

Governance & Management

Job Guideline

Reference Job:

IT Manager

Professional Domain:

IT

Specialization:

Governance & Management

Mission

He/she manages and pilots an Information Systems entity (Division, Métier, Zone, Hub, Country level), ensuring the alignment of the Information Systems objectives with the business strategy defined for the entity and the Group IT policies.

Key Accountabilities

- Define the IT strategy for the entity in line with the business strategy and the IT Group policies, **develop IT** vision/mission, roadmaps and policies including security and quality
- Develop IT master plan and translate it into an annual plan with milestones and IT budget
- Develop business cases to relevant stakeholders addressing political, financial, and organizational interests
- Keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / specific business and participate in discussions around innovation in relation to external market/technology trends
- Define and review KPIs, metrics and SLAs and oversee performance
- Manage and control the overall IT budget and expenses of the entity
- Identify internal and external benchmark to compare the internal performance with industry best practices
- Guarantee the proper functioning of the IT operations and the quality of the services provided to the users of his entity by seeking continuous improvement
- Ensure the staff optimization and the development of strategic capabilities
- Ensure the overall scalability, and sustainability of the global IT landscape for the entity
- Manage strategic suppliers / vendors (Technical, Commercial and Legal aspects)
- Manage the overall risk assessment for the entity
- Promote the IT and digital and ensure the communication around IT concepts and the main evolutions and to all stakeholders of his/her entity

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
- Ability to lead change in business on IT taking into account structural and cultural issues and monitoring the impact, taking any required remedial action and refining approach
- 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

Job Guideline

Reference Job:

Demand & Portfolio Manager

Professional Domain:
Specialization:

IT
Governance & Management

Mission

He/she participates to define the IT vision for his/her entity by aligning business needs and IT capabilities; then lead all support activities and advise IT Manager(s) and/or Program Manager(s) of his/her entity on IT projects coordination and tracking by defining and monitoring a centralized approach.

Key Accountabilities

- Translate the IT master plan into an operational plan for the domain, including financial, human and material aspects
- Anticipate, investigate, and monitor proactively the overall business demand pipeline in terms of IT services and product
- Cross-prioritize across demands, IT initiatives, projects & CRs and assess the interdependencies between multiple IT initiatives (technical and business)
- Monitor the SI roadmap definition by working in close collaboration with the business and IT teams, and challenging all of them on business requirements, IT capabilities and overall consistency
- Advise the IT management in the decision making processes and arbitrations on key IT evolutions.
- Propose and monitor the overall projects planning, resources allocation, governance activities and consolidated overviews for the tracking of IT projects progress.
- Report on any risks identified and support the management on any IT projects prioritization.
- Participate in defining and implementing a portfolio of common processes, KPIs and methodologies.
- Oversee performance and participate in defining and implementing the right quality standards
- Lead the program/project management community in sharing best practices and learning experiences (continuous improvement).

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: 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
- Understand L'Oréal systems and technology: Strong knowledge of key existing IT (applications and infrastructure) components
- Knowledge of the IT portfolio components and their individual roadmaps

Job Guideline

Reference Job:**Business Relationship Manager (1/2)****Professional Domain:****IT****Specialization:****Governance & Management**

Mission

He/she owns the business domain's end-to-end global IT strategy, roadmap definition and governance in alignment with strategic agenda and priorities of the respective business functions; effectively manage the business demand for application capabilities at all levels. Provide overall leadership and ensures alignment across multiple delivery teams; Drive the innovation agenda and the performance of the services delivered. Ensure value creation and effectiveness of IT spend for the respective domain.

Key Accountabilities

IT Strategy & Roadmap definition:

- Engage business and IT leaders at group, divisional and global brands level to define requirements and priorities within the respective functional areas and ensure alignment with business vision and key strategies.
- Ensure Business vision within IT corporate organization, in order to guarantee business value creation
- Develop IT vision/mission, roadmaps and policies including security and quality
- Develop IT master plan and translate it into an annual plan with milestones and IT budget
- Develop business cases to relevant stakeholders addressing political, financial, and organizational interests
- Define 3 years global roadmap & programs to meet current and future needs
- Ensure end to end vision and integration of processes and capabilities within the domain and alignment with overall Application Strategy and architecture principles
- Keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / specific business
- Drive the adoption of internal and external best practices and innovation opportunities for the domain
- Co-own with the respective Business Process Owners the global IT/business governance for the domain

