**Position Family: Strategy**

*Business Intelligence*

 Head of Data/BI Analytics [ITC.45016.6](#bookmark512)

Data/BI Analytics Manager [ITC.45016.5](#bookmark513)

Senior Data/BI Analyst [ITC.45016.4](#bookmark514)

Data/BI Analyst [ITC.45016.3](#bookmark515)

 Junior Data/BI Analyst [ITC.45016.2](#bookmark516)

*Change Management*

 Change Manager [HRS.50022.5](#bookmark517)

Change Management Specialist [HRS.50012.4](#bookmark518)

 Change Management Coordinator [HRS.50022.3](#bookmark519)

*Digital/Online*

Head of Digital/Online Strategy [MKT.20099.6](#bookmark520)

Digital/Online Strategy Manager [MKT.20099.5](#bookmark521)

Digital/Online Optimisation Consultant [MKT.20018.4](#bookmark522)

Senior Digital/Online Strategy Analyst [MKT.20099.4](#bookmark523)

Digital/Online Strategy Analyst [MKT.20099.3](#bookmark524)

*Group Strategy*

Head of Strategy [EXE.ST010.7](#bookmark525)

Functional Lead of Strategy - Strategy & Projects [EXE.ST030.6](#bookmark526)

Strategy Manager [STR.10000.5](#bookmark527)

Senior Strategy Analyst [STR.10000.4](#bookmark528)

Strategy Analyst [STR.10000.3](#bookmark529)

*Mergers & Acquisitions*

Functional Lead of Strategy - Mergers & Acquisitions [EXE.ST020.6](#bookmark530)

*Process Improvement*

Process Improvement Manager [STR.10040.5](#bookmark531)

Process Improvement Consultant [STR.10040.4](#bookmark532)

Process Improvement Analyst [STR.10040.3](#bookmark533)

**Position title: Head of Data/BI Analytics**

**Aon Position code: ITC.45016.6**

**Level: 6**

**Responsible for**

Developing, directing and controlling the corporate strategic planning activities of the business and provide insight to decision- makers.

# Report to

Chief Executive Officer/ Managing Director, Chief Data Officer

# Supervises

Data/BI Analysts, Senior Data/BI Analysts and Data/BI Analytics Managers

# Main activities

* Participating as a member of the senior management/strategic team formulating company policy and approving major management changes.
* Independently reviewing and assessing business unit initiatives of a strategic nature impacting the business.
* Brings expertise or identifies subject matter experts in support of multi-functional efforts to identify, interpret and produce recommendations and plans based on company and external data analysis.
* Advises business leaders by providing data-based strategic direction to identify and address business issues and opportunities.
* Ensures that policies and procedures align with corporate vision.
* Managing relationships with external providers or data where relevant - e.g. market research organisations, industry bodies, government departments.
* Selects, develops and evaluates personnel ensuring efficient operation of the function.
* Ensuring continuous upskilling of team members technical and communication skills.
* Keeping up to date with new approaches and trends in statistical analysis and data visualisation.

# Key skills

* Ability to communicate effectively with a wide range of stakeholders and articulate methodologies and results to non technical audiences.
* Advanced knowledge of database design and datawarehousing principles.
* Advanced knowledge of statistical and analytical techniques, and ability to transfer this knowledge to team members.
* Ability to use the dynamics and value drivers of the business strategy to make decisions about the impact of changes.