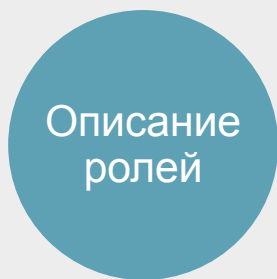
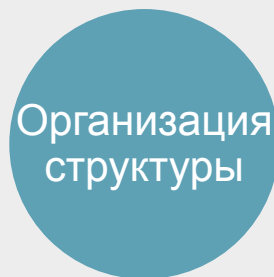


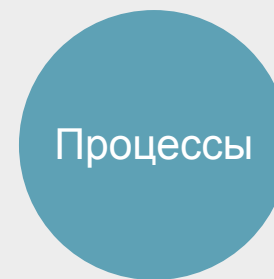
Для бизнес-процессов важны:



Что делаем...

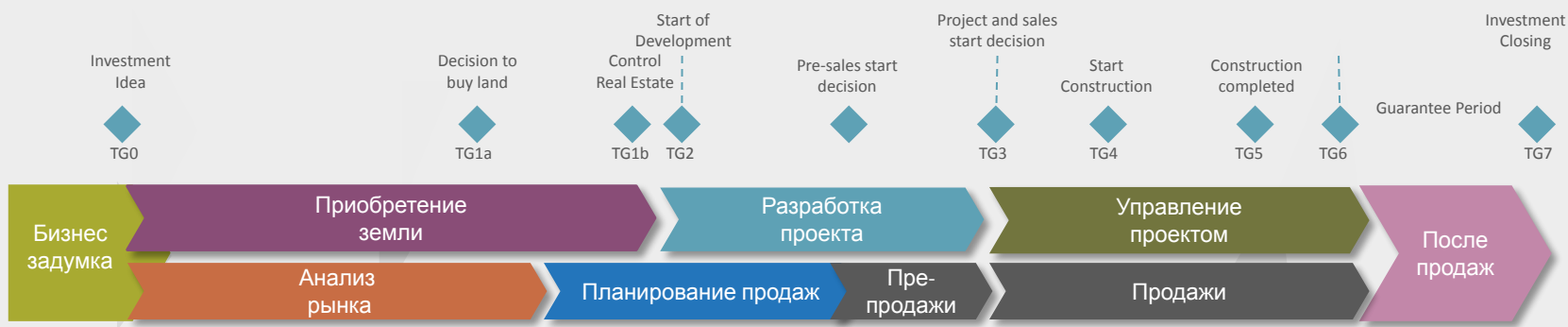


Как организовываем...

