COMPANY

Charlie • President
Charlie keeps the business viable by determining product and company direction. He is involved with all departments and depends on accurate information from his staff.

SMALL BUSINESS

Stan
Small Business Owner
Stan manages the business from start to finish. He is responsible for everything and has to understand every aspect of the business.

SERVICE

Debra • Office Manager
Debra keeps the company running by taking care of the bills and payments so they have enough cash to operate. She is also the communication hub of the small business.

RETAIL

Lacy • Store Manager
Lacy interacts with everybody in the business and is the primary contact for all suppliers and shippers. She and her team are accountable to Stan.

Jeremy • Cashier
Jeremy advises customers, rings up the sales, performs inventory counts, and gives Lacy insight into customers

We commonly see two distinct types of small businesses: retail and service based. Stan is the small business owner in both cases, but persona in each case are unique.

SMALL SERVICE

Stan — Small Business Owner
Debra — Office Manager / Nancy — Super Sales Rep
Annie — Bookkeeper / Cassie — External CPA
External

SMALL RETAIL

Stan — Small Business Owner
Lacy — Store Manager
Annie — Bookkeeper / Cassie — External CPA
External
Jeremy — Cashier

OPERATIONS

Vince
Operations Manager
Vince ensures the timely and cost-effective delivery of products by managing the operations of the logistics, production, service departments.

LOGISTICS

Ricardo • Quality Controller
Ricardo maintains traceability support documentation and ensures product quality by inspecting received and shipped products.

Karl • Materials Manager
Karl ensures that materials come in and products reach their destination on time. He ensures that replenishment and shipping processes are optimized for reliability, speed and cost.

Ellen • Warehouse Manager
Ellen ensures that inventory levels are accurate and that periodic physical inventory counts occur. She optimizes the warehouse and focuses on turnover rate reduction.

John • Warehouse Worker
John puts received items away and picks items that need shipping. John waits for direction from Sammy or Ellen.

Sammy • Shipping and Receiving
Sammy manages shipping and also receives goods and verifies them against purchase orders. He also supervises the other warehouse employees.

Inga • Purchasing Manager
Inga sources the right quality product from the right supplier at the right price. She understands supplier performance, and the supply chain-related departments. Inga delegates day-to-day purchasing activities to Alicia.

Alicia • Purchasing Agent
Alicia orders materials and supplies. She follows up on PO confirmations and partial receipts. She also researches suppliers to get the best quality products at the lowest price.

Ted • Transportation Coordinator
Ted tracks shipments and advises on customs regulations and shipping documentation. Ted is knowledgeable about shipping, the freight forwarding industry, and international trade issues. He has key relationships across these areas.

PRODUCTION

Tony • Production Manager
Tony works with product development, process engineering, and sales to make production decisions. He ensures the necessary resources are in place and that the production plan is being carried out properly.

Emil • Product Designer
Emil both designs new and modifies existing products. Emil is technical, but also spends considerable time searching for the least expensive components.

Oscar • Process Engineer
Oscar often receives specifications for new products from Emil. He defines the necessary processes to make the product. Occasionally he and Emil make prototypes together.

Eduardo • Production Planner
Eduardo manages scheduling and planning of production. He often needs to reshuffle existing orders to make room for more urgent orders. He considers exceptions to be the rule.

Lars • Shop Supervisor
Lars ensures that the machine operators are productive, trained, and motivated. He can perform any job in the shop, but rarely has to do so.

Shannon • Machine Operator
Shannon is trained to work her machine. She works hard to meet her production quotas so she can get her bonus. Shannon does not use a computer at all.

CUSTOMER SERVICE

Marie • Customer Service Manager
Marie manages the customer service team. She and her team make sure customers remain customers when things go wrong.

Daniel • Dispatcher
Daniel organizes the fleet of service technicians. He decides which customers they will call on and in what order.

