# **Business Applications**



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.

- 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



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

- 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)



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

- 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)



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

- 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)



Reference Job: Analytics Specialist

Professional Domain: IT

Specialization: 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)

- 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)

# Technologies & A Infrastructures



Reference Job: Domain Manager (infrastructures)

Professional Domain: IT

Specialization: Technologies & Infrastructures

#### Mission

He/she proactively manages relationships with the internal clients teams of his/her domain(\*) in order to identify their requirements and manages the design activities of the Technologies & Infrastructures portfolio

(\*) Domain refers to one or several technologies and infrastructures (e.g. telecom, network etc.)

#### **Key Accountabilities**

- Translate the IT strategy into an operational plan for his/her domain, including financial, human and material aspects for his/her domain(\*)
- Manage and oversee the group wide infrastructure portfolio, drive optimal usage and deployment creating service catalog and identifying new services
- Understand, challenge and formalize internal clients needs and supervise mediations between these requirements and IT possibilities and constraints
- Guarantee the design activities for any new infrastructures and technologies solutions project while ensuring the business cases elaboration
- Steer the build activities: define and review KPIs, metrics and SLAs and oversee performance
- Identify project risks and define action plans to mitigate
- Guarantee the physical and logical security in compliance with the Group Security policy (data centers, information access policy...)
- Watch the market/technology trends and spot potential evolutions in line with business opportunities

- 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
- 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 group wide specific Infrastructure (as applicable to specific role)
- Knowledge of the emerging and new infrastructure technologies



Reference Job: Project/Program Manager (infrastructures)

Professional Domain: IT

Specialization: Technologies & Infrastructures

#### 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 project/program business cases to relevant stakeholders addressing political, financial, and organizational interests
- Define and monitor the project/program plan, budget, activities, methodologies, resource and responsibilities allocation (internal/external)
- 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 and review KPIs, metrics and SLAs and oversee performance
- Produce documents and templates describing products, services, components 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)
- Optimize the system / technology development, maintenance and performance taking proactive action to ensure stable and secure application and infrastructures to avoid potential service disruption
- Organize the change management activities related to a project/program : including training, user support and communication
- Define and organize project/program steering activities, advise, review the overall plan and generate short and long term performance reports and to communicate project progress to all relevant parties (Resource tracking, milestone tracking, budget tracking)
- Track project/program risks and decide on corrective measures and/or any trade-offs needed to minimize delays and costs
- Implement the management of risk across information systems through the application of the enterprise defined risk management policies and procedures
- Manage the allocated internal/external resources including third parties activities, understanding and managing vendor contracts (Technical, Commercial and Legal aspects

- 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
- 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 the emerging and new infrastructure technologies
- Knowledge of IT architecture best practices, frameworks and concepts
- Knowledge of business and operation support systems applications (as applicable to specific role)
- Knowledge of group wide specific Infrastructure (as applicable to specific role)



Reference Job: Service and Delivery Manager (infrastructures)

Professional Domain: 11

Specialization: Technologies & Infrastructures

#### Mission

He/she ensures the performance of one or several services from the "Services catalogue" (internet, emailing, telephony...) or on request delivered to the customer throughout their life cycle.

#### **Key Accountabilities**

- Monitor incoming demands for Technologies & Infrastructures and ensure solutions are being proposed for functional needs that are not yet covered in line with the overall system coherence.
- Create service catalog and identify new services
- Ensure the corrective, evolutionary and technical maintenance of the Technologies & Infrastructures, optimize the system / technology development and performance taking proactive action to ensure stable and secure application and infrastructures to avoid potential service disruption
- Define and manage the support services and supervise its functioning within the defined standards (define and review KPIs, metrics and SLAs and oversee performance)
- Coordinate the different experts needed in order to deal with incidents from level 2 and 3.
- Manage escalations, crises and exceptional situations and define the emergency action plans.
- Participate in the selection of external suppliers as well as the outsourced services contracted.
- Develop and maintain effective relationships and communication with internal users and/or external suppliers, understanding and managing vendor contracts (Technical, Commercial and Legal aspects)
- Produce documents and templates describing products, services, components 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
- Coordinate and/or manage the internal/external human resources

- 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
- Knowledge of group wide specific Infrastructure (as applicable to specific role)
- Knowledge of the emerging and new infrastructure technologies
- Knowledge of IT architecture best practices, frameworks and concepts
- Knowledge of business and operation support systems applications (as applicable to specific role)



Reference Job: Technical Analyst / Expert (infrastructures)

Professional Domain:

Specialization: Technologies & Infrastructures

#### Mission

He/she ensures the operation and administration for a domain(\*), implements corrective actions when necessary and participates in the design of new systems/technologies.

(\*) Domain refers to one or several technologies and infrastructures (e.g. telecom, network etc.)

