you can imagine we will do this activity.

4.102 Speaker 1 (00:51:30) - So for my project, this one, we arranged six weeks of post-implementation support. So I know I shared with you practically we have four weeks for a global project, two weeks for a small original project. But for this one, it's more complicated and we have worked on the whole program for 3.5 years. And with the high complexity and a big impact to all the global transaction, global-level transaction, we have been requested to extend our post-implementation support to six weeks. So we have this arranged. And during this post-implementation support, this is high-level schedule. We have two weeks at the beginning, including the weekend, and then four weeks afterwards with only workday support. And we also included this arrangement how this support will be communicated and escalated and how different project staff teams will arrange their own activities during this phase. So you will see different icons here.

4.103 Speaker 1 (00:52:58) - We present our email communication, the meeting cadence, and also the function implementation team arrangement, how will they closely work with their end user to provide escalation channel, etc. And I will only share with you this one. This is also very typical one, has been used for many years. As I said, this is a standard post-implementation support procedure. So imagine the system they will announce to our end user. So when the end user finds a problem, they have two options to escalate. So they will always be suggested to go to their Diamond System Health Center. This is where all the Diamond System related support procedures and documents are provided here, where they are instructed to look for their documentation or training documentation to get the answer. But if this documentation cannot help address their issue, they are instructed to call the GSD. Before the post-implementation phase, as project team, I already worked with the GSD to prepare a script behind.

4.104 Speaker 1 (00:54:29) - Whenever the GSD receives an escalation, if the user calls out an AOM, this keyword, or Asia Operating Model, this type of keyword, GSD will be routing this request to post-implementation support command center. So we will have either an open Teams meeting to receive the GSD call, or we will have a functional mailbox to receive the transferred escalation to the functional mailbox as an email. And then our project team will be taking this escalation from there. They do have another option as the project team will still be there to support the functional implementation team already built a network to support end users. These networks have more knowledge and experience in this project. They take more training, they have participants in the test team and also validation, etc. They can provide the first-hand support to end users first, but if this super user or the functional implementation SMEs cannot address the issue, they can directly submit the defect issue into an AOM system.

4.105 Speaker 1 (00:55:59) - So we do have a system to hold all the escalations that describe the details issue, and the project team will be picking up this defect escalation directly from this tool and provide support there. So this is how the post-implementation support helps the project team at the end to provide the support to address the end user issue during this period of time. So during this post-implementation support phase, we do have the support exit monitoring or arrangement. So out of the phase, we will continue monitoring the volume we received from the escalation volume, either from GSD or from the AOM tool, how many defects or what's the priority and severity defects received, and continue to monitor the business user or business operation stability.

4.106 Speaker 1 (00:57:01) - As we move into the later phase of post-implementation support, as the business operation more stabilizes and we see the direct drop of the escalations, we will start to hand over this project to run the business process, and starting to close the project and complete the post-implementation support phase. So this is how the final phase we will be arranging before we close.

4.107 Speaker 2 (00:57:33) - Okay. Yes.

4.108 Speaker 1 (00:57:36) - I think that's all I can share or prepare to share.

4.109 Speaker 2 (00:57:42) - Yeah, can you maybe after the meeting share the documents with me so that I can look back at it, like the first one with the table of contents and everything?