Terrence • Outbound Technician
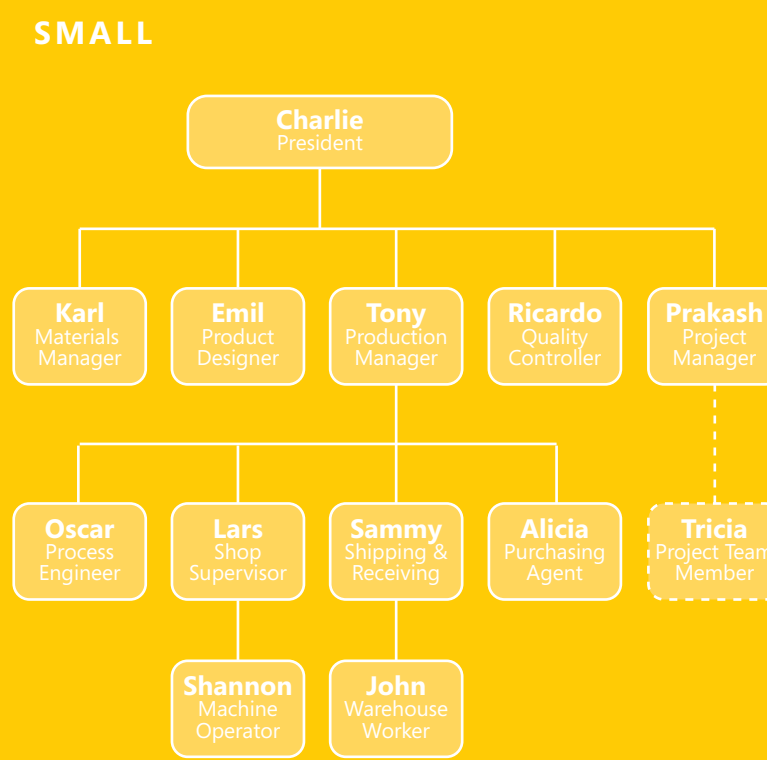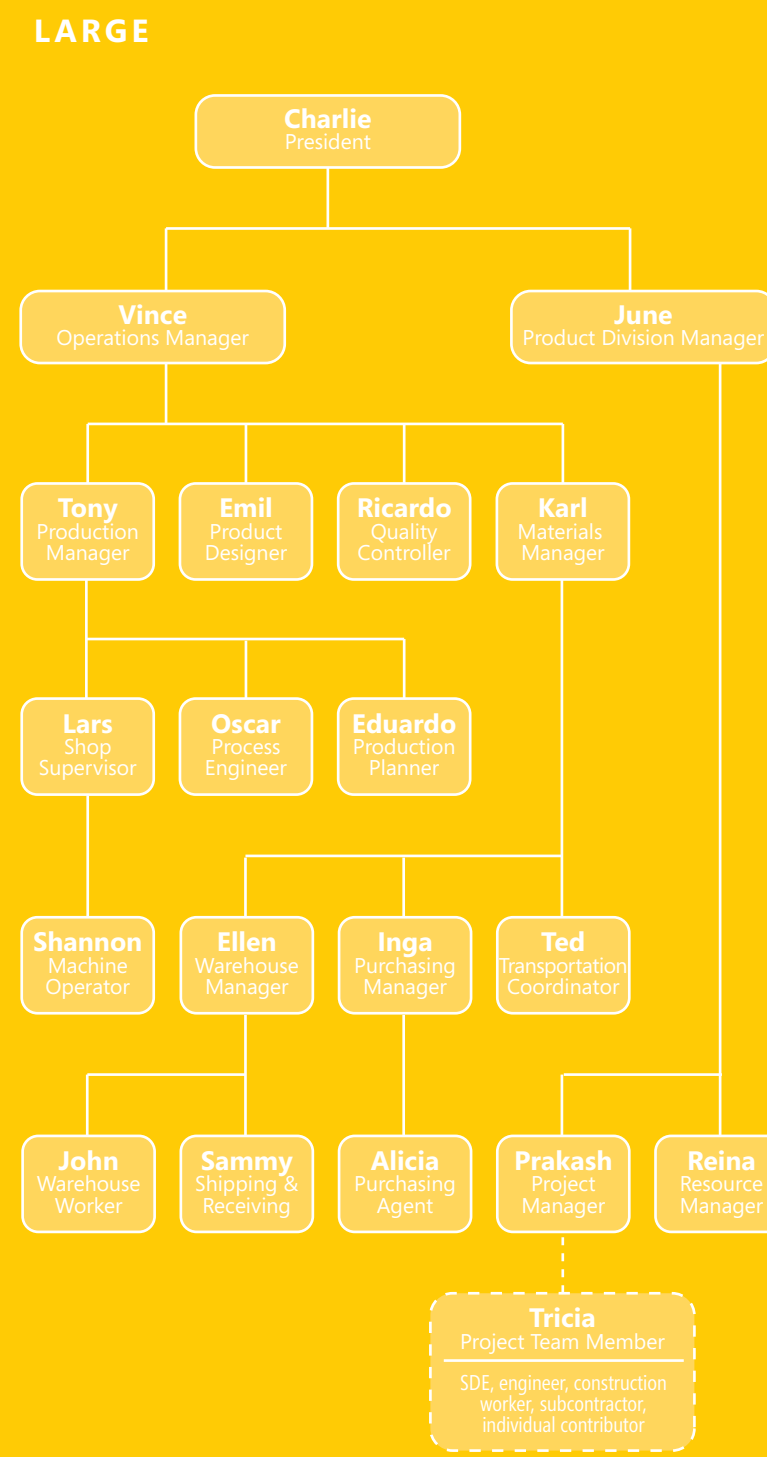Terrence works in the field performing maintenance and installations as directed by Daniel.