Domain Architecture Blueprint:

- Partner with the Enterprise Architecture team to develop the overall architecture roadmap to deliver the future state for the domain.
- Own and maintain the capability and solution maps across all business units for the domain
- Pro-actively manage the application portfolio and ensure standardization and consolidation of applications towards common solutions and platforms
- Ensure technology watch to identify new trends and opportunities in collaboration with Enterprise Architecture and Innovation teams.
- Manage relationships with key strategic software vendors for the domain

Demand Management & Governance:

- 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
- Actively shape, review, plan, and prioritize Business demand for IT in the domain across regions and business units
- Own and manage the overall financial investment plan for the domain and ensure value creation for the business
- Own and Facilitate the IT/Business global governance for the domain.
- Ensure timely communication to relevant stakeholders in the business and IT communities.
- Own Demand/Supply governance across IT teams at group and zone level to ensure alignment of priorities with the Domain roadmap and business priorities

Service Performance supervision:

- Accountable for the solution delivery for global IT capabilities over its entire lifecycle from concept to retirement across deployed geographies
- Pro-actively manage business expectations and monitor their customer satisfaction levels through relevant service metrics and measures
- Lead service improvement initiatives ensuring the continuous improvement of end to end service and customer satisfaction
- Benchmark costs/prices/performance with external market and across the different entities of the group
- Communicate service charging and service performance elements as per SLAs
- Lead the Customer advocacy role in front of business stakeholders within IT teams.

Job Guideline

Reference Job:

Professional Domain:

Specialization:

Business Relationship Manager (2/2)

IT

Governance & Management

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
- 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
- Ability to lead change in business on IT taking into account structural and cultural issues and monitoring the impact, taking any required remedial action and refining approach
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Ability to identify internal and external benchmark to compare the internal performance with industry best practices
- Understand L'Oréal systems and technology: Strong knowledge of key existing IT (applications and infrastructure) components
- Knowledge of the IT portfolio components and their individual roadmaps

Job Guideline

Reference Job:

Employee Experience Manager

Professional Domain:

IT

Specialization:

Governance & Management

Mission

He/she manages all initiatives in order to ensure the effective definition and appropriation of IT solutions by internal users.

Key Accountabilities

- Create and maintain an employee oriented communication platform to facilitate access to all IT communication, including training and support tools.
- Collaborate with business and external agencies and relevant interlocutors to ensure effective capturing and assessments of employees needs and workplace innovations in order to propose the best workplace solutions.
- Participate in the design of the solutions with the IT team by reflecting and defending the users needs
- Translate the IT master plan into an operational plan for the domain, including financial, human and material aspects
- Ensure the effective implementation of the new solutions and the consistency with the expressed needs.
- Define/adapt the change management activities in collaboration with IT, HR, and Internal Communications teams to ensure the roll-out of the solution for his/her entity
- Maintain an employee oriented communication platform to facilitate access to all IT communication initiatives, including training and support tools
- Facilitate knowledge management and expertise transmission identifying IT knowledge that is critical to the organization and developing policies for knowledge sharing (internal and with partners)
- Collaborate with helpdesk and other IT teams to ensure the support for new tools and services is well publicized and effective.
- Define and review specific KPIs, metrics and SLAs for the employee experience and establish dashboards for the reporting to the IT and business teams of the entity.

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
- Ability to lead change in business on IT taking into account structural and cultural issues and monitoring the impact, taking any required remedial action and refining approach
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Ability to keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / specific business
- Ability to identify internal and external benchmark to compare the internal performance with industry best practices

Job Guideline

Reference Job:

Partnership & Contract Manager

Professional Domain:

IT

Specialization:

Governance & Management

Mission

He/she manages and pilots external supplier relationships (software developers, service and hardware providers).

