

Business Applications

Job Guideline

Reference Job: **Project/Program Manager (applications)**

Professional Domain: IT
Specialization: Business Applications

Mission

He/she plans, organizes, manages and follows up internal/external resources in order to deliver the project/program(*) within the defined standards, budget, deadlines and quality requirements.

()Program refers to the build of a global solution (composed of different projects, both in technologies & infrastructures and applications)*

Key Accountabilities

- Participate in the definition of the business case, cost model and overall objectives for the project/program.
- Define and monitor the project/program plan, budget, KPI's and metrics, activities, methodologies, resource and responsibilities allocation (internal/external).
- Define and review SLAs and oversee performance
- Coordinate and integrate the different contents and deliverables to ensure the overall consistency and coherence of the designed solution.
- Prepare the project/program delivery and the knowledge transfer for the run in close relation with the operating teams.
- Define the implementation strategy of the program/project and supervise the change management activities including training, user support and communication.
- Define and organize project/program steering activities, advise and review the overall plan and status of the project/program.
- Track project/program risks and decide on corrective measures and/or any trade-offs needed to achieve objectives and minimize delays and costs.
- Manage the allocated internal/external resources including third parties activities.
- Ensure the development of expertise and know how in his/her field of responsibility.

Key Professional Skills

- Decode and influence: ability to interact effectively, demonstrate influence and conciliation leading others to embrace his/her opinion and reach a positive, accepted closure to a conflict
- Ability to manage complexity/ Acts with transversal management skills
- Enable cooperation and collaboration
- Understand L'Oréal Business: ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Ability to act as a proactive business partner
- Knowledge of L'Oréal Project Management Methodologies (e.g.. Agile) including approaches to define project steps and tools to set up action plans
- Knowledge of business and operation support systems applications
- Ability to understand and manage vendor contracts (Technical, Commercial and Legal aspects)
- Ability to develop application and select appropriate technical options
- Ability to produce documents and templates describing products, services, components or application to establish compliance with relevant documentation requirement

Job Guideline

Reference Job:

Domain Manager (applications)

Professional Domain:

IT

Specialization:

Business Applications

Mission

He/she supervises the performance of the service delivered during their end to end lifecycle, in coherence with business requirements, innovation stakes and the IT group cost management objectives

Key Accountabilities

- Manage and oversee the group wide application portfolio, drive effective usage and deployment cooperating with dedicated teams in the IT organization related to his/her domain
- Translate the IT master plan into an operational plan for the domain, including financial, human and material aspects
- Liaise with all key business partners of the domain to manage the global lifecycle from ideation to projects and applications lifecycle
- Liaise with Domain Architect and Solution Expert for technical design and delivery of services
- Supervise the solution and service delivery over its entire lifecycle from concept to retirement and in every deployed zones
- Identify new global service catalog opportunity and new services taking into account market, benchmark, state of innovation developing IT vision/mission, roadmaps and policies including security and quality
- Lead service improvement process ensuring the continuous improvement of end to end service
- Define and review KPIs, metrics and SLAs and oversee performance
- Understand and manage vendor contracts (Technical, Commercial and Legal aspects)
- Identify project risks and define action plans to mitigate

Key Professional Skills

- Demonstrate entrepreneurship: Ability to demonstrate innovative thinking, appreciating and propose new ideas and solutions, while keeping a pragmatic eye
- Decode and influence: Ability to interact effectively, demonstrate influence and conciliation leading others to embrace his/her opinion and reach a positive, accepted closure to a conflict
- Ability to manage complexity/ Acts with transversal management skills
- Ability to inspire / develop and manage a team: ensure development of expertise, know-how and support organizational changes
- Enable cooperation and collaboration: Ability develop collaborative/cooperative working, working in a team with members from different expertise, places and cultures to achieve collective goals
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Ability to act as a proactive business partner: actively listen to internal/ external customers, articulates and clarifies /translate their needs into IT implications and evaluate and challenge the customers demands to ensure their alignment with the defined strategy
- Ability to keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / specific business
- Knowledge of L'Oréal Project Management Methodologies (e.g.. Agile) including approaches to define project steps and tools to set up action plans
- Knowledge of business and operation support systems applications (as applicable to specific role)

Job Guideline

Reference Job:

Application Manager

Professional Domain:

IT

Specialization:

Business Applications

Mission

He/she ensures the performance of one or several applications (from the "services catalogue" or on request) throughout their life cycle.

Key Accountabilities

- Monitor incoming demands regarding applications and propose solutions in line with the overall system coherence, create service catalog and identify new services
- Define and manage the support services and supervise the application functioning, optimizing the application development, and performance (from the "service catalog" or on request) and delivering service in accordance with established SLAs taking proactive action to ensure stable and secure application and infrastructures to avoid potential service disruption
- Manage implementation/release projects and participate to the key steps of the implementation
- Define and review KPIs, metrics and SLAs and oversee performance
- Ensure the corrective, evolutionary and technical maintenance of the applications; coordinate the different interventions needed in order to deal with maintenance on level 2 and 3 issues; identify project risks and define action plans to mitigate; and manage escalations, crises and exceptional situations and define the emergency action plans
- Produce documents and templates describing products, services, components or application to establish compliance with relevant documentation requirement; ensure they are valid and up to date and that functions and features are documented in an appropriate way
- Participate in the selection of external suppliers as well as the outsourced services contracted; understand and manage the vendor contracts (Technical, Commercial and Legal aspects)
- Develop and maintain effective relationships and communication with internal users and/or external suppliers
- Coordinate the internal/external human resources within his/her scope of responsibility
- Ensure the development of expertise and know-how in his/her field of responsibility