Lisa • Customer Service Rep
Lisa receives phone calls from customers with questions. If she cannot answer their questions she routes them to a person who can.
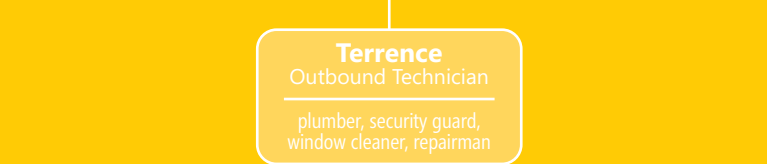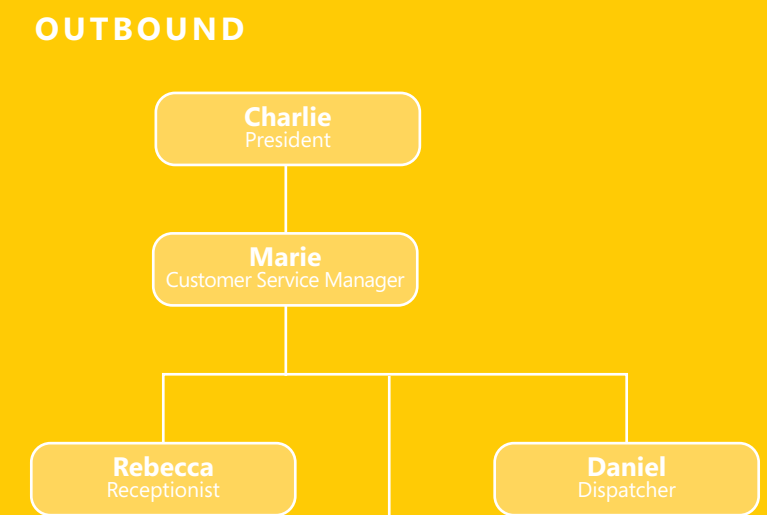
Rebecca • Receptionist
Rebecca can have many roles. She answers phones, makes appointments, does data entry, and handles other administrative tasks.

PROFESSIONAL SERVICES

June • Product Division Manager
June drives project management processes and optimizes the performance of project teams through "best practices." She is ultimately responsible for revenue goals, project completion, and customer satisfaction for all service engagements delivered.

Reina • Resource Manager
Reina manages and schedules Project Team Members. She ensures they are hired, trained and available for Prakash and June for projects.

Prakash • Project Manager
Prakash is responsible for project delivery. He works with Reina to provide adequate resources and staff. He has approval authority for all project-related charges from Tricia as well as any other materials charges.

Tricia • Project Team Member
Tricia works with other Project Team Members as directed by Prakash to ensure timely project completion for customers. She reports the status and submits expenses to Prakash.