Key Accountabilities

- Support the IT Managers in developing the overall sourcing strategy, identifying sourcing opportunities and optimal approaches
- Understand and manage vendor contracts (Technical, Commercial and Legal aspects)
- Manage strategic suppliers / vendors (Technical, Commercial and Legal aspects)
- Provide and negotiate contract - applying judgement and flexibility in accordance with internal rules and policies, and by giving advice and information to the purchase department(s) on best practices and specifications - and ensuring that contract and deliverables are provided on time, meet quality standards and conform to compliance requirements
- Anticipate and monitor any contract deviations and/or evolutions /extensions needed and monitor the contract execution during the operational periods (following KPIs, SLAs, clauses, etc.)
- Manage strategic suppliers / vendors (Technical, Commercial and Legal aspects) and collaborate with the IT managers and the Purchasing Department to support the selection of suppliers and all contract requirements (including SLAs, penalties, etc.).
- Define and review KPIs, metrics and SLAs and oversee performance
- Facilitate knowledge management and expertise transmission identifying IT knowledge that is critical to the organization and developing policies for knowledge sharing (internal and with partners)

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: Ability develop collaborative/cooperative working, working in a team with members from different expertise, places and cultures to achieve collective goals
- Ability to lead change in business on IT taking into account structural and cultural issues and monitoring the impact, taking any required remedial action and refining approach
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Understand L'Oréal systems and technology: Strong knowledge of key existing IT (applications and infrastructure) components

Job Guideline

Reference Job:

Innovation Manager

Professional Domain:

IT

Specialization:

Governance & Management

Mission

He/she executes the Innovation strategy of the firm and align it to the business strategy, focuses the Innovation efforts in firm and make sure that the tools, people and processes are in place to drive innovation
He/she develops the intellectual property strategy and manages IP portfolio

Key Accountabilities

- Develop IT innovation vision/mission, roadmaps and policies including security and quality
- Execute the innovation strategy of the enterprise on the ground , ensure that the tools, processes and people are available to drive the innovation efforts
- Keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / specific business
- Meet business representatives and leverage their sponsorship and network to create and increase ecosystem visibility
- Devise creative solutions for the provision of new concepts, ideas, products or services deploying novel and open thinking to envision exploitation of technological advances to address business need and research directions
- Maintain the master portfolio of innovative ideas which the firm should pursue for creating new business opportunities
- Set up evaluation criteria consisting of key financial and non financial metrics to shortlist innovative ideas that should be funded for experimentation in short term tactical gains or long term strategic advantage
- Draft IP Strategy closely with legal teams and ensure compliance with all Company policies and procedures, including safety rules and regulations
- Understand the fundamental principles of digital marketing appreciating the range of channels available and assessing the effectiveness of the various approaches and applying rigorous measurement techniques
- Understand and manage vendor contracts (Technical, Commercial and Legal aspects)
- Facilitate knowledge management and expertise transmission identifying IT knowledge that is critical to the organization and developing policies for knowledge sharing (internal and with partners)

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 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
- Ability to lead change in business on IT taking into account structural and cultural issues and monitoring the impact, taking any required remedial action and refining approach
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Understand L'Oréal systems and technology: Strong knowledge of key existing IT (applications and infrastructure) components
- Knowledge of R&D tools, methodology and framework development
- Knowledge of IP management and Patent procedures

Job Guideline

Reference Job:

CIO Officer

Professional Domain:

IT

Specialization:

Governance & Management

Mission

The CIO Officer looks after cross-functional IT management capabilities that enable both well-run IT operations (run the business) and new strategic business contributions (grow the business)

Key Accountabilities

- Manage strategically the Group's IT initiatives portfolio and consolidate request
- Support the business on the monitoring and realization of the value delivered by IT Initiatives
- Drive the IT strategic plan process
- Develop overall sourcing strategy, identify sourcing opportunities and optimal approaches
- Manage strategically the suppliers portfolio to maximize value and performance to the Group
- Develop and deploy standards and methodology for efficiency and agility of the L'Oréal IT teams ("IT4IT"), particularly in the areas of service management, project management and quality assurance
- Define and review KPIs, metrics and SLAs and oversee performance
- Facilitate knowledge management and expertise transmission identifying IT knowledge that is critical to the organization and developing policies for knowledge sharing (internal and with partners)
- Animate IT governance bodies

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
- Ability to lead change in business on IT taking into account structural and cultural issues and monitoring the impact, taking any required remedial action and refining approach
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Ability to identify internal and external benchmark to compare the internal performance with industry best practices
- Understand L'Oréal systems and technology: Strong knowledge of key existing IT (applications and infrastructure) components
- Knowledge of the IT portfolio components and their individual roadmaps