- 4.110** Speaker 1 (00:57:53) - Yes, I will select the related deck I walk you through as example for you to reference.
- 4.111** Speaker 2 (00:58:04) - Yes, thank you.
- 4.112** Speaker 1 (00:58:35) - I tried my best. I know it was too much information, but if you want to touch the key words, I think it's important.
- 4.113** Speaker 2 (00:58:46) - Yes, thank you.
- 4.114** Speaker 1 (00:58:47) - And then we go ahead. Question?
- 4.115** Speaker 2 (00:58:48) - Yeah, I have one question, which is also part of my graduation research. It's do you have one big challenge within your job or something that needs improvement, for example, or that you would like to see that it's going to change?
- 4.116** Speaker 1 (00:59:05) - You got me.
- 4.117** Speaker 1 (00:59:11) - I think after work on this project for such long, my personal fear of the challenge is the DOW IT has implemented all different solutions or different applications in the past several years. The biggest challenge is to have a better understanding about interdependency. And for example, we did run this project for 18 months and throughout these 18 months, we already know there are LER 2022. It's a project that has a legal entity level of impact. We have the MPC 2.0, which introduce a new solution from the material flow perspective. We have the DOC global planning implementation about their allocation and also supply demand management etc. All these different solutions will have potential impact to my project scope and my project design. Just yesterday there was a major incident, so because of one of my project program updates into the system, it can also impact their other projects, go live or business operation. with today all the systems are so well integrated Every team and every project have lots of interdependency. What's the best way to coordinate among different projects and different teams to understand each other's dependency to better manage our own scope but also keep other projects considered to arrange a more smooth, more coordinated and integrated implementation is the biggest challenge. It's not like five years ago when I joined the implementation team. When we do an implementation, the global team is only run this one or two projects for implementation.
- 4.118** Speaker 1 (01:01:39) - But today, every time, every month you probably have a project go live, introduce new solutions. These type of dynamic is challenge, especially for a global scale project.
- 4.119** Speaker 2 (01:01:55) - Yes, I get it. I understand.
- 4.120** Speaker 1 (01:02:35) - But the more you have integrated systems, the more critical an implementation will become, because you have to take into consideration all the little pieces where you have an interface and the upgrade in one system might downgrade another one, etc. So yeah, I fully agree with you. Sometimes a very small job can cause a big problem in the implementation phase.
- 4.121** Speaker 2 (01:03:05) - Yes, I don't have questions for you. It was very clear, everything you explained, a lot of information, but it's more clear for me now and I have a better understanding of the scope, the deployment and the cut-over, so the implementation.
- 4.122** Speaker 1 (01:03:23) - Okay.
- 4.123** Speaker 2 (01:03:35) - Yes. Thank you very much for your time and that you wanted to show everything to me.
- 4.124** Speaker 1 (01:03:38) - And wish you a good continuous internship with DOW, with enterprise delivery.
- 4.125** Speaker 2 (01:03:43) - Thank you very much for your time and everything you shared.



4.126 Speaker 1 (01:03:50) - Bye bye, have a nice day.

6.7.5 Transcript Interview with Enterprise Delivery solution manager of China (2)

1. *Speaker 1: Solution manager*
2. *Speaker 2: Demi Bracke*

- 5.1** Speaker 1 (00:00:01) - A brief introduction of myself, what I'm doing currently. I'm not sure if you know the implementation service tower, so we send enterprise delivery. If you talk with others in this tower, probably you know that some of those key activities that this tower is focusing on. Basically, my first priority is on the data migration, that of things in the implementation project. I think there is a SharePoint which could help you to understand better all of those different services that implementation service provide. I can quickly send you the link here.
- 5.2** Speaker 1 (00:01:06) - I don't know if you have access to it, but you can have a try. Basically, here it listed all the major work processes or services our tower provides. Data migration, deployment, implementation execution, integration, lesson learned. Store management testing, etc. For me, I'm more focusing on Working on many projects, implementation as the data leader role, so it's all about those data migration related activities in the project. Making sure those data set up correctly in those projects.



- 5.3** Speaker 1 (00:02:11) - Both from the work process perspective and also any tool or timeline schedule perspective that we align with the whole project. I'm not sure what kind of details you want to go to or how we want to proceed.
- 5.4** Speaker 2 (00:02:32) - Yes, Sveila told me that you're mainly for the data readiness, but also a bit about the As-Is and To-Be she told me.
- 5.5** Speaker 1 (00:02:43) - Yes, that is part of the integration services. So, our tower is kind like a guide through the process but we do not try to count it. So in in the project the AS IS -TO BE we need the activity to let it know like when to start the activities and to submit integration work between teams. But regards of the As Is and To Be work process for different business process, those are driven only by our ABC team members or the business process team within that project. So they fill in those comments so we will organize those reviews, cross team reviews, without any issues that only one of a team can have the answer, but in some cross team or cross functions teams. Further, AS IS is a deliverable which is intended to collect initial (as-is) information about the Business work processes, policies, rules, and procedures. It gathers information about "what" the organization does and at a high level "how" they do it. It also collects the information on data elements that support the organization and processes. While TO BE is the deliverable which consists of the time that is needed for the Service Support Manager, which is in short SSM, to update the Support Expectations, the Value Assessment – Ongoing Support Costs, and the Support Design. The Operating Level Agreement is also created under this deliverable.
- 5.6** Speaker 1 (00:03:30) - So they fill in those contents and we will organize those reviews, cross team reviews, resolve any issues that not only one team can have the answer, but need some cross function discussions, those type of things. And then track those 2B design, those integration reviews.
- 5.7** Speaker 2 (00:03:57) - Okay. Yes, I understand.
- 5.8** Speaker 1 (00:03:59) - Yeah.
- 5.9** Speaker 2 (00:04:00) - Okay. Yeah. For that, if you look at the work process itself and the tools that you are using, is there something that you would like, that's a challenge for you or that you would like to see differently or a different tool or a different way of working, or you're happy with how the tools and everything is going now?
- 5.10** Speaker 1 (00:04:22) - No, I think there is always a place for us to improve. So that is one of the key organization goals this year for our enterprise delivery and leverage function, that we have an improvement goal for the data part. So me and a couple of other folks in the US, we are leading this effort this year, trying to update our data catalogs regarding what type of tools are existing and get the team to review and refine, update or remove anything that is already out of date, to make a template or inventory for the team to leverage in the future projects.
- 5.11** Speaker 1 (00:05:24) - the data objects master template, so that in the future in the data migration type of project, we will have a more standardized template and most up-to-date information is reflected there. So because we do see sometimes in the data readiness world, there are team members moving in and move out, and we have less control of that because those are the accountable team and responsible team are in the business process team. It's not our enterprise delivery. So from project to project, they may change resources.
- 5.12** Speaker 1 (00:06:10) - Some resources may be quite new and they may have less knowledge there. So we can build this template to help them to understand what are those typical data objects would be in scope in what type of projects, and then you can think of what type of tools are existing there already today so that the team can leverage. So this is one of the improvement areas that we are doing today this year. And another thing is we do have a risk there.
- 5.13** Speaker 1 (00:06:51) - So define the role responsibilities within the data migration work for different teams, especially in the data migration, we have two minus stakeholders, and that is sometimes the different teams