SALES & MARKETING

Julia
Marketing Executive
Julia manages sales and marketing strategy. She monitors marketing effectiveness and industry success. She builds, presents and argues the business case for the Sales and Marketing budget.

SALES

Kevin • Sales Manager
Kevin manages sales reps for his area and tracks what they are doing. He helps them to close sales and may do limited selling himself.

Nancy • Super Sales Rep
Nancy handles all customer interactions, including finding leads, fulfilling orders, up selling, and dealing with service issues. In the simpler sales situation, Nancy does the job of David and Michael combined.

David • Dedicated Sales Rep
David finds new customers in complex sales situations. Once the deal is closed, he hands the customer over to Michael, who ensures that the order is fulfilled and handles all future issues, including up selling.

Michael • Account Manager
Michael deals with current customers. He closes sales brought in by David. He ensures orders are fulfilled to the customer's satisfaction (date, quantity, quality) and engages in up selling activities.

Susan • Order Processor
Susan enters orders and performs sales support tasks. She takes orders from sales reps and repeat orders directly from customers. She works closely with the sales reps as she may talk to the customer more often than they do.
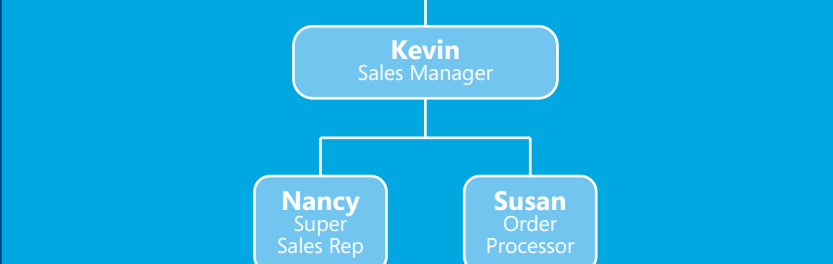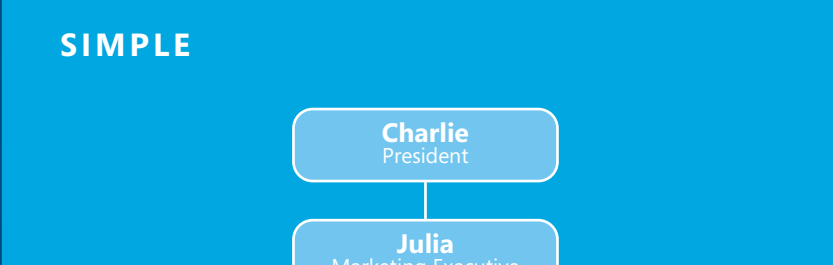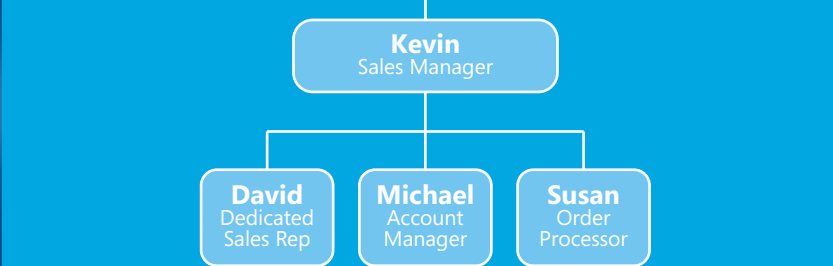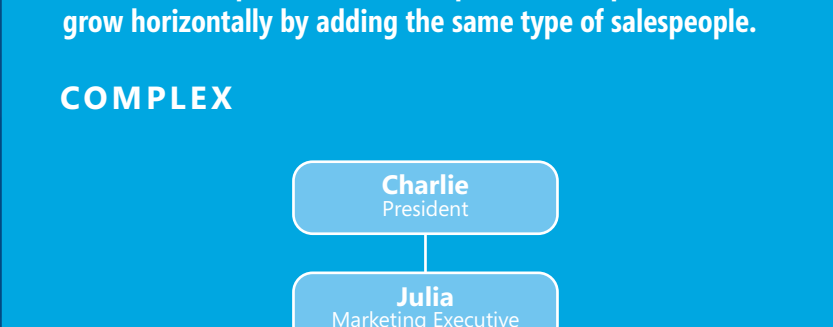
MARKETING

Benjamin • Marketing Manager
Benjamin is one of several marketing managers who handle marketing for a group of product families the company sells.