# **Key Accountabilities**

- Optimize the system / technology development, maintenance and performance taking proactive action to ensure stable and secure application and infrastructures to avoid potential service disruption
- Lead corrective maintenance actions and update procedures, guides and documentations
- Produce documents and templates describing products, services, components 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
- Implement the management of risk across information systems through the application of the enterprise defined risk management policies and procedures
- Provide level 2 or 3 support and expertise to operations staff and developers
- Participate in the evaluation of vendors' products and services
- Participate in the building of new systems and technologies modules, and adaptation or re-configuration of existing system technologies
- Advise and assist on high level design of new systems/technologies and ensure its effective operation within the existing systems and technologies environment.

- 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 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 group wide specific Infrastructure (as applicable to specific role)
- Knowledge of the emerging and new infrastructure technologies
- Knowledge of IT architecture best practices, frameworks and concepts
- Knowledge of business and operation support systems applications (as applicable to specific role)

# Governance & Management



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

- 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



Reference Job: Demand & Portfolio Manager

Professional Domain: IT

Specialization: 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).

- 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



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
- Po-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 from of business stakeholders within IT teams.



Reference Job: Business Relationship Manager (2/2)

Professional Domain:

Specialization: Governance & Management

- 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



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.

- 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



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 advise 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)

- 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



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)

- 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



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

- 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

# Security & Risk Management



Reference Job: IT Security Manager

Professional Domain: IT

Specialization: Security & Risk Management

#### Mission

Based on the group policies, he/she defines the IT security policy within the entity, ensure the right implementation and maintain the security of the key corporate information assets.

# **Key Accountabilities**

- Oversee global / zone / country IT Security
- Develop the global / zone / country IT Security policy, proposing effective contingency measures, monitoring and taking action against intrusion, fraud and security breaches or leaks and drive its compliance
- Define all necessary IT security policies, plan and processes for the entity and ensure their proper integration within IT operations
- Provide strategic leadership to embed information security into the culture of the organization linking it to business strategy
- Implement the management of risk across information systems through the application of the enterprise defined risk management policies and procedures: Perform the IT risk mapping and security scorecard and set the priorities
- Define and review KPIs, metrics and SLAs, oversee performance, and monitor/ assess weaknesses and vulnerabilities
- Elaborate and follow up a corrective actions plan
- Alert the stakeholders in case of major risks threatening the information assets; if necessary decide on the critical actions to take
- Design and manage an ad-hoc/crisis IT organization and ensure its operational efficacy
- Initiate, facilitate and promote activities to foster information security awareness within the entity
- Validate the exceptions to security policy or make them validated by the right instance
- Keep constantly informed of innovation/market trends and implement relevant initiatives

- 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 keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / specific business
- Knowledge of IT Security best practices



Reference Job: IT Security Analyst / Risk Manager

Professional Domain: IT

Specialization: Security & Risk Management

#### Mission

Within the framework of the IT security policies and standards defined for his/her entity, he/she contributes to define necessary security controls and ensure their overall execution and supports Business and IT teams to identify, analyse and advise on the existing and potential IT risks related to any requests (ad hoc or within large projects) from his/her entity.

# **Key Accountabilities**

- Contribute on the definition and evolutions of the IT overall security control plan, IT security risk mapping
- Monitor the IT security control plan and perform the defined security controls
- Investigate and analyse the IT risks and evaluate the overall impacts for the Business
- Perform IT forensic investigations for any security incidents occurred within the entity
- Analyse and explain any gaps and incidents identified
- Identify and propose effective contingency measures, monitor and take action against intrusion, fraud and security breaches or leaks drive its compliance
- Ensure the respect of the IT security policy, norms and standards within the defined solutions and implement the management of risk across information systems through the application of the enterprise defined risk management policies and procedures
- Produce reporting dash-boards of security controls, risks identified and recommendations
- Alert the IT Security Manager when necessary
- Keep constantly informed of innovation/market trends and implement relevant initiatives
- 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)

- 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
- 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 keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / specific business
- Knowledge of IT Security best practices

# Architecture & Integration



Reference Job: Global Architect

Professional Domain: IT

Specialization: Architecture & Integration

#### Mission

He/she collaborates in the definition of the global/group/zone IT roadmap and structures its main applications, integrations and technology evolutions according to the business needs, market trends, the global existing IT landscape.

#### **Key Accountabilities**

- Identify the relevant technical platforms and application architectures required to meet the long-term business needs
- Keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / specific business
- Develop IT vision/mission, roadmaps and policies including security and quality and develop business cases to relevant stakeholders addressing political, financial, and organizational interests
- Translate the IT master plan into an operational plan for the domain, including financial, human and material aspects
- Analyse the impact of the possible integration of new hardware/software solutions within the global architecture/landscape
- Challenge the sourcing choices in order to ensure the best compromise in terms of running cost, time, quality and efficiency
- Provide guidance and advise project scalability and technical teams on solutions and systems integration
- Provide the global cartography of the Information System and propose recommendations to optimize L'Oréal IT asset management
- Define and review KPIs, metrics and SLAs and oversee performance

- 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
- Knowledge of IT architecture development methodologies and best practices and ability to use knowledge in various technology areas to build and deliver the enterprise architecture to meet business needs
- Understanding of Enterprise-wide IT architecture and ability to develop/design and communicate architecture policies /principles, standards, models and patterns
- 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)



