

# **Analyst and Process Consultant**

## **Refinement, Business Requirements, and Process Foundation for Solution Delivery**

### **Background**

Large transformation and digitalization initiatives depend heavily on strong upstream refinement in order to succeed. In manufacturing, retail, logistics, and enterprise environments, new solution initiatives often fail or slow down because business requirements are unclear, process scope is insufficiently defined, dependencies are not surfaced early enough, and delivery teams are asked to build without a properly structured foundation. This creates rework, weak prioritization, unclear backlog content, and reduced confidence in both business and IT.

Within this setup, the Analyst and Process Consultant is responsible for supporting the upstream refinement and process foundation work across transformation and digitalization initiatives. The role is intended to ensure that business requirements, business processes, user needs, operational realities, and structured delivery input are clarified, documented, aligned, and translated into usable material for solution architecture, prioritization, and backlog preparation.

The role is not only about note-taking or requirements capture. It is a business-facing analysis and refinement role with responsibility for creating structure, traceability, and delivery-ready input across business stakeholders, process owners, architects, product roles, and delivery teams, ensuring that transformation starts from a sufficiently mature and actionable definition of business need.

### **Purpose of the Role**

The purpose of the Analyst and Process Consultant role is to support and drive upstream refinement across business and IT and ensure that business requirements, business processes, and capability needs are structured, relevant, aligned, and ready to support downstream delivery.

The role must ensure that the refinement setup is carried out with the right analysis approach, stakeholder involvement, documentation discipline, process understanding, prioritization logic, and handover structure to support successful solution shaping and implementation. This requires the Analyst and Process Consultant to create clarity around business needs, current and future process flows, operational pain points, requirement priorities, dependencies, and backlog input throughout the lifecycle of the initiative.

The Analyst and Process Consultant must create confidence that requirement gaps, process ambiguities, ownership issues, business rule weaknesses, and refinement dependencies are identified early and managed with sufficient structure, traceability, and transparency.

### **Overall Responsibility**

The Analyst and Process Consultant is accountable for:

- supporting and driving the upstream refinement and process analysis track across transformation and digitalization initiatives
- defining and maintaining structured analysis, documentation, and requirement input across business and delivery stakeholders
- coordinating refinement activities across business stakeholders, process owners, architects, product roles, and delivery teams

- ensuring that business requirements, business processes, priorities, and dependencies are clarified and managed proactively
- driving analysis, documentation, alignment, and handover across all major refinement areas
- ensuring that refinement outputs support solution architecture, business capability definition, prioritization, and population of the solution backlog

The role must ensure that upstream refinement is not treated as informal pre-work, but as an integrated and actively managed foundation for business transformation, digital enablement, and effective downstream execution.

## **Key Responsibilities**

### **1. Establish the overall refinement setup and governance**

Define and structure the overall refinement and analysis model, including working methods, roles, documentation approach, escalation paths, and reporting logic.

This includes:

- defining the refinement scope, structure, and delivery model
- establishing working forums, review points, and decision support mechanisms
- clarifying responsibilities across business stakeholders, analysts, process owners, architects, and product roles
- setting the cadence for workshops, analysis follow-up, documentation reviews, and escalation
- ensuring alignment between refinement activities and the overall program, project, or product governance structure

### **2. Drive refinement scope clarification and prioritization**

Lead the clarification of which business capabilities, processes, user journeys, requirements, and operational needs are in scope, how they are prioritized, and how refinement boundaries are controlled across the lifecycle.

This includes:

- identifying business capabilities, process areas, and requirement domains in scope
- aligning priorities with business criticality, transformation goals, customer impact, and delivery sequencing
- clarifying boundaries across functions, systems, teams, and process handovers
- supporting decisions on which requirements, pain points, and scenarios must be refined first
- ensuring that refinement ambition remains aligned with delivery needs, timeline, and available stakeholder capacity

### **3. Lead integrated refinement planning and milestone control**

Establish and maintain a realistic refinement plan across the full analysis lifecycle, including discovery, process clarification, requirement development, validation, architecture input, and backlog handover.