Nicole • Marketing Staffer
Nicole produces, distributes and places marketing materials.

The sales department is grouped by sales processes: Companies with simpler sales models have salespeople who perform both account management and lead gathering. For sales that are project-based or take a very long time to close, these functions are split between two specialists. Departments grow horizontally by adding the same type of salespeople.

Marketing segmentation is based on the size of the department. Benjamin is the first hired. Additional staff flesh out the org chart as the department grows.
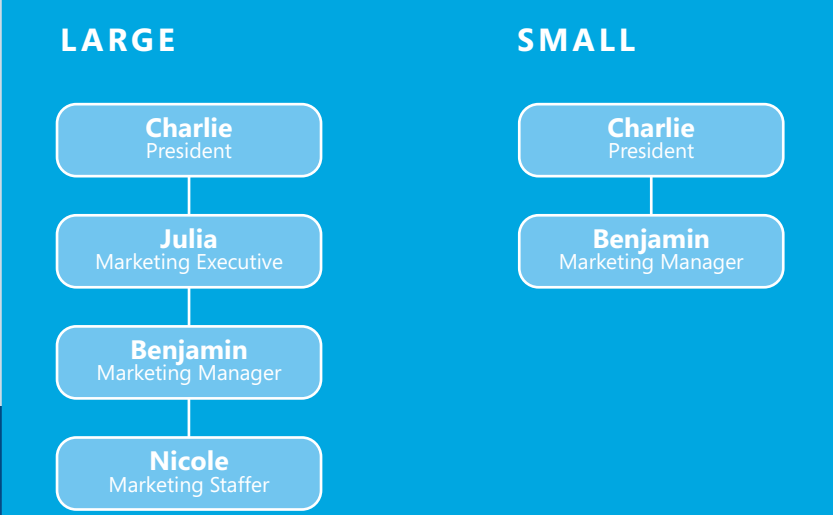
HUMAN RESOURCES

Claire
HR Director/Manager
Claire is responsible for strategic HR planning and budget. She establishes workplace compliance policies and assesses workforce trends. In many lower to core mid market companies Claire manages the entire day-to-day HR function.

HUMAN RESOURCES

Brooke • HR Assistant
Brooke provides administrative support to the HR management with recruitment and maintenance of worker information. She also coordinates company events.

Jodi • Compensation and Benefits Manager/Specialist
Jodi conducts compensation and benefits analysis. She maintains fairness in pay structure and ensures job analysis is tied to compensation planning. In core and lower mid market companies, her job responsibilities are divided between Claire and Luke. Additionally, they handle benefits vendors relationships.

Grace • Training and Development Manager/Specialist
Grace maintains and develops training plans to achieve workforce skill and knowledge goals. She facilitates career and succession planning. In core and lower mid market companies, her job responsibilities are divided between Claire, Luke and the Line Manager.

Jacob • Recruiting and Staffing Manager/Specialist
Jacob maintains and tracks each stage of the recruiting process. He works with vendors to handle recruiting tasks. In core and lower mid market companies, his job functions are performed by Claire, Luke and the Line Manager.

Luke • HR Generalist
Luke performs daily HR activities. He supports the management team on training and development, performance management and employee relations.

The HR Department ensures that human talent is developed to accomplish organizational goals. The individuals on the HR team focus on attracting, investing in and retaining the best talent. It is divided into Upper, core and lower mid market segments. The complexity and size directly relates to the ratio of HR staff per workers needed. This model assumes a ratio of 1:100; meaning 1 HR FTE per 100 People FTEs in the organization.

