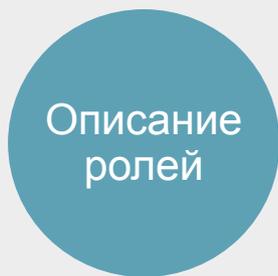
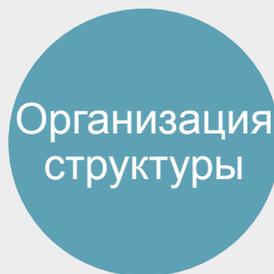


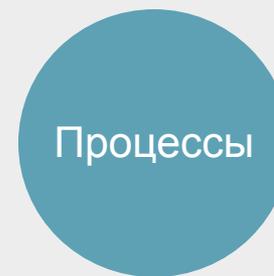
# Для бизнес-процессов важны:



*Что делаем...*



*Как организовываем...*

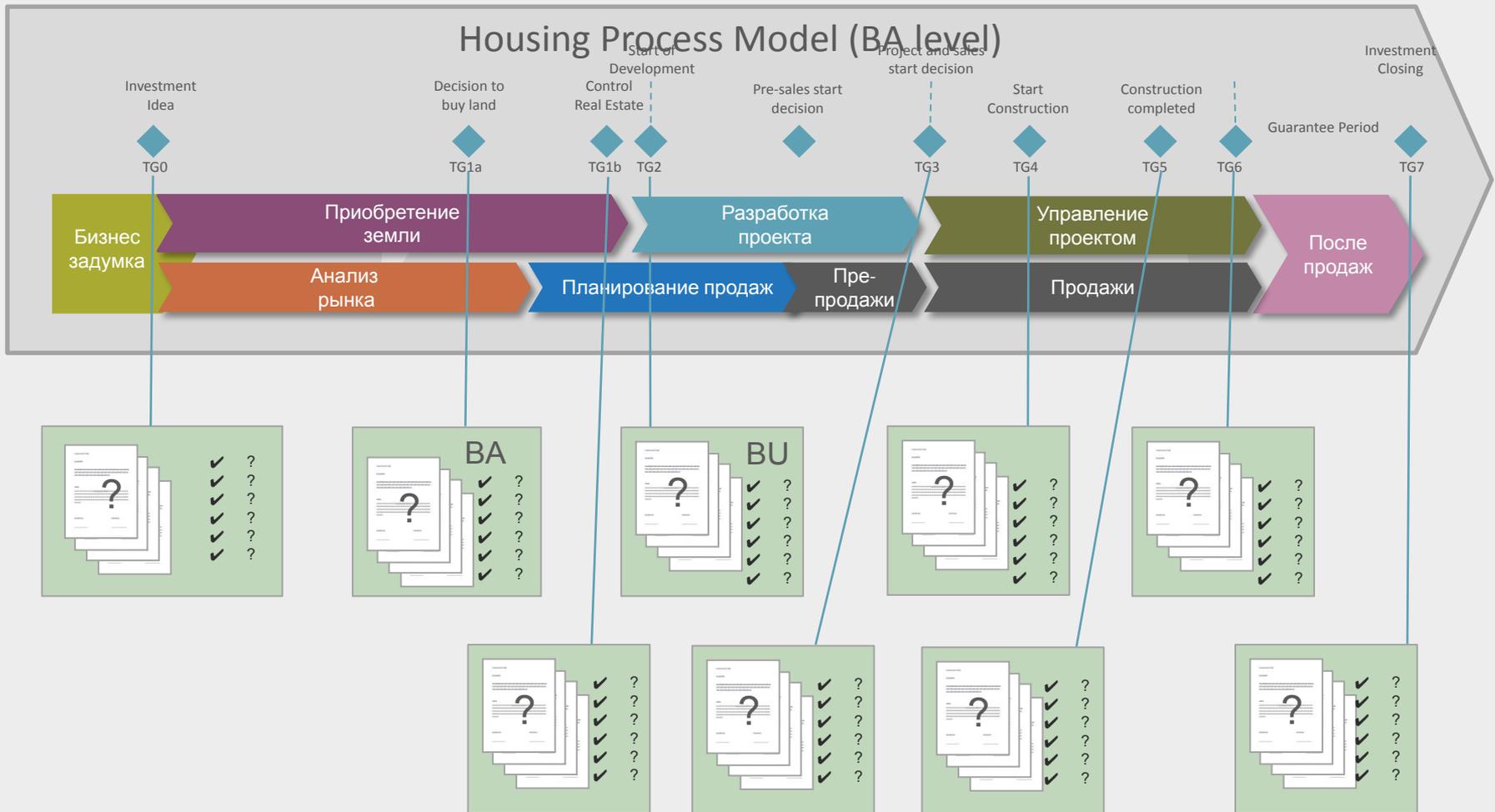