Reference Job: Domain Architect

Professional Domain: IT

Specialization: Architecture & Integration

#### Mission

He/she is responsible for consulting and providing support to the Enterprise Architect through interpreting the business requirements and architecture. He/She articulates the structure of an enterprise in terms of its capabilities, governance structure, business processes, and business information related to a Business Domain

# **Key Accountabilities**

- Understand company's business strategy, operating vision, business imperatives, and capabilities, and how they affect technology imperatives
- Translate the IT master plan into an operational plan for the domain, including financial, human and material aspects
- Understand key challenges that sponsor and key stakeholders are facing within the Business Domain and develop business cases to relevant stakeholders addressing political, financial, and organizational interests
- Work with Enterprise Architect to define opportunities that create business value for the enterprise in the relative Business Domain.
- Define specific business solutions and structures needed to realize these opportunities.
- Work with Solution Architects to explore and define how the proposed solutions will fit into the overall enterprise architecture.
- Help define and review performance goals, metrics, and key milestones for proposed solutions
- Review prototypes, enterprise blueprints, and scope of initiatives to meet business imperatives.

- 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
- 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
- Knowledge of IT architecture development methodologies and best practices and ability to use knowledge in various technology areas to build and deliver the enterprise architecture to meet business needs
- Understanding of Enterprise-wide IT architecture and ability to develop/design and communicate architecture policies /principles, standards, models and patterns
- 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)



Reference Job: Technology & Solution Architect

Professional Domain: IT

Specialization: Architecture & Integration

#### Mission

He/she defines the technology direction, roadmap and standards for specific technology domain (Integration, Cloud, UX...); Creates and maintain the technology blueprint; Understands and evaluates the technology trends and vision/understand technology implications on business domain and IT landscape

#### **Key Accountabilities**

- Create key aspects of the Business Case for a given solution with PM support
- Translate the IT master plan into an operational plan for the domain, including financial, human and material aspects
- Ensure the application design at project/ programme level is aligned with the technology architecture standards
- Maintain a catalogue of Technology Solutions and reusable common components
- Define and review KPIs, metrics and SLAs and oversee performance maintaining application architecture standards required to operationalize business needs for a new service
- Operationally, provides project teams with support & expertise on technology matters
- They can be part of the Enterprise Architecture Team or working in various Delivery Projects

- 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
- 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
- Knowledge of IT architecture development methodologies and best practices and ability to use knowledge in various technology areas to build and deliver the enterprise architecture to meet business needs
- Understanding of Enterprise-wide IT architecture and ability to develop/design and communicate architecture policies /principles, standards, models and patterns
- 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)



Reference Job: Infrastructure Architect

Professional Domain: IT

Specialization: Architecture & Integration

#### Mission

He/she ensures that infrastructure services and initiatives in project management services are aligned with the L'Oreal IT PMO, business strategy and priorities: setting the overall infrastructure strategy, managing the demand and driving the service catalog evolution to address the requirements.

# **Key Accountabilities**

- Translate the IT master plan into an operational plan for the domain, including financial, human and material aspects
- Own/maintain infrastructure architecture roadmap and evaluates infrastructure roadmap implications on significant demands
- Define and review KPIs, metrics and SLAs and oversee performance
- Drives inputs for the infrastructure service catalog evolution: Perform high level infrastructure design for strategic projects; Provide guidance to infrastructure engineering teams; Coordinate with all other infrastructure teams (global, regional) on joint design; and monitor project portfolio and delivery for his/her scope

- 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
- 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
- Knowledge of IT architecture development methodologies and best practices and ability to use knowledge in various technology areas to build and deliver the enterprise architecture to meet business needs
- Understanding of Enterprise-wide IT architecture and ability to develop/design and communicate architecture policies /principles, standards, models and patterns
- 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)



Reference Job: Integration Architect

Professional Domain: IT

Specialization: Architecture & Integration

#### Mission

He/she develops, validates and maintains real-time, batch and file integration as well as business process management workflow solutions to support the technical leader in architecture

#### **Key Accountabilities**

- Understand the Enterprise-wide IT architecture and develop/design integration solutions
- Keep abreast of the emerging trends and technologies, evaluate their business value, applicability and utility to the Group / zone / specific business
- Translate the IT master plan into an operational plan for the domain, including financial, human and material aspects
- Define technical specifications and identify functionality gaps
- Architect and develop prototypes and demonstrate various alternatives to functional and business users
- Develop unit, integration and system test plans and scripts
- Define and review KPIs, metrics and SLAs and oversee performance
- Resolve defects discovered during all phases of interface and system development and maintenance
- Generate short and long term performance reports and communicate project progress to all relevant parties (Resource tracking, milestone tracking, budget tracking)
- Cross-prioritize across demands, IT initiatives, projects & CRs and assess the interdependencies between multiple IT initiatives (technical and business)

- 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
- Understand L'Oréal Business: Ability to understand overall business strategy, long term user/ customer needs and translate into IT Strategy
- Knowledge of IT architecture development methodologies and best practices and ability to use knowledge in various technology areas to build and deliver the enterprise architecture to meet business needs
- 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)