This includes:

- driving creation and maintenance of the refinement work plan and key milestones
- aligning refinement activities with architecture work, product planning, solution shaping, prioritization, and delivery timelines
- ensuring visibility of critical path items and refinement dependencies
- following up on slippage, sequencing issues, and analysis realism

- supporting re-planning where scope, stakeholder input, or delivery timing changes affect downstream readiness

#### **4. Coordinate analysis stakeholders and cross-functional execution**

Ensure that analysis and refinement activities are coordinated across business and delivery domains and managed as an integrated workstream rather than as isolated local discussions.

This includes:

- coordinating business stakeholders, process owners, subject matter experts, architects, and product roles
- identifying and managing interdependencies across process areas, systems, roles, controls, data needs, and user journeys
- following up on actions, interfaces, and blockers across teams and analysis areas
- ensuring consistency in methods, templates, documentation quality, and refinement discipline
- supporting alignment where local decisions affect end-to-end business logic, solution design, or backlog quality

#### **5. Lead business analysis, process clarification, and requirement derivation**

Drive the structured clarification of current and future business needs and ensure that they are translated into clear requirements and usable delivery input.

This includes:

- facilitating workshops to understand current processes, pain points, needs, and operational constraints
- documenting current-state and future-state process flows where relevant
- identifying business rules, handoffs, decisions, control points, and exception scenarios
- deriving structured business requirements and capability input from stakeholder dialogue and process analysis
- ensuring that requirements, assumptions, and process logic are documented, reviewed, and properly anchored with the business

#### **6. Manage refinement risks, issues, and dependencies**

Establish strong control over refinement-related risks, requirement gaps, process uncertainties, ownership issues, and dependencies and ensure that they are surfaced early and managed actively.

This includes:

- maintaining visibility of unresolved questions, documentation gaps, and refinement issues
- identifying critical risks related to business ambiguity, requirement quality, solution fit, compliance, operational impact, and timing
- tracking dependencies across refinement, architecture, data, integration, testing, and change readiness
- supporting mitigation planning and corrective action with relevant stakeholders
- escalating threats to backlog quality, delivery readiness, architectural clarity, or business acceptance when needed

## **7. Ensure readiness for solution architecture and backlog population**

Lead the preparation of refinement outputs so they can support architecture decisions, solution shaping, prioritization, and backlog creation throughout the lifecycle of the initiative.

This includes:

- coordinating structured input for solution architecture and design discussions
- supporting clarification of business scenarios, capabilities, and requirement groupings for backlog decomposition
- ensuring that validation methods, review expectations, and handover responsibilities are clear
- following up on stakeholder participation in validation, prioritization, and architecture reviews
- supporting decisions around refinement completeness, requirement maturity, and readiness for downstream planning

## **8. Drive implementation readiness from an upstream refinement perspective**

Provide structured leadership to ensure that the refinement track is ready to support downstream delivery, implementation preparation, and transition into execution.

This includes:

- coordinating final requirement documentation, validation activities, and handover preparation
- validating that essential business processes, requirements, and assumptions have been sufficiently clarified for delivery teams
- ensuring readiness of business review, architectural input, and supporting evidence
- supporting checkpoints and decision forums related to refinement readiness
- ensuring that critical requirement and process concerns are surfaced before implementation or backlog commitment decisions are made

## **9. Lead refinement reporting, transparency, and management control**

Provide structured planning, governance, and reporting for the refinement track throughout the initiative.

This includes:

- maintaining refinement status reporting and milestone overview
- reporting progress, risks, issues, requirement maturity, and readiness to program, project, or product leadership
- preparing material for governance forums, architecture reviews, and escalation discussions
- communicating key decisions, documentation expectations, and refinement concerns to stakeholders
- ensuring transparency across business teams, architects, product roles, and delivery stakeholders

## **10. Support handover, lessons learned, and transition into delivery**

Ensure that the refinement track supports downstream execution and that ownership for follow-up activities is clear after handover into the solution backlog and delivery organization.