have different understandings regarding the role and responsibility. We have that defined, I think, a couple years ago, but there are always some changes in the organization structures, et cetera. So this year we also have that goal to update those races and review again with those stakeholders and get an endorsement on those.

5.14Speaker 1 (00:07:37) - So it will help us move faster in future projects. So those are the two key parts we will try this year. And it's a lot, actually, because there are many teams involved in that. So I think if we can get this two-part complete this year, it will not only achieve our enterprise delivery goal, but also the ESS data goal. We also have this part as well.

5.15Speaker 2 (00:08:11) - Yes, I get it. So that are the two improvement points, but basically the team is already looking at it or working on it.

5.16Speaker 1 (00:08:20) - Right, working on it, yes. We just started the quarter one, which is to define those different directions and define some plans. So we will implement for the rest of the year.

5.17Speaker 2 (00:08:37) - Okay, yes, I understand. That's clear, yeah.

5.18Speaker 1 (00:08:38) - Yeah.

5.19Speaker 2 (00:08:42) - Further, I don't really have questions. It was more looking like, okay, what kind of work are you doing, what are the challenges? But yeah, I think it's very clear for me now.

5.20Speaker 1 (00:08:52) - Okay.

5.21Speaker 2 (00:08:53) - Yes.

5.22Speaker 1 (00:08:55) - So this will be part of your graduation work?

5.23Speaker 2 (00:08:59) - Yes, it's my graduation internship. So it's the last one and a half months, and then hopefully I will graduate.

5.24Speaker 1 (00:09:08) - Okay. So how does that work, this program in Europe? How long did you take this internship?

5.25Speaker 2 (00:09:21) - I started at the first of February, and then at the second of June, I have my deadline, but in the end of June, I have my defense. So during the month of June, I have to make a presentation and prepare for the defense. Or maybe if my thesis is not 100% correctly, I can improve it before I have the defense. So at the end of June, I'm finished at that.

5.26Speaker 1 (00:09:46) - Okay. It's kind of like the graduation in the university, you have to do this to present that to who?

5.27Speaker 2 (00:09:52) - I have to present it to Coe and Sveila as well as to my teachers.

5.28Speaker 1 (00:10:03) - Okay. Nice.

5.29Speaker 2 (00:10:06) - Yes. I hope I will pass. I think I will because Sveila and Coe are helping me really well.

5.30Speaker 1 (00:10:12) - Yeah. Sveila and Coe are a good coach.

5.31Speaker 2 (00:10:16) - Yes, they are.

5.32Speaker 1 (00:10:20) - Good.



5.33Speaker 2 (00:10:20) - Yes. So yeah, I further don't have questions. I would like to thank you for your time and that you're willing to have a meeting with me.

5.34Speaker 1 (00:10:28) - Yeah, sure. No problem. If you have any further questions, feel free to schedule a time visit.

5.35Speaker 2 (00:10:33) - Yes, I will. Thank you.