Key Professional Skills

- Decode and influence: Ability to interact effectively, demonstrate influence and conciliation leading others to embrace his/her opinion and reach a positive, accepted closure to a conflict
- Ability to manage complexity/ Acts with transversal management skills
- Ability to inspire / develop and manage a team: ensure development of expertise, know-how and support organizational changes
- Enable cooperation and collaboration: Ability develop collaborative/cooperative working, working in a team with members from different expertise, places and cultures to achieve collective goals
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Ability to act as a proactive business partner: actively listen to internal/ external customers, articulates and clarifies /translate their needs into IT implications and evaluate and challenge the customers demands to ensure their alignment with the defined strategy
- Ability to identify internal and external benchmark to compare the internal performance with industry best practices
- Knowledge of L'Oréal Project Management Methodologies (e.g.. Agile) including approaches to define project steps and tools to set up action plans
- Project Planning and Governance : Ability to generate short and long term performance reports and to communicate project progress to all relevant parties (Resource tracking, milestone tracking, budget tracking)
- Knowledge of business and operation support systems applications (as applicable to specific role)
- Knowledge of group wide specific Infrastructure (as applicable to specific role)

Job Guideline

Reference Job:

Business Analyst / Expert (applications)

Professional Domain:

IT

Specialization:

Business Applications

Mission

Based on the business needs for a domain, he/she identifies and analyses the options for improvement or development of IT applications and contributes to the maintenance of applications.

(*) Domain refers to one or several L'Oréal "métiers" or a transversal domain (for example BI, Supply Chain, Controlling, Finance, HR...)

Key Accountabilities

- Support the domain "business owners" in the definition of their needs and translate them into recommendations for development/improvement of IT applications
- Define the functional specifications of the applications
- Analyze the impact of proposed solutions on the domain processes
- Customize/configure/ develop applications, select appropriate technical options, prepare functional tests and endorse responsibility for validating developments before application roll-out
- Optimize the application development and performance (from the "service catalog" or on request) and deliver service in accordance with established SLAs taking proactive action to ensure stable and secure application and infrastructures to avoid potential service disruption
- Provide support on maintenance level 2 and 3 to the applications management teams
- Analyze root causes of incidents and propose the appropriate action plans
- Manage ongoing relationships with internal clients giving regular updates on developments and improvements.
- Participate and deploy the change management activities by accompanying end users and providing trainings
- Ability to produce documents and templates describing products, services, components or application to establish compliance with relevant documentation requirement; ensure they are valid and up to date and that functions and features are documented in an appropriate way

Key Professional Skills

- Demonstrate entrepreneurship: Ability to demonstrate innovative thinking, appreciating and propose new ideas and solutions, while keeping a pragmatic eye
- Ability to manage complexity/ Acts with transversal management skills
- Enable cooperation and collaboration: Ability develop collaborative/cooperative working, working in a team with members from different expertise, places and cultures to achieve collective goals
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Ability to act as a proactive business partner: actively listen to internal/ external customers, articulates and clarifies /translate their needs into IT implications and evaluate and challenge the customers demands to ensure their alignment with the defined strategy
- Ability to identify internal and external benchmark to compare the internal performance with industry best practices
- Knowledge of L'Oréal Project Management Methodologies (e.g.. Agile) including approaches to define project steps and tools to set up action plans
- Knowledge of business and operation support systems applications (as applicable to specific role)
- Knowledge of group wide specific Infrastructure (as applicable to specific role)

Job Guideline

Reference Job:

Analytics Specialist

Professional Domain:
Specialization:

IT
Business Applications

Mission

He/she analyzes and produces analytics solutions and models in order to answer the business requirements

Key Accountabilities

- Analyze functional requirements, formalize their technical translations and undertake the corresponding analytics solution and model developments
- Propose technical and sustainable solutions and support the generation of insights
- Identify and manage structured and unstructured information and considers information distribution policies
- Draw-up and/or supervise the documentation in compliance with the defined norms and standards
- Perform corrective/scalable maintenance of analytics models
- Use knowledge of analytics trends, developments and practices to improve service to internal clients
- Supervise the content and the final deliverables and ensure its overall quality (if applicable)

Key Professional Skills

- Demonstrate entrepreneurship: Ability to demonstrate innovative thinking, appreciating and propose new ideas and solutions, while keeping a pragmatic eye
- Ability to manage complexity/ Acts with transversal management skills
- Enable cooperation and collaboration: Ability develop collaborative/cooperative working, working in a team with members from different expertise, places and cultures to achieve collective goals
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Ability to act as a proactive business partner: actively listen to internal/ external customers, articulates and clarifies /translate their needs into IT implications and evaluate and challenge the customers demands to ensure their alignment with the defined strategy
- Knowledge of L'Oréal Project Management Methodologies (e.g.. Agile) including approaches to define project steps and tools to set up action plans
- Knowledge of Data Visualization Techniques (Imaging, diagrams, etc.)
- Knowledge of business and operation support systems applications (as applicable to specific role)