This includes:

- supporting issue coordination related to requirement gaps, unclear process logic, or missing business decisions during downstream planning and early delivery
- ensuring ownership for follow-up clarification, backlog updates, and corrective actions

- helping prioritize stabilization activities related to requirement quality, process fit, or backlog usability
- capturing lessons learned from the refinement track
- supporting transition into steady-state ownership for backlog refinement, process maintenance, and ongoing business analysis support

## **Expected Deliverables**

The Analyst and Process Consultant is expected to produce and maintain deliverables such as:

- refinement scope and analysis overview
- refinement working model and planning structure
- refinement work plan and milestone overview
- business capability and process landscape overview
- current-state and future-state process documentation where relevant
- business requirements and requirement groupings
- user journeys, business scenarios, and operational flow descriptions
- process and requirement issue tracker
- refinement RAID log
- architecture input and requirement validation material
- backlog input and prioritization support documentation
- refinement readiness assessment
- handover and downstream support summary
- lessons learned and closure documentation

## **Key Interfaces**

The Analyst and Process Consultant will work closely with a broad range of stakeholders across the transformation, including:

- Executive Sponsor where relevant
- Program Manager
- Project Manager
- PMO Lead
- Business Owners
- Process Owners
- Business Stakeholders and Subject Matter Experts
- Product Manager / Product Owner
- Business Process Manager / Process Lead
- Solution Architect / Enterprise Architect
- Data Lead
- Integration Lead
- Test Lead
- Change Management and Training Leads
- ERP / COTS implementation partner
- Delivery Teams
- Vendor Delivery Leads

## Required Profile

### Experience

The ideal candidate brings strong experience from business transformation and digitalization initiatives where upstream refinement, process analysis, business requirements, and structured handover into delivery have been central to success.

Preferred experience includes:

- proven experience as Business Analyst, Process Consultant, Analyst, or similar in complex transformation environments
- strong experience with business process analysis, requirement derivation, and structured refinement in connection with digitalization and system implementation
- experience from manufacturing, logistics, retail, service operations, or enterprise environments
- experience analyzing existing systems and operating models to support transition into new solutions or COTS platforms
- experience coordinating requirement and process work across multiple stakeholders, business domains, and decision layers
- experience translating business needs into structured input for solution architecture, prioritization, and backlog creation
- experience with governance, reporting, and escalation in transformation initiatives
- experience supporting implementation readiness and early downstream clarification in business-critical environments

### Preferred background

Strong candidates may come from backgrounds such as:

- business analysis
- process consulting
- ERP or COTS refinement support
- operations transformation analysis
- business architecture support
- delivery roles with strong process and requirement ownership focus

### Competencies

The role requires a person who is:

- highly structured and execution-oriented
- strong in business analysis, process clarification, and documentation
- capable of turning complexity into clear actions and decisions
- confident in planning, reporting, and escalation
- pragmatic and business-focused
- able to challenge constructively and create alignment
- credible with both business stakeholders and delivery teams
- persistent in follow-up and able to maintain momentum over time
- detail-aware without losing end-to-end perspective
- calm under pressure and able to manage competing priorities across many stakeholders

## Success Criteria

The Analyst and Process Consultant will be successful when:

- the refinement track is structured, active, and well coordinated across the transformation
- business requirements, processes, priorities, and dependencies are clarified early and managed transparently
- business and delivery stakeholders are engaged, aligned, and responsive in the required decisions and activities
- analysis, process clarification, requirement derivation, and documentation are timely and actionable
- refinement readiness activities are planned and followed through across business and delivery teams
- risks, blockers, requirement gaps, and ownership issues are surfaced early and managed proactively
- program, project, or product leadership has a clear view of refinement progress and downstream readiness
- architecture and backlog decisions are supported by realistic and sufficiently mature refinement outputs
- the delivery organization receives a structured, usable, and well-anchored foundation for implementation and ongoing backlog development

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Large transition and transformation programs depend heavily on structured change leadership, operational anchoring, stakeholder engagement, and organizational readiness in order to succeed. In manufacturing, retail, and logistics environments, major change initiatives often affect processes, roles, behaviors, governance, performance expectations, and local ways of working across functions, sites, and leadership layers. Without a strong and operationally grounded change approach, even well-designed transformation initiatives can fail to achieve adoption, stability, and sustained business value.