*Как управляем...*

*... все основывается на бизнес-процессе:*



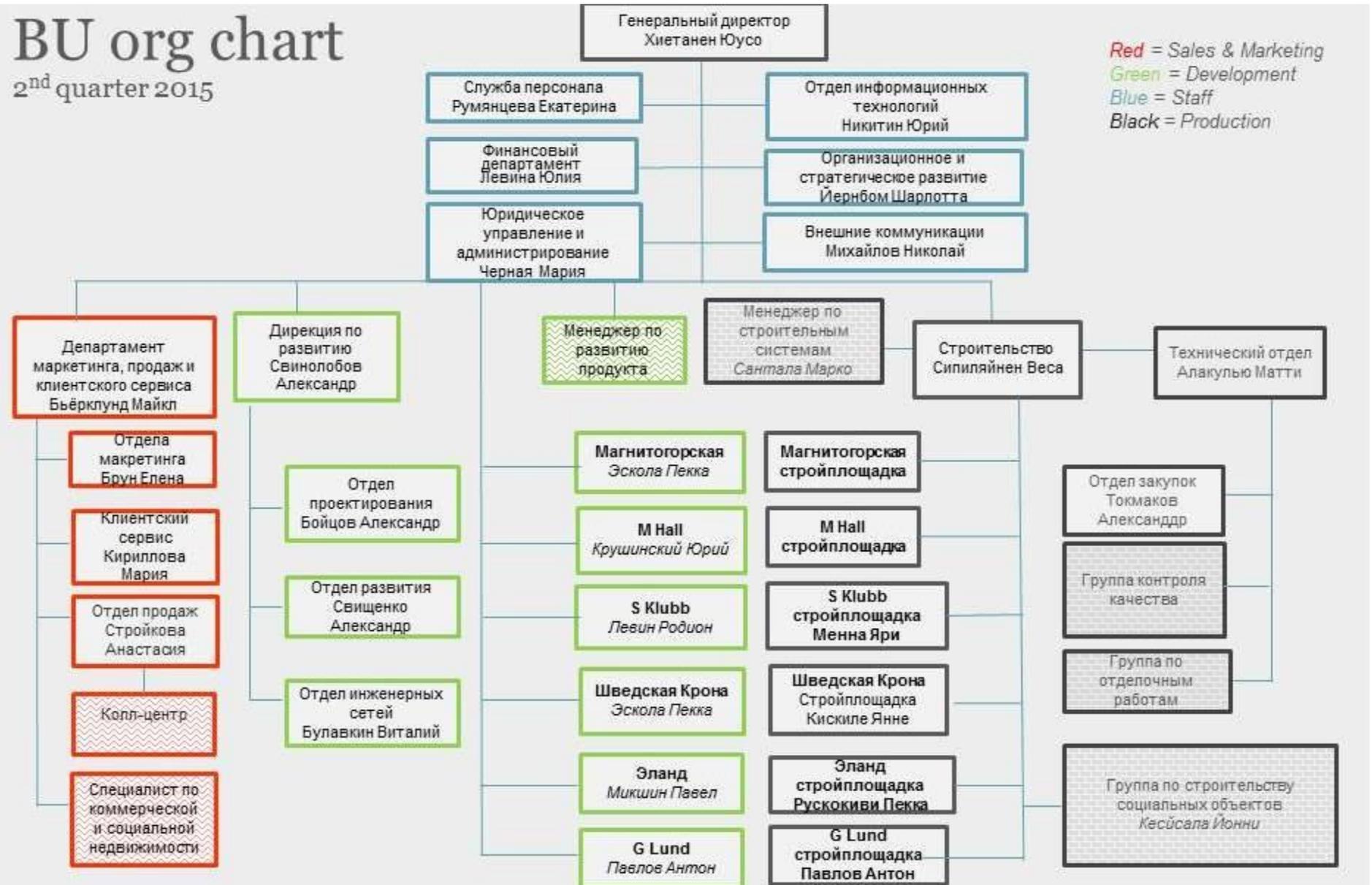
# BA management system (BAMS) and process



# BU org chart

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