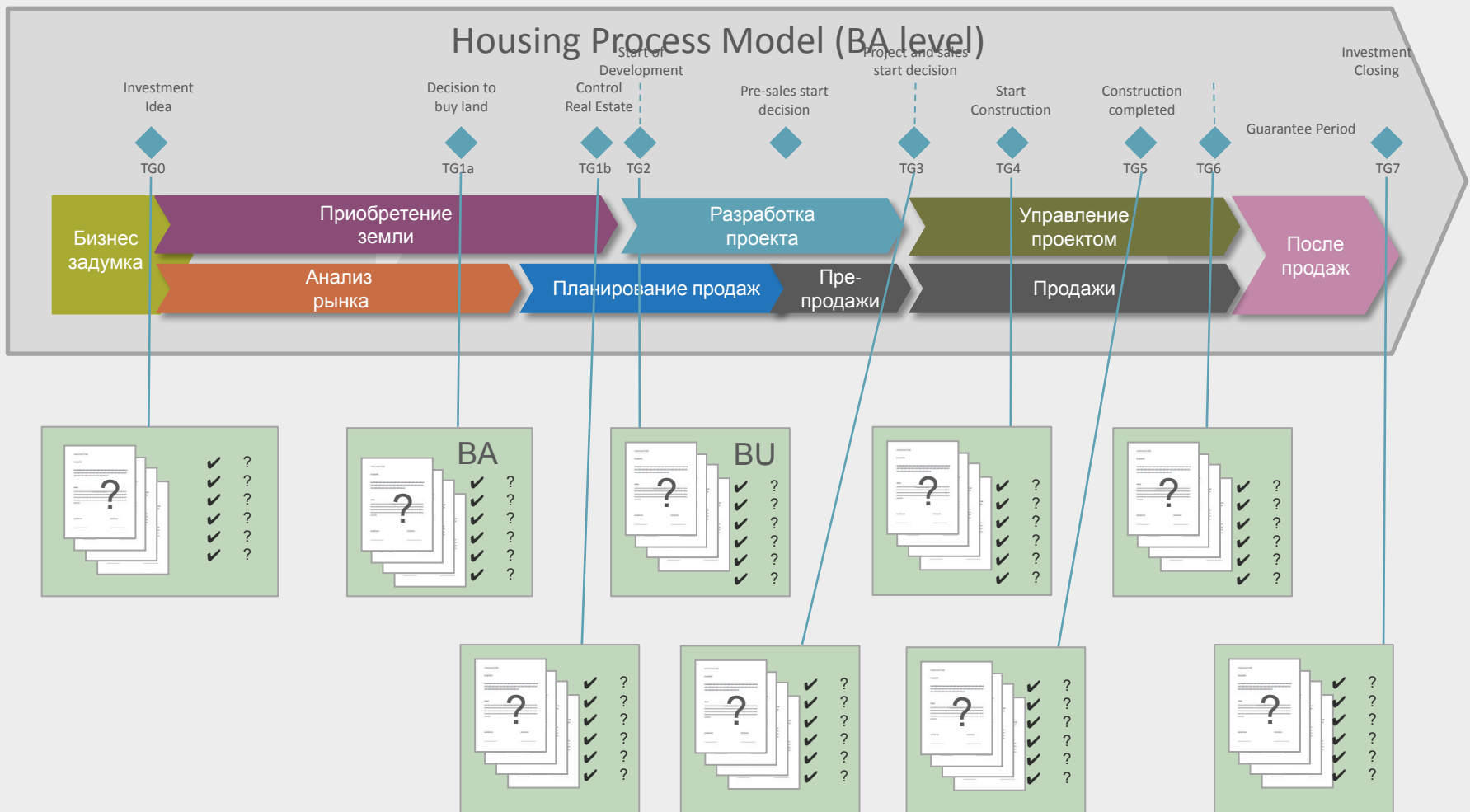


Как управляем...

... все основывается на бизнес-процессе:



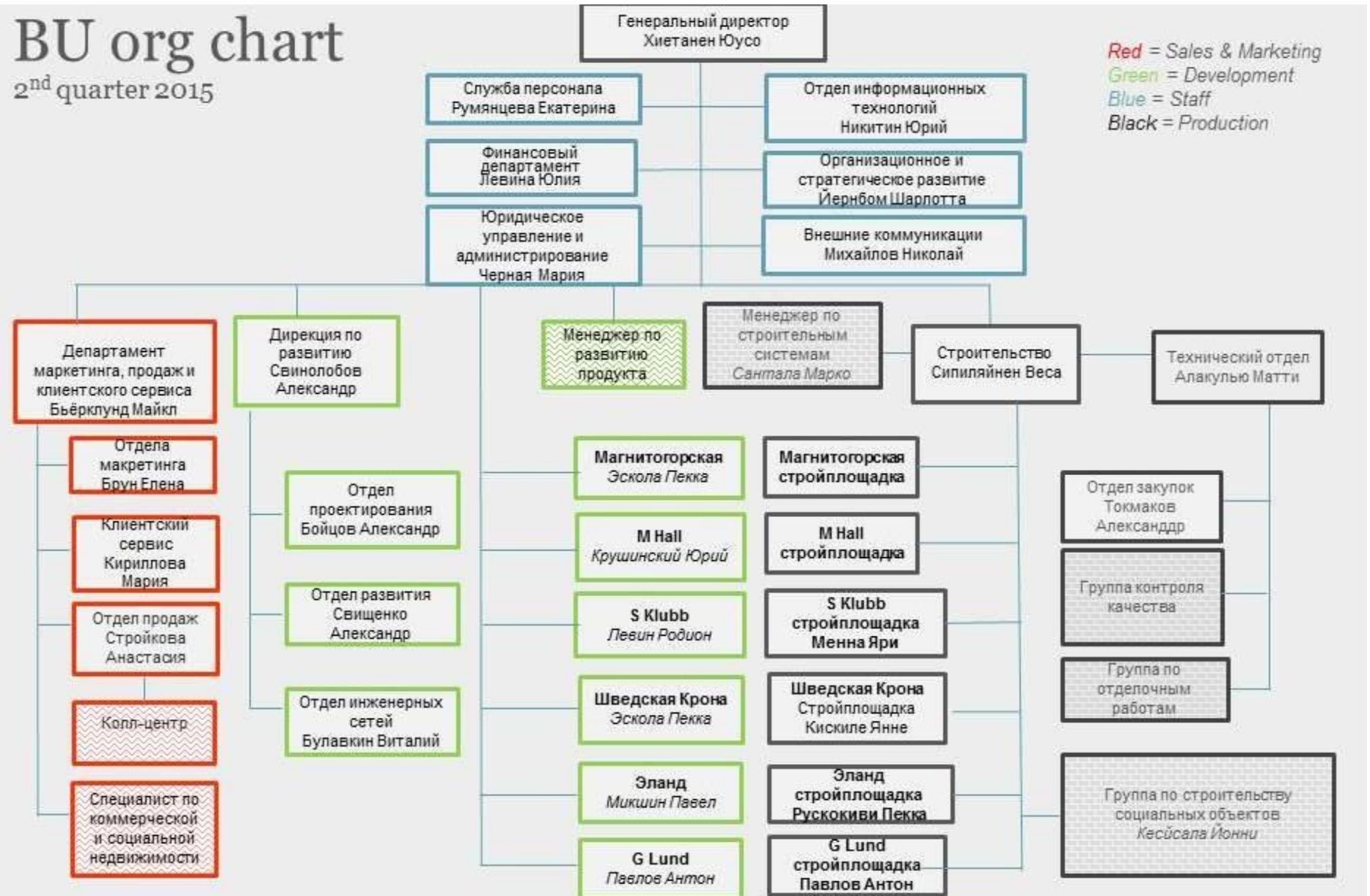
BA management system (BAMS) and process



BU org chart

2nd quarter 2015

Red = Sales & Marketing
 Green = Development
 Blue = Staff
 Black = Production



Все роли должны быть правильно определены

- Правильное название и понимание ролей
- Роли должны интегрироваться в новые бизнес-процессы
- Человек должен соответствовать компетенциям роли
- Новая роль: development manager (менеджер по развитию проекта)

Role description – Operational

Development Manager (BU)

Description: Manage the development project from investment idea (TGD) until project closing (TGD), having the full PL responsibility for the project.

Responsibilities & tasks	Competence
<ul style="list-style-type: none"> - Profit/Loss for the development project – "The CBO of the project" - Gain customers confidence and appreciation - Increase revenue and manage costs - Lead and motivate the NCC resources in the development project 	<ul style="list-style-type: none"> - - -
<ul style="list-style-type: none"> - Generate business: <ul style="list-style-type: none"> - Initiated from the Portfolio Strategy, the Development Manager starts the "Market Analysis" phase - Be active and drive the lead search phase - On the basis of local customer demands, turn a vision into a project idea - Assure sales activities are performed and are progressing - Managing the project – "Deliver the Customer Offering" <ul style="list-style-type: none"> - Lead the project activities according to time plan, quality and costs - During the development process drive the optimization of customer value and costs - Lead people <ul style="list-style-type: none"> - Active leadership of the project resources as well as suppliers (eg. Construction) 	<p>Critical success factors</p> <ul style="list-style-type: none"> - According to the strategy plans (BA/BU and Portfolio) and with high motivation and energy, lead the development project - Gain the customers confidence and appreciation through a market and customer oriented mindset – "Customer first" - Strong in building relations, leading people, managing change and interacting with several type of professions - Experience and understanding of all the different functional areas (sales, production, product development, supply chain etc.) - A true business operator leading projects in a firm and efficient way
<p>Role measured on:</p> <p>Project profitability, Customer satisfaction, HC</p>	