Within this setup, the Senior Change Manager is responsible for leading the organizational change track across operational excellence, transition, and transformation initiatives. The role is intended to ensure that change strategy, stakeholder alignment, communication, engagement, readiness, reinforcement, and local adoption are managed in a structured and proactive way throughout the lifecycle of the program.

The role is not only about communication plans. It is a senior business-facing delivery role with responsibility for creating direction, structure, governance, and follow-through across business leaders, operational managers, local stakeholders, workstream leads, implementation partners, and program leadership, ensuring that change is executed with clarity, control, and practical business relevance.

## Purpose of the Role

The purpose of the Senior Change Manager role is to lead and control the change workstream across business and IT and ensure that the organization is prepared to adopt, embed, and sustain new ways of working in a controlled and effective manner.

The role must ensure that the change setup is established with the right governance, change strategy, stakeholder model, engagement approach, readiness mechanisms, leadership alignment, and reporting structure to support successful execution. This requires the Senior Change Manager to create

clarity around change scope, organizational impacts, stakeholder expectations, local ownership, readiness risks, adoption barriers, and reinforcement needs throughout the lifecycle of the initiative.

The Senior Change Manager must create confidence that resistance, leadership gaps, alignment weaknesses, operational concerns, change fatigue, and adoption risks are identified early and managed with sufficient structure, transparency, and actionability.

## **Overall Responsibility**

The Senior Change Manager is accountable for:

- leading the overall change workstream across operational excellence, transition, and transformation programs
- defining and maintaining the change governance, change model, and execution approach
- coordinating change activities across business leaders, operational managers, local stakeholders, workstream leads, and implementation partners
- ensuring that change scope, priorities, dependencies, and readiness risks are managed proactively
- driving stakeholder engagement, impact assessment, communication, readiness coordination, and adoption follow-up across all major change areas
- ensuring that change management supports implementation decisions, business readiness, operational stability, and sustained value realization

The role must ensure that change management is not treated as a soft parallel activity, but as an integrated and actively managed delivery track with clear ownership, strong leadership involvement, and realistic organizational preparation.

## **Key Responsibilities**

### **1. Establish the overall change setup and governance**

Define and structure the overall change model, including governance, roles, working methods, escalation paths, and reporting logic.

This includes:

- defining the change scope, structure, and delivery model
- establishing governance forums, roles, and decision mechanisms
- clarifying responsibilities across change leads, business leaders, local managers, and delivery stakeholders
- setting the cadence for planning, stakeholder follow-up, readiness reviews, change actions, and escalation
- ensuring alignment between change governance and the overall program or project structure

### **2. Drive change scope clarification and prioritization**

Lead the clarification of which organizational areas, stakeholder groups, operational units, and behavioral or process changes are in scope, how they are prioritized, and how change boundaries are controlled across the lifecycle.

This includes:

- identifying change scope across functions, sites, leadership layers, and operational areas
- aligning priorities with business criticality, operational impact, and transformation objectives

- clarifying scope boundaries across workstreams, local entities, functions, or deployment waves
- supporting decisions on which change impacts, stakeholder groups, and adoption needs must be addressed
- ensuring that change ambition remains aligned with business capacity, timing, and organizational conditions

### **3. Lead integrated change planning and milestone control**

Establish and maintain a realistic change plan across the full organizational readiness lifecycle, including impact assessment, stakeholder engagement, communication, leadership alignment, adoption preparation, and reinforcement support.