UPPER MID MARKET (>1000 EMPLOYEES)

CORE MID MARKET (50–1000 EMPLOYEES)

LOWER MID MARKET (<50 EMPLOYEES)
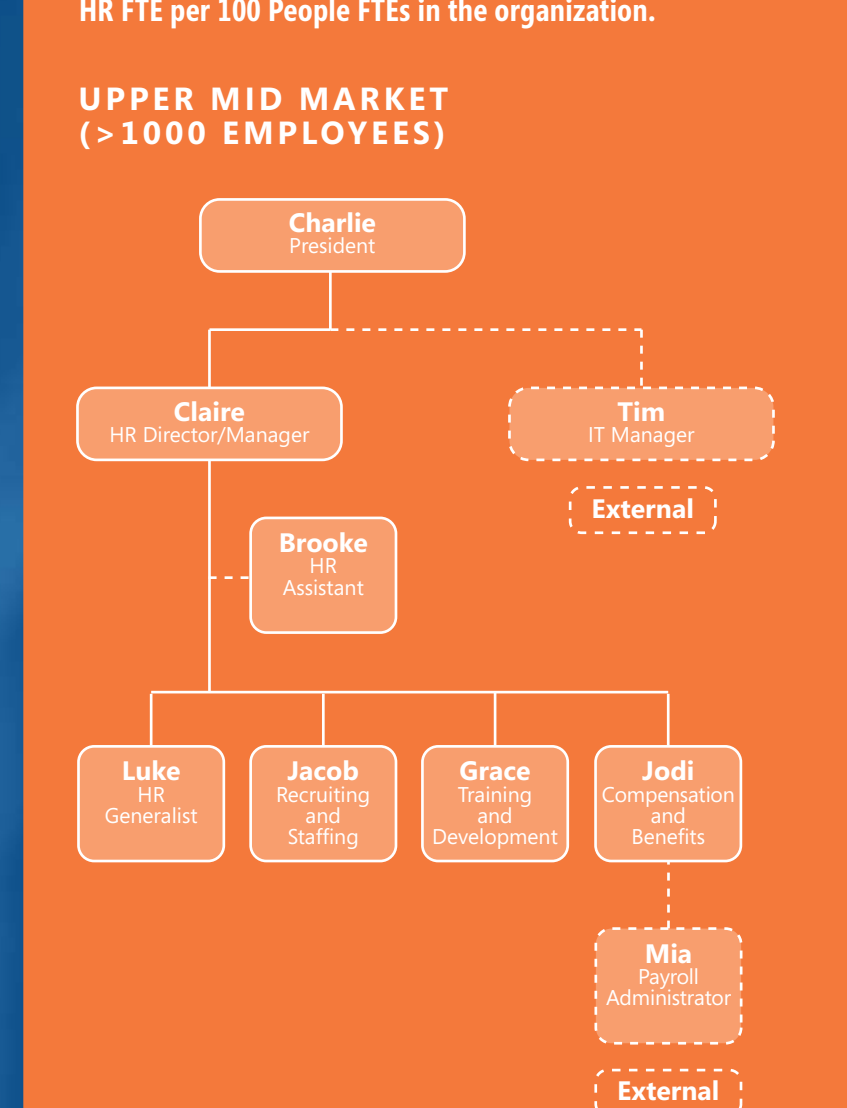
FINANCE

Sara • CFO
Sara develops the financial plan and goals for the company, then constantly monitors performance against them. Others rely on her to assess the financial viability of opportunities. Sara relies on Ken, Phyllis, Vince and Kevin to provide her with the information she needs for business insight.

FINANCE

Phyllis • Accounting Manager
Phyllis manages the accounting department, processes GL transactions, reviews and approves AR, AP, payroll, bank transactions, and reviews aging reports. She also ensures that her team accurately completes financial procedures on time.

Ken • Controller
Ken tracks the departments' financial goals. He continually improves processes to achieve financial goals. He proposes and helps implement changes to optimize performance. He may approve documents and payments.

April • Accounts Payable Coordinator
April verifies paperwork matches and applies criteria from Ken or Phyllis to determine which invoices to pay and then processes supplier payments. She may also reconcile bank statements. Because April sees data from so much of the company, people come to her with all types of questions.

Arnie • Accounts Receivable Administrator
Arnie verifies shipment paperwork and creates invoices. He processes and applies cash receipts to appropriate invoices. He may follow up on past due accounts to obtain payment.

