**EXPERTISE**

Job description

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| Function: | Tech and Services – Business Improvement and Growth Support |
| Position: | head of Solution & CONTRACT design and CONTRACT MANAGEMENT AND OPERATIONAL EXCELLENCE |
| Job holder: |  |
| Date (in job since): |  |
| Immediate manager  (N+1 Job title and name): | Head of Business Improvement and Growth Support (BIGS) |
| Additional reporting line to: |  |
| Position location: | UK&I |

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| 1. Purpose of the Job – State concisely the aim of the job. |
| The Regional Head of Solution & Contract Design (S&CD) and Contract Management & Operational Excellence (CMOE) is responsible and accountable for the management of our Solution & Contract Design and Contract Management & Operational Excellence (including Loss Making Contracts Recovery (LMC)) processes in the Region.  These processes will make the Region demonstrably more competitive, more profitable, with a lower risk profile.  The above processes are primarily owned by the Global Head of BIGS, and this role will work with the UK&I Head of BIGS to regionalize them, to lead their deployment, and to increase adoption and compliance  The role will both personally use the processes to have a direct impact and engage and support others to use the processes to create an indirect impact  Integrating operational improvement and bid solution design is done to ensure lessons from operations can be locked in to future bids |

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| 2. Dimensions – Point out the main figures / indicators to give some insight on the “volumes” managed by the position and/or the activity of the Department. | | | | | | | | | | |
| Spend | €tbc | | EBIT growth: | n/a | Growth type: | n/a | Outsourcing rate: | n/a | SO Workforce : | tbc |
| EBIT margin: | n/a |
| Net income growth: | n/a | Outsourcing growth rate: | n/a | HR in SO | tbc |
| Cash conversion: | n/a |
|  | | To be added | | | | | | | | |

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| 3. Organisation chart – Indicate schematically the position of the job within the organisation. It is sufficient to indicate one hierarchical level above (including possible functional boss) and, if applicable, one below the position. In the horizontal direction, the other jobs reporting to the same superior should be indicated. Please show the job titles not the actual people doing the role, i.e. Finance Manager, Project Manager |
| Professional Family: Segment based Bid & Business Improvement teams |

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| **4. Context and main issues** – Describe the most difficult types of problems the jobholder has to face (internal or external to Sodexo) and/or the regulations, guidelines, practices that are to be adhered to. |
| |  | | --- | | * Provide a set of processes and tools for the segments in Region to use for their bidding and contract improvement activities, which are in line with the global standards provided for Tenders, Costing Mobilisations and Continuous Improvement * The aim is to standardize the processes from the Tender stage of Solution Design until the Go Live date after Mobilisation and stabilization of a new contract, with a clear objective of conducting CMOE (Contract Management & Operational Excellence) reviews at regular intervals and – in case of Loss Making Contracts - conduct deep dive reviews for recovery of profitability * Provide expertise to use the above processes and tools for the most complex opportunities or contracts that can see the most improvement, supporting existing segment teams * Ensure via the above that the Region has a robust way to create solutions for prospects, and to optimize the solutions, all managing Sodexo’s risk, driving competitiveness and ultimately supporting the Region to reach its revenue and profitability targets * Build professional relationships across the Region to drive a culture of using BIGS people, processes and tools to improve the business | |

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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| * **Mission**: Support the execution of the mission, responsibilities, KPIs, and frame (fix and flex) for S&CD and CMOE across the UK&I * **Processes and Tools**: Support the regionalisation and continuous improvement of them for S&CD and CMOE and LMC * **Regional Professional Family:** run the Regional Professional Families for S&CD and CMOE, to actively share best practice across global and regional teams, and to help systemically improve the business’ capabilities * **Line Management and Professional Family**: Lead both a direct regional team and an indirect team of people delivering S&CD and CMOE processes but residing in Segments, adopting a robust governance model * **Training**: Create and run training programmes across all S&CD and CMOE, with particular focus on site level CMOE training modules * **Planning**: Use data from SoForce and PowerBI to support the Head of BIGS with input to yearly and ongoing S&CD and CMOE programme * **Deployment:** Lead the deployment of the processes and tools, ensuring they are used compliantly to create long-term value   + **New Opportunities**: ensure BIGS is engaged in Complex/Must-Win tenders to collaborate with the business to provide a competitive commercial and operational solution design utilizing T&S platform services and technologies, the service costs are forecast with accuracy and benchmarked for surety, and that costing assumptions have been validated by all critical stakeholders involved in the project before the final submission. Specifically ensure lessons learnt from live contracts are locked in to future new opportunities, creating a continual improvement culture   + **Live contracts**: empower site managers and operational teams via BIGS training programmes and by conducting CMOE reviews, ensuring that the operational teams deliver their contract, manage variations for any additional scope, can improve financial performance, can deliver the contract in the most efficient manner and can create cross-selling opportunities to satisfy client needs. Where appropriate advise on **exit strategies** with regards to mitigation of cost and risk during demobilisation process. * **Knowledge**: Develop the professional knowledge of the Professional Family members |

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| 6. Accountabilities – Give the 3 to 5 key outputs of the position vis-à-vis the organization; they should focus on end results, not duties or activities. |
| * Processes and tools in place, available on the DMS, continually improved, trained to relevant stakeholders * Processes and tools deployed so they are used appropriately across the Region’s bidding and contract operations * Lessons from CMOE reviews captured to feed in to future bids * Yearly programme in place to achieve the financial targets * Achievement of the yearly financial targets * Measurements in place to monitor the agreed KPIs * Engagement with the Region and Segment to create governance to achieve the above KPIs * Number of people trained in all processes 2.3 (Solution and Design of Contract), 2.5 (CMOE & LMC) * Profitability (GP) from new operations, during and after mobilizations |

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| 7. Person Specification – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively |
| To be successful in this role, you will possess extensive experience in process design, management, and improvement, ideally within a Lean/Six Sigma environment. You will be able to communicate and influence a broad range of stakeholders across multiple dimensions of the regional organisation.  You will be self-motivated, with a keen eye for detail as this role will involve the ability to analyse and solve challenges presented to you. You will be a team player, with the ability to galvanize teams and distribute / coordinate the work of others.  Essential   * Degree in relevant discipline ie Engineering, Law, Accounting, Business Administration or Food specialization * Strong finance analytical skill coupled with ability to collect data from a vast array of information, synthetize them and create business outcomes * Accreditations and experience in Lean/ 6Sigma/ Operational Excellence * Strong skills in Project Management and advanced Excel   Desirable   * Strong influencing skill to work transversally and nurture BIGS ambition inside the organization * Excellent written and verbal communication skills * Energetic, self-driven and result-oriented * Fluent in English, additional other languages would be a plus * Knowledge of Power BI * Able to travel occasionally to support the business   Additional experience   * ~5 years’ experience in managing projects and/or processes in large multinational companies * Managing people/ teams * Development of commercial proposals, sizing of resources, costing, benchmarking, contract analysis |

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| **8. Management Approval** –to be completed by document owner |
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| **9. Employee Approval** –to be completed by employee |
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