5.36Speaker 1 (00:10:36) - Yeah, sure.

5.37Speaker 2 (00:10:37) - Good luck with working. Thank you.

5.38Speaker 1 (00:10:39) - Thank you.

5.39Speaker 2 (00:10:39) - Bye bye.

6.7.6 Transcript Interview with in-company coach about the Testing phase

1. *Speaker 1: Demi Bracke*
2. *Speaker 2: In-company coach*

6.1 Speaker 1: First of all, can I record this interview?

6.2 Speaker 2: Yes of course, no problem

6.3 Speaker 1: Okay, let's start. Can you explain me something about the third phase of the implementation process, the build/test phase?

6.4 Speaker 2: Let me first explain which key deliverables are important for this phase. You have 4.23 Human Change Process Management, 4.26 Implementation Plan and Checklist, 4.30 Assembly Test Prep and lastly 4.36 Product test Prep. Let me walk you through these deliverables. First, 4.23 Human Change Process Management, for this deliverable we develop five change management plans and after that we take action and implement those plans. This deliverable allows time to create more detailed and strategic analysis of the impacts to the organization. This deliverable is an extension of the 3.52 human change process preparation deliverable created in the design phase. After that, you have the implementation plan and checklist deliverable. The purpose of this one is to create a detailed implementation plan and checklist based on information documented in the implementation approach. You will be defining steps in an installation checklist, document potential risks and



contingency plans, tracking tasks in case of implementation failure, facilitating agreement on implementation priorities among Project Managers, validating vendor-provided infrastructure services, capturing tasks for user adoption measurements, identifying required resources for execution, scheduling testing, determining tools to manage the plan, and documenting retirement and consumption reduction steps for components to be retired.

- 6.5** Furthermore, when the test approach in the design phase is made, in the build and test phase you will have the assembly test preparation and the product test preparation. I will explain more about the different kind of test later. For the assembly test the focus is on the objectives and scope. Also, risks, regression testing approach, environment requirements, metrics, entry and exit criteria, and work plan for the assembly test stage will be defined. The purpose of the Assembly Test is to test the communication between a set of programs. On the other hand, you have the product test preparation. This one is focusing on preparing for product test execution by developing Test Scripts, identifying/documenting/building Test Data, communicating & training of DSS and Business Partner Testers, and ensuring PT entry and exit criteria is documented. The 4.36 Product Test Prep deliverable should be created during the Build/Test Phase of the Project with all scripts being stored and tracked in HP ALM. This will be upon completion of the 3.56 Test Approach activities; the subsequent Product Test execution phase will occur. Are you following what I am saying?
- 6.6** Speaker 1: Yes, I can following you, thank you for asking. I will compare what you have said with what the project manager and IT Leader told me to see if everybody told me the same and the data gathered is reliable and valid.
- 6.7** Speaker 2: Yes, indeed. Very smart of you. I will continue to explain more about the testing within the build/test phase. After everything is build, we are going to the testing part of this phase. For testing we use the tool ALM, which stand for Application Lifecycle Management. ALM refers to the process of managing and tracking software development from conception to implementation. It includes various stages such as requirement gathering, design, development, testing, deployment, and maintenance. ALM tools are designed to support the entire software development lifecycle and help teams collaborate effectively and efficiently. I will show you the tool now.
- 6.8** Speaker 1: Thank you for showing me. Are there also different kinds of testing?
- 6.9** Speaker 2: Well yes. You have AT, PT and UAT. AT stands for Assembly Test, PT stands for Product Test and UAT for User Acceptance Test. I will share some slides with you about the test approach.
- 6.10** Speaker 1: Yes, thank you that will be of great help.
- 6.11** Speaker 2: As you can see here, the rest approach of AT is as following. The objective is to ensure that the configuration for the plants in scope are ready for mock data loads. This test is owned by each ABC Delivery Team. However, this test will not be held in ALM. Furthermore, ALM defect queue will be created for defect tracking and fixing if applicable. Testers will execute using their regular ID with "General Tester" role. And the ABC Delivery Team will collect the overall AT status and report to the test lead.
- 6.12** If we continue to the next slide, you will see the PT approach. Here an end-to-end test across all work streams, applications and platforms, including legacy will be done. The solution is fully based on the scope as there are As Is – To Be scenarios, integration scenarios, data validation, security and if applicable regression testing. Lastly, we will have the UAT approach. This is an end-to-end testing by the project team to ensure the solution meets the defined requirements for the business process. Do you understand what I am saying?



