

# **Senior Business Process Manager**

## **Business Transformation and Digital Process Foundation**

### **Background**

Business transformation and digitalization programs depend heavily on a strong process foundation in order to succeed. In manufacturing, retail, logistics, service, and enterprise environments, major transformation initiatives often require existing business processes to be analyzed, clarified, redesigned, and translated into structured business requirements that can guide the selection, configuration, and implementation of new commercial off-the-shelf systems and related operating model changes.

Within this setup, the Business Process Manager is responsible for leading the process foundation track across business transformation and transition initiatives. The role is intended to ensure that essential business processes, business rules, operational needs, and requirement structures are identified, documented, aligned, and translated into usable input for digitalization, solution design, implementation, and business adoption.

The role is not only about documenting workflows. It is a senior business-facing delivery role with responsibility for creating direction, structure, and follow-through across process stakeholders, operational representatives, business analysts, project teams, and program leadership, ensuring that transformation is built on a clear and usable understanding of how the business should operate.

### **Purpose of the Role**

The purpose of the Business Process Manager role is to lead and control the process foundation work across business transformation and digitalization initiatives and ensure that business processes and business requirements are structured, relevant, aligned, and implementation-ready.

The role must ensure that the process foundation is established with the right governance, analysis approach, documentation model, stakeholder involvement, prioritization logic, and requirement structure to support successful transformation. This requires the Business Process Manager to create clarity around current ways of working, future process needs, process ownership, business rules, operational dependencies, and requirement priorities throughout the lifecycle of the initiative.

The Business Process Manager must create confidence that process gaps, unclear requirements, ownership issues, local variations, and business-critical needs are identified early and managed with sufficient structure, traceability, and transparency.

### **Overall Responsibility**

The Business Process Manager is accountable for:

- leading the overall process foundation track across business transformation and digitalization initiatives
- defining and maintaining the process governance, analysis model, and documentation approach
- coordinating process activities across business stakeholders, analysts, project teams, and implementation partners
- ensuring that business processes, business needs, and requirement priorities are clarified and managed proactively

- driving analysis, documentation, alignment, and follow-up across all major process areas
- ensuring that the process foundation supports solution design, package selection, configuration, testing, training, implementation, and adoption

The role must ensure that business processes are not treated as isolated documentation artifacts, but as an integrated and actively managed foundation for business transformation, digital enablement, and operational change.

## **Key Responsibilities**

### **1. Establish the overall process foundation setup and governance**

Define and structure the overall process foundation model, including governance, ownership, working methods, decision paths, escalation model, and reporting logic.

This includes:

- defining the process scope, structure, and delivery model
- establishing governance forums, roles, and decision mechanisms
- clarifying responsibilities across process owners, business representatives, analysts, and project stakeholders
- setting the cadence for planning, workshop execution, follow-up, issue handling, and escalation
- ensuring alignment between process governance and the overall transformation structure

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

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

This includes:

- identifying business capabilities, process domains, and end-to-end flows in scope
- aligning priorities with business criticality, customer impact, compliance needs, and transformation goals
- clarifying process boundaries across functions, teams, systems, and organizational interfaces
- supporting decisions on which process variants, pain points, and requirements must be addressed
- ensuring that process ambition remains aligned with timeline, implementation feasibility, and business value

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

Establish and maintain a realistic process plan across the full foundation lifecycle, including discovery, analysis, design, documentation, validation, and handover into downstream delivery.

This includes:

- driving creation and maintenance of the process work plan and key milestones
- aligning process activities with business case work, solution design, package selection, implementation, testing, training, and deployment timelines
- ensuring visibility of critical path items and process dependencies
- following up on slippage, sequencing issues, and planning realism
- supporting re-planning where scope, business input, or timing changes affect downstream readiness

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

Ensure that process activities are coordinated across business domains and managed as an integrated workstream rather than as separate local discussions.

This includes:

- coordinating process owners, operational experts, analysts, and delivery teams
- identifying and managing interdependencies across functions, systems, roles, controls, and reporting needs
- following up on actions, interfaces, and blockers across teams and process areas
- ensuring consistency in process methods, templates, and execution discipline
- supporting alignment where local decisions affect end-to-end business performance or digital solution design

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

Drive the structured analysis of current and future business processes and ensure that they are translated into clear business requirements and implementation input.