Annie • Bookkeeper
Annie handles the day-to-day financials of a small business. She is involved with creating invoices, paying bills, and balancing the bank statements. Annie hands off, to the external accountant, the more complex tasks of payroll, depreciation, and creating financial statements.

Connie • Credit and Collections Manager
Connie knows which customers are creditworthy and can have extended payment periods. She corresponds with such customers by e-mail, telephone, and collection letters.

Mia • Payroll Administrator
Mia collects information to process the payroll and post it to the GL. She also takes care of tax calculations and reporting.

Cassie • Accountant
In an external role, Cassie either does the books (for a small business), or audits the books (for any size company). In an internal role as an employee, Cassie takes care of accounting duties within a complex financial department.
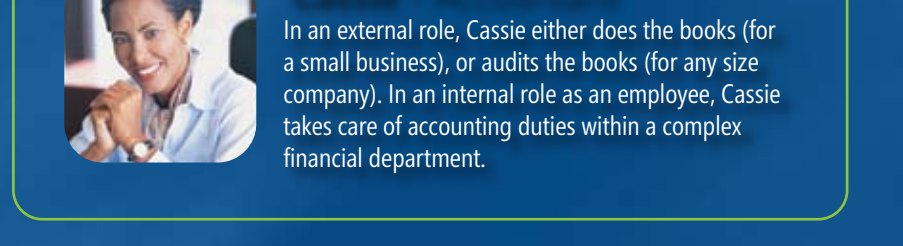
We have defined three types of finance departments: Simple, Moderate, and Complex. The complexity of the financial components that the department handles (e.g. industry, number of companies, currencies, and tax authorities) helps to determine the type and is reflected in the number of employees.

COMPLEX

MODERATE

SIMPLE
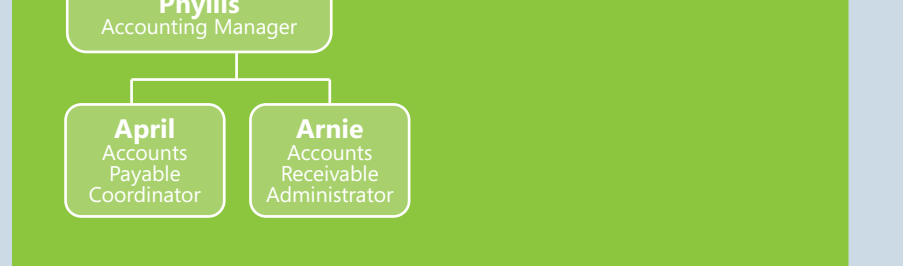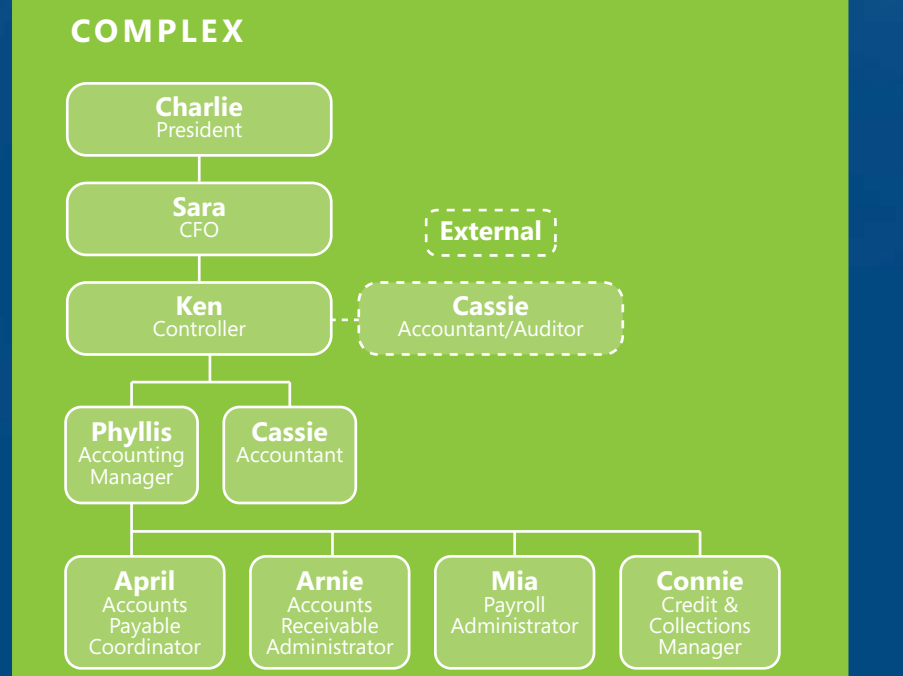
IT & PARTNERS