This includes:

- driving creation and maintenance of the change plan and key milestones
- aligning change activities with process design, testing, training, rollout, cutover, deployment, and stabilization timelines
- ensuring visibility of critical path items and organizational readiness dependencies
- following up on slippage, sequencing issues, and execution realism
- supporting re-planning where scope, deployment timing, or business conditions change

### **4. Coordinate change stakeholders and cross-functional execution**

Ensure that change activities are coordinated across business and delivery domains and managed as an integrated workstream rather than as isolated local efforts.

This includes:

- coordinating business leaders, local managers, HR-related interfaces, super users, site representatives, and workstream stakeholders
- identifying and managing interdependencies across process, communications, training, rollout, local engagement, and leadership actions
- following up on actions, interfaces, and blockers across teams and organizational areas
- ensuring consistency in change methods, templates, messages, and readiness standards
- supporting alignment where local decisions affect broader adoption quality, business stability, or transformation outcomes

### **5. Lead change strategy, stakeholder engagement, and business alignment**

Drive the structured definition of how the organization will be prepared for the future state and ensure that the change approach is aligned with business realities and operational excellence objectives.

This includes:

- defining the overall change strategy and adoption principles
- conducting stakeholder and impact assessments across affected business areas
- clarifying the approach for leadership engagement, local anchoring, resistance handling, and reinforcement
- aligning change actions with business-critical processes, operational constraints, and improvement goals
- ensuring that change assumptions, expectations, and responsibilities are documented, reviewed, and properly anchored with stakeholders

## **6. Manage change risks, issues, and dependencies**

Establish strong control over change-related risks, resistance patterns, alignment gaps, readiness issues, and dependencies and ensure that they are surfaced early and managed actively.

This includes:

- maintaining visibility of open readiness issues, stakeholder concerns, and adoption gaps
- identifying critical risks related to leadership buy-in, local ownership, operational continuity, change fatigue, and timing
- tracking dependencies across change preparation, training, rollout, communications, governance, and support readiness
- supporting mitigation planning and corrective action with relevant stakeholders
- escalating threats to adoption quality, rollout timing, business stability, or sustainable implementation when needed

## **7. Ensure readiness for business adoption and operational transition**

Lead the preparation of change activities so that they support business confidence, leadership alignment, operational readiness, and sustainable adoption throughout the lifecycle of the transformation.

This includes:

- coordinating readiness preparation for leaders, managers, key stakeholders, and operational teams
- supporting planning and readiness for communication, engagement, local mobilization, and adoption support
- ensuring that readiness criteria, evidence expectations, and sign-off responsibilities are clear
- following up on stakeholder participation in change activities, reviews, and local preparation
- supporting decisions around business readiness, residual adoption gaps, support levels, and organizational confidence

## **8. Drive implementation and go-live readiness from a change perspective**

Provide structured leadership to ensure that the change workstream is ready to support deployment, go-live, and transition into live operations.

This includes:

- coordinating final change actions, communication cycles, readiness reviews, and leadership support activities
- validating that critical stakeholder groups, managers, and operational areas have been sufficiently prepared
- ensuring readiness of adoption visibility, local sign-off, and supporting evidence
- supporting checkpoints and decision forums related to change readiness
- ensuring that critical change concerns are surfaced before deployment or go-live decisions are made

## **9. Lead change reporting, transparency, and management control**

Provide structured planning, governance, and reporting for the change workstream throughout the transformation.

This includes:

- maintaining change status reporting and milestone overview
- reporting progress, risks, issues, engagement levels, and readiness to program or project leadership
- preparing material for governance forums, steering reviews, and escalation discussions
- communicating key decisions, leadership expectations, and change concerns to stakeholders
- ensuring transparency across business leaders, local organizations, and delivery stakeholders

### **10. Support stabilization, lessons learned, and transition into operations**

Ensure that the change workstream remains relevant through deployment and early stabilization and that ownership for change-related follow-up is clear after go-live.