This includes:

- facilitating analysis of existing systems, working practices, and process pain points
- documenting current-state and future-state process flows
- identifying business rules, decision points, handoffs, controls, and exception scenarios
- deriving structured business requirements from process analysis and stakeholder input
- ensuring that requirements and process assumptions are documented, reviewed, and properly anchored with the business

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

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

This includes:

- maintaining visibility of unresolved process questions and requirement gaps
- identifying critical risks related to process design, user impact, compliance, operational continuity, and solution fit
- tracking dependencies across process work, system design, data, integration, testing, and change readiness
- supporting mitigation planning and corrective action with relevant stakeholders
- escalating threats to scope clarity, solution quality, implementation readiness, or business acceptance when needed

#### **7. Ensure process readiness for solution design, testing, and business validation**

Lead the preparation of process outputs so they can support solution selection, design decisions, testing, and business acceptance throughout the transformation lifecycle.

This includes:

- coordinating process input for solution design, fit-gap analysis, and package configuration
- supporting the definition of business scenarios and end-to-end use cases for testing
- ensuring that validation methods and business review responsibilities are clear

- following up on business participation in walkthroughs, validations, and acceptance activities
- supporting decisions around process acceptance, requirement completeness, and readiness for downstream execution

### **8. Drive implementation readiness for the process foundation**

Provide structured leadership to ensure that the process foundation is ready to support implementation, organizational preparation, and operational transition.

This includes:

- coordinating final process documentation and readiness activities
- validating that essential processes and requirements are sufficiently clarified for implementation teams
- ensuring readiness of business sign-off, process ownership, and supporting materials
- supporting checkpoints and decision forums related to process readiness
- ensuring that critical process concerns are surfaced before implementation or go-live decisions are made

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

Provide structured planning, governance, and reporting for the process foundation track throughout the transformation.

This includes:

- maintaining process status reporting and milestone overview
- reporting process progress, risks, issues, and readiness to program or project leadership
- preparing material for governance forums, steering reviews, and escalation discussions
- communicating key decisions, timelines, and documentation expectations to stakeholders
- ensuring transparency across business teams, analysts, and solution delivery stakeholders

### **10. Support adoption, stabilization, and transition into operations**

Ensure that the process foundation remains usable through implementation and early stabilization and that ownership for process-related follow-up is clear after deployment.

This includes:

- supporting issue coordination related to process gaps or unclear requirements during implementation and go-live
- ensuring ownership for post-go-live process corrections and follow-up actions
- helping prioritize stabilization activities related to process quality or operational fit
- capturing lessons learned from the process foundation track
- supporting transition into steady-state ownership for business processes and process governance

### **Expected Deliverables**

The Business Process Manager is expected to produce and maintain deliverables such as:

- process foundation strategy and scope overview
- process governance model and working structure
- process work plan and milestone overview
- business capability and process landscape overview
- current-state and future-state process documentation

- end-to-end process flows and supporting process maps
- business requirement documentation derived from process analysis
- fit-gap input and requirement prioritization overview
- process RAID log
- process issue and dependency tracker
- business rule and exception handling documentation
- validation and sign-off tracking
- process readiness assessment
- adoption and stabilization input
- lessons learned and closure documentation

## **Key Interfaces**

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

- Executive Sponsor
- Program Manager
- Project Manager
- PMO Lead
- Business Owners
- Process Owners
- Business Analysts
- Functional Leads
- Solution Architect / Enterprise Architect
- Data Lead
- Integration Lead
- Test Lead
- Change Management and Training Leads
- ERP / COTS implementation partner
- Operational representatives
- Site or department leads
- Super Users / Key Users
- Vendor Delivery Leads

## **Required Profile**

### **Experience**

The ideal candidate brings strong senior experience from business transformation and digitalization initiatives where process analysis, requirement derivation, and business alignment have been central to success.

Preferred experience includes:

- proven experience as Business Process Manager, Process Lead, Senior Business Analyst, or similar in complex transformation environments
- strong experience with business process analysis and requirement derivation 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 COTS platforms

- experience coordinating process work across multiple business domains, stakeholders, and decision layers
- experience translating business process understanding into structured input for design, testing, training, and implementation
- experience with governance, reporting, and escalation in transformation initiatives
- experience supporting implementation readiness and early stabilization in business-critical environments

### **Preferred background**

Strong candidates may come from backgrounds such as:

- business process management
- business analysis and requirements leadership
- ERP or COTS process design
- operations transformation
- business architecture
- senior delivery roles with strong process and requirement ownership focus

### **Competencies**

The role requires a person who is:

- highly structured and execution-oriented
- strong in process analysis, facilitation, 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 Business Process Manager will be successful when:

- the process foundation track is structured, active, and well coordinated across the transformation
- business processes, requirements, and priorities are clarified early and managed transparently
- business and delivery stakeholders are engaged, aligned, and responsive in the required decisions and activities
- process analysis, requirement derivation, validation, and documentation are timely and actionable
- process 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 or project leadership has a clear view of process progress and implementation readiness
- implementation decisions are supported by realistic process readiness assessments
- the organization reaches implementation and go-live with a clear process foundation, strong ownership, and controlled transition into operations