Tim
IT Manager
Tim is the IT decision maker and owns the IT budget in a company with 4–15 servers. As the senior IT admin Tim manages Chris and completes some tasks to help balance his workload.

IT

Chris • IT Engineer
Chris is the junior IT admin reporting to Tim. He provides day-to-day management and troubleshooting of the network, servers, OS, applications, and end-user support.

Sean • Technical End User/ Power User
Sean has a full-time job already, but companies with 1-3 servers rely upon him to provide IT support because he knows about computers. For difficult issues he relies on a VAR.

PARTNERS

Simon • Systems Implementer/ Consultant
Simon analyzes customers' needs, writes the specification and puts together a customized solution. He will do whatever it takes to get the customer's solutions up and running.

Viktor • Business Systems Developer
Viktor works at a VAR. He has a business degree and learned to program in his previous job. Rather than writing code from scratch he reuses existing code. His work is requirements focused and his development tasks are based on a functional spec written by Simon.

Isaac • Business Application Developer
Isaac is an ISV developer who writes code for add-in modules that are resold at volume, often through partners. He does not do per-customer customizations or charge by the hour. Isaac has different domain-specific needs from other ISV developers.
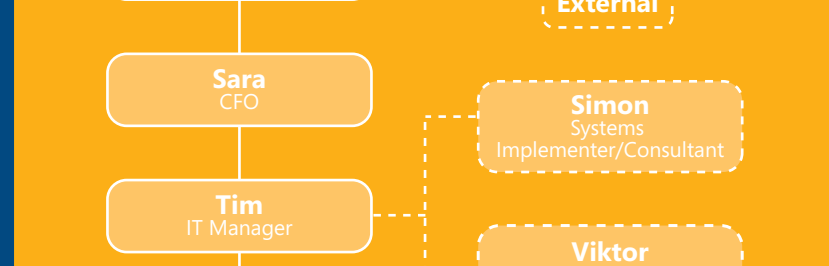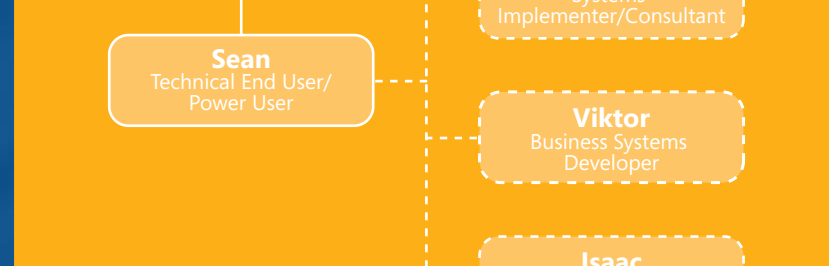
IT taxonomy is independent of number of employees and segments strictly by no. of servers. Here we see Small IT (1–3 servers) and Medium IT (4–15 servers) shops. People working at VARs, ISVs, and Microsoft have vendor relationships with the IT department.

SMALL

MEDIUM

Operations is the heart of any company, they deliver unique products or services to customers. Operations can include Materials, Production, Purchasing, Warehousing, Process Engineering, R&D, Professional Services, Customer Service, and Quality Assurance. Operations groups in our markets can be distributors, manufacturers, or a combination of the two and they can also be either Large or Small departments.

LARGE

SMALL

Customer Service groups are classified by where service is performed. Our research has identified two types: inbound and outbound. Inbound service happens when customers come in. Outbound service happens when a technician is sent to a customer.

OUTBOUND

INBOUND

Customer Model

PEOPLE, DEPARTMENTS, WORK

Microsoft Dynamics