This includes:

- supporting issue coordination related to adoption gaps, resistance, leadership concerns, and local readiness issues during deployment and hypercare
- ensuring ownership for post-go-live reinforcement, support actions, and corrective follow-up
- helping prioritize stabilization activities related to behavior change, operational fit, or sustained usage
- capturing lessons learned from the change workstream
- supporting transition into steady-state ownership for change reinforcement, local support structures, and continuous improvement governance

## **Expected Deliverables**

The Senior Change Manager is expected to produce and maintain deliverables such as:

- change strategy and change scope overview
- change governance model and working structure
- master change plan and milestone overview
- stakeholder map and impact assessment overview
- change needs and organizational readiness assessment
- communication and engagement plan
- leadership alignment and local anchoring overview
- change RAID log
- readiness tracking and adoption overview
- local sign-off and change readiness overview
- change status reporting and management dashboards
- go-live change readiness assessment
- stabilization and post-go-live reinforcement summary
- lessons learned and closure documentation

## **Key Interfaces**

The Senior Change Manager will work closely with a broad range of stakeholders across the transformation, including:

- Executive Sponsor
- Program Manager

- Project Manager
- PMO Lead
- Business Owners
- Workstream Leads
- Business Process Manager / Process Lead
- Training and Rollout Manager
- Test Lead
- Data Migration Lead
- Integration Lead
- Solution Architect / Enterprise Architect
- Local managers and operational leaders
- Super Users / Key Users
- Site Managers / Operational Managers
- HR-related stakeholders where relevant
- ERP / COTS implementation partner
- Deployment / Cutover Lead
- Vendor Delivery Leads

## **Required Profile**

### **Experience**

The ideal candidate brings strong senior experience from operational excellence, transition, and transformation initiatives where stakeholder alignment, organizational readiness, and structured change execution have been central to success.

Preferred experience includes:

- proven experience as Senior Change Manager, Organizational Change Manager, Change Lead, or similar in complex transformation environments
- strong experience with change strategy, stakeholder engagement, leadership alignment, readiness planning, and business adoption in large-scale programs
- experience from manufacturing, retail, logistics, service operations, or enterprise IT environments
- experience supporting operational excellence initiatives, business process improvements, or system-enabled organizational change
- experience coordinating change work across multiple sites, functions, business areas, and decision layers
- experience translating business and operational impacts into structured change and readiness activities
- experience with governance, reporting, and escalation in transformation initiatives
- experience supporting deployment readiness, go-live preparation, and early stabilization in business-critical environments

### **Preferred background**

Strong candidates may come from backgrounds such as:

- enterprise organizational change management
- operational excellence and business transformation
- ERP or COTS change leadership
- business readiness and adoption leadership
- stakeholder engagement and leadership alignment

- senior delivery roles with strong organizational change ownership focus

### **Competencies**

The role requires a person who is:

- highly structured and execution-oriented
- strong in change planning, stakeholder engagement, and follow-up
- capable of turning complexity into clear actions and decisions
- confident in planning, reporting, and escalation
- pragmatic and business-focused
- able to challenge constructively and create alignment
- credible with both leadership stakeholders and local operational teams
- persistent in follow-up and able to maintain momentum over time
- detail-aware without losing end-to-end perspective
- calm under pressure and able to manage competing priorities across many stakeholders

### **Success Criteria**

The Senior Change Manager will be successful when:

- the change workstream is structured, active, and well coordinated across the transformation
- change scope, stakeholder groups, operational impacts, and dependencies are clarified early and managed transparently
- business and delivery stakeholders are engaged, aligned, and responsive in the required decisions and activities
- change preparation, stakeholder engagement, readiness validation, and adoption support are timely and actionable
- readiness activities are planned and followed through across leadership teams and local organizations
- risks, blockers, adoption gaps, and ownership issues are surfaced early and managed proactively
- program or project leadership has a clear view of change progress and organizational readiness
- deployment and go-live decisions are supported by realistic change and adoption readiness assessments
- the organization reaches implementation and go-live with aligned leaders, prepared stakeholders, controlled adoption, and managed transition into operations