6.13 Speaker 1: Yes, I do. I have one more question. Is there something that has to change or you don't like within the testing tool or phase?

6.14 Speaker 2: Yes. The ALM tool is a create tool to work with. However, when you have a new project and would like to have the same folder/documents in that project, you have to copy/paste everything one by one instead of copy/pasting it as a whole. This takes a lot of time. To my opinion, the tool needs to get updated and has to be more employee friendly and easier to use so that we can do faster hour work and save time here to focus on other things.

6.15 Speaker 1: Okay, I understand. Thank you for explaining.

6.16 Speaker 2: No problem. For now, focus on working out the implementation process and then send out the survey for your last sub question. Maybe other employees will say the same about the testing tool.

6.17 Speaker 1: Yes, I will. Thank you for meeting with me and helping me during my graduation research.

6.18 Speaker 2: No problem. If you have further questions, just come to me.

6.19 Speaker 1: I will, thank you again.

6.8 Survey answers

Answers to Question 2:

1. Organization / People	2. Work process / Training	3. Tools
1.1 Scope management continues to be an issue, even at relative late stages in a project	2.1 Within our organization there are not enough people trained in the BODS/HANA toolset	3.1 Updating our test management tool and develop ops. training
1.2 People not willing to work per project schedule	2.2 Process of getting projects properly sequenced across the company	3.2 The testing tool 'ALM' should be updated as there are troubles with copy/paste of one project to another
1.3 We have been going through out a constant change in the environment and organization. It has a direct impact in people.	2.3 When starting at the department, I recognized it was very difficult to understand what kind of work we are doing. It took me quite a long time before I fully understood the whole department.	3.3 SAP scripts automation
1.4 Changing Timeline and/or scope for projects	2.4 We are making use of the waterfall method a lot, why don't we use agile more often? Or even better, why don't we combine the agile and waterfall method	
1.5 Three examples include: a) unrealistic deadlines, b) unspecific requirements, and c) stakeholder disengagement.	2.5 Some work processes are not up to date	
1.6 KT is not going well; onboarding takes long for new employees	2.6 Sometimes it can be hard to quickly understand someone else's checklist, spreadsheet, or other kind of documentations. And it's understandable, because every person has its own way to think and do things.	
1.7 Sometime the responsibility and accountability roles of project tasks are belonging to different teams or stakeholder. People need to collaborate to complete the tasks.	2.7 Struggling to find the training documentation, not knowing there are work processes for some of our projects	



1.8 Having an organizational structure changing once in 2-3 years, makes it difficult to keep track of who is doing what and some times there are grey areas where responsibilities of various teams clash.		
1.9 with the ever changing organization and team renaming it is not easy to understand team alignments and who does what. it is sometimes difficult to find someone responsible for a certain work process or activity		
1.10 We never have a scope complete defined before starting a project		

Answers to Question 3:

1. Organization / People	2. Work process / Training	3. Tools
1.1 Accept and expect that scope changes will happen	2.1 Training is existing, but is outdated, and should be refreshed	3.1 Yes
1.2 Explain project background and urgency, escalate to leader to get support	2.2 An enterprise portfolio manager role has been created to manage this	3.2 Not yet, its waiting for an update
1.3 We are trying to get people informed and supporting them to be successful in their roles	2.3 Talking a lot with other employees and keeping track of what is happening within the department	3.3 No.
1.4 No authority to set the timeline/scope for projects (for PMO)	2.4 Not at the moment	
1.5 For 'unrealistic deadlines' the CRS team works with the Client to manage expectations for a best Start date and RTO date; this is always a challenge as the Client wants delivery speed at a rate we cannot allocate resources; setting clear expectations with our Clients helps manage their acceptance of reality. Regarding 'unspecific requirements' our CRS also does the best possible capturing of Client needs (and wants) but inevitably the Client may get into the Project and change their mind (requirements related to time, location, materials, design choices, etc). When this occurs, it impacts their project and possibly others that may be simultaneously implementing. Scope creep is managed by the PJM but CRS can help influence but setting clear expectations before the Project Arrangement. Finally, 'stakeholder disengagement' is something CRS can address by continually keeping account of the inflight projects to ensure the assigned BPPL and BITL are adequately representing their stake in the project outcome.	2.5 Yes	
1.6 Not that I know at this moment	2.6 I try to keep my spreadsheets/checklist as clean as possible, simple. So if it's leveraged to other projects, it could be easier to be understood by other	
1.7 I will work with the project manager and figure out the involved resources. Need to have all the commitments before proceeding	2.7 I am working on some work process documentation and also have booked marked work processes as I come across them	
1.8 Networking and getting a better understanding of the structure and the roles		
1.9 No.		
1.10 As Lessons Learned process, indicate that we must have a scope file well defined before starting a project		

Answers to Question 4:

1. Organization / People	2. Work process / Training	3. Tools
1.1 Scope files should be stored centrally, so also history is easily accessible	2.1 Updated training	3.1 More user friendly test tool
1.2 Earlier alignment with people from top to down	2.2 A quicker approach to defining a solution	3.2 It should be made more user friendly in forms of an update.
1.3 I wish to have a more stable environment, but the world doesn't stop. External factors are always impacting our company and people.	2.3 Better Knowledge Transfer and a clear onboarding process	3.3 Automated SAP script available for known and repetitive process.

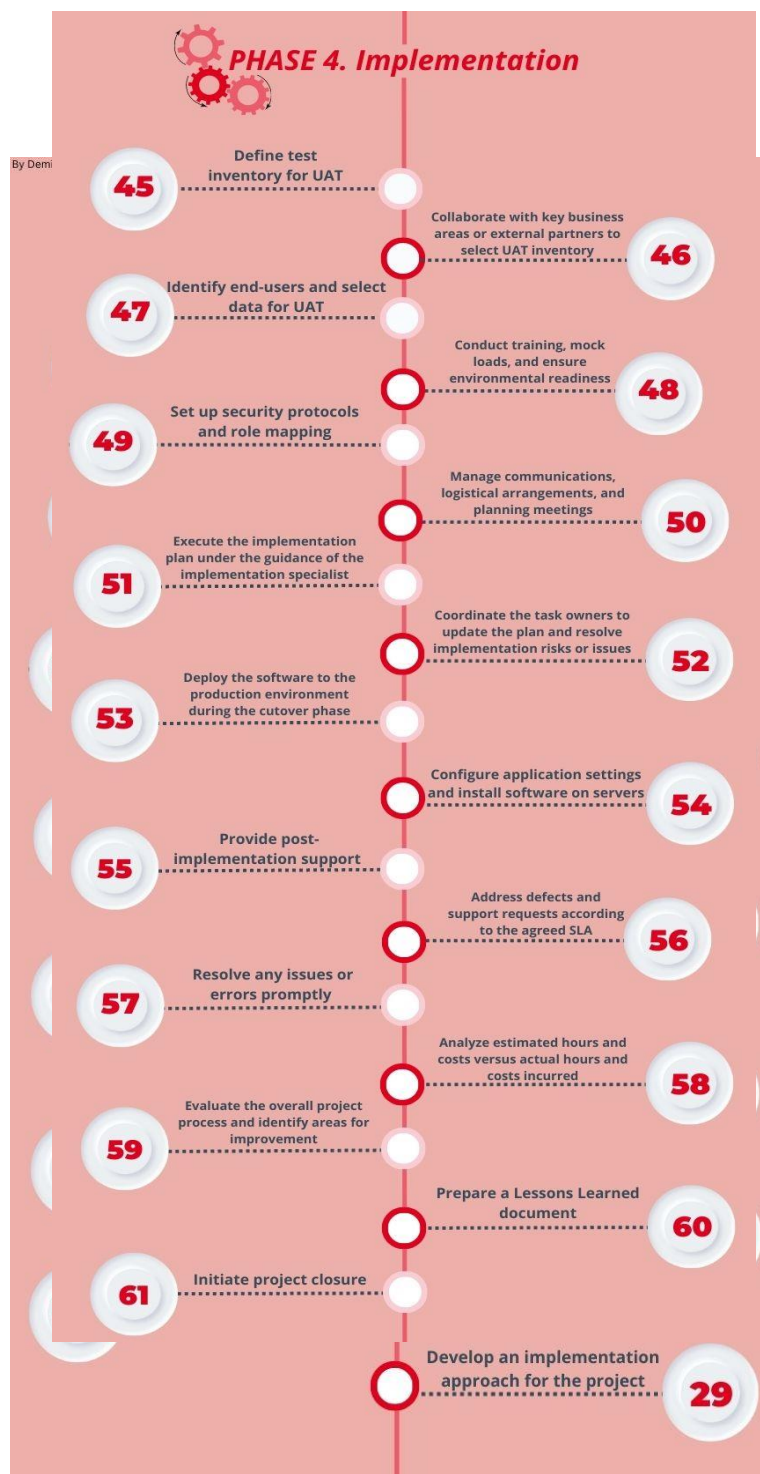
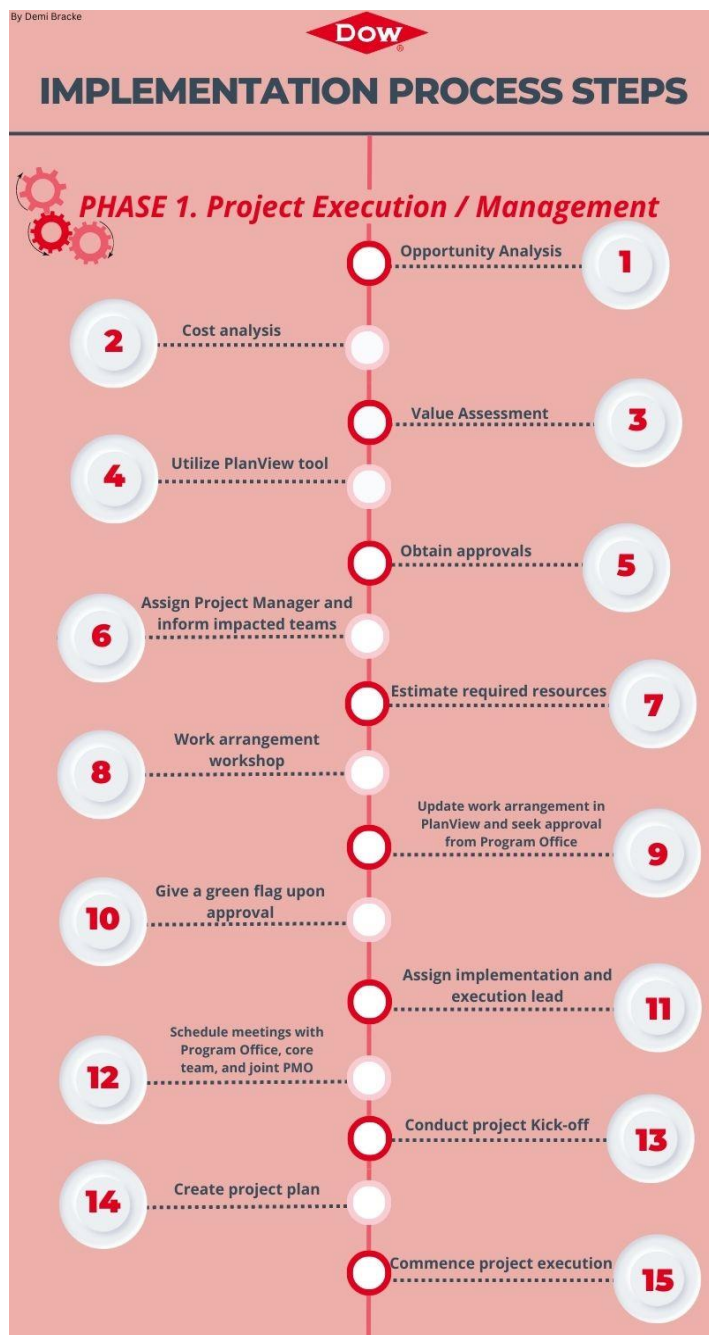


1.4 No start of the project before timeline and scope are fixed	2.4 Hybrid agile-waterfall method for the process	
1.5 Governance and adherence to the existing methodologies needs to be effective. We have means of tracking this but leaders turn a blind eye to the negative impact (of any three of my above examples) when it suits their individual needs. Exec-level leadership and directors, while it's valiant that they desire to be flexible, need to hold teams/clients accountable when projects veer off course. Agile methodology on some projects is great; waterfall methodology is also proven. However I suspect that many leaders believe agile should be rampant (yes, of course it sounds wonderful) but it isn't as effective on some of our medium and large initiatives. Finding a way to be 'agile within waterfall' may be a tactic.	2.5 Schedule annual review to keep the important work process up to date	
1.6 A better onboarding process and KT	2.6 I'm not sure, but maybe some effort in driving a best practice/culture on this kind of documents. To establish some kind of pattern/standard.	
1.7 There is no standard answer for people-related questions. I think we should respect people and get everybody motivated in project implementation	2.7 an improved on boarding plan and training plan	
1.8 Simplification of the organizational layers		
1.9 What could help is an Intranet landing place where all teams are listed with their ALM team name, maybe what they were formally known as. Their area of expertise. Team Lead, Distribution list etc.		
1.10 Avoid project risks and reword if we have a well-defined scope before starting the project. And keep it as much stable as possible during project execution.		

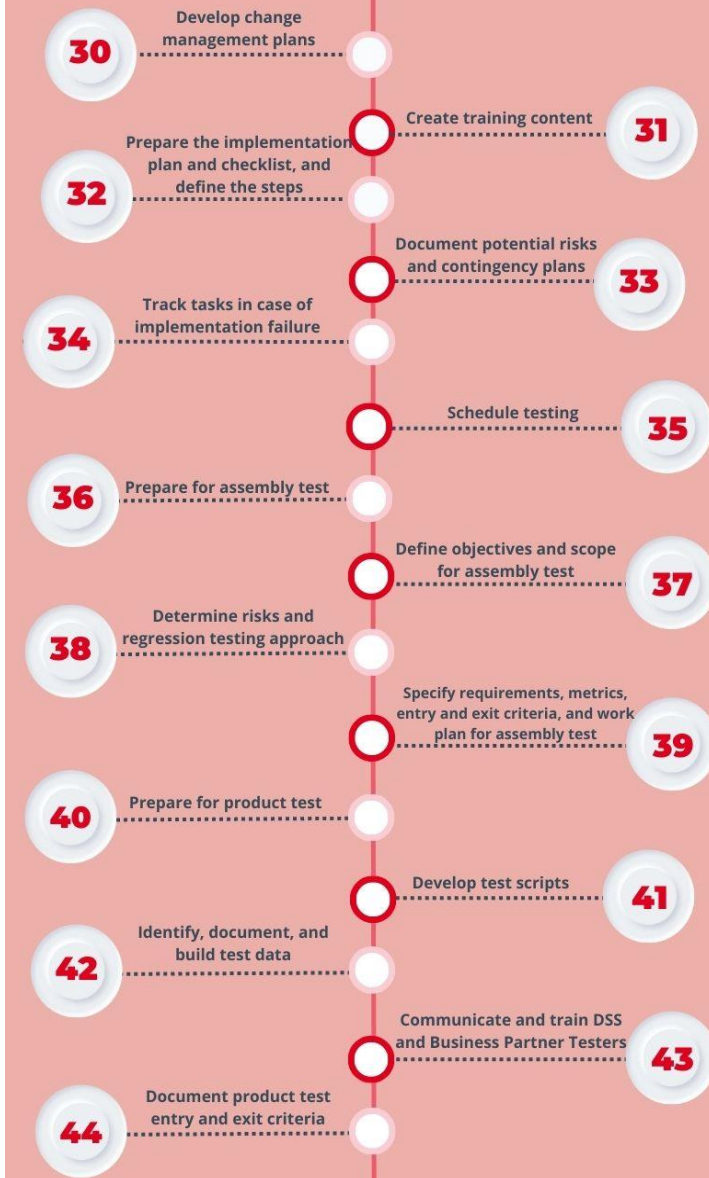
Answers to Question 5:

1. Organization / People	2. Work process / Training	3. Tools
1.1 No	2.1 Respondent skipped this question	3.1 No
1.2 No	2.2 Utilizing the Dow owner mindset is key to success for this opportunity	3.2 I really like the ALM tool, but it would be easier to use when its more user friendly and I could save time to work on other tasks
1.3 No at this moment	2.3 Yes. When your research allows you, is it possible to come up with an implementation plan on how to improve the onboarding and KT?	3.3 No.
1.4 No	2.4 I would love that we can move to a hybrid agile-waterfall method	
1.5 Please feel free to reach out to me for further discussions (<i>gives name</i>)	2.5 The team should consider leverage some new tool and platform	
1.6 No	2.6 N/A	
1.7 Nope	2.7 Respondent skipped this question	
1.8 Respondent skipped this question		
1.9 Respondent skipped this question		
1.10 Respondent skipped this question		

6.9 Step-by-Step overview of the process



PHASE 3. Build / Test



all methodology for a project, but frame within it an methodology focuses on sprints (short, timed bursts of focus activity for the project). Agile then calls for a stop in didn't get done gets binned for a later sprint (or not at Waterfall and Agile methodologies within Project Waterfall methodology, but we found an opportunity to e was added (actually, not identified up front well) so of Agile sprints. The rest of the project is continuing needed intense new design elements used Agile sprints ' with the rest of the project by the time of UAT (user

d within one project. However, it's not common. I nities like this documented so that even before starting use Waterfall, Agile, or a Combo approach.

6.10 Conversation with someone who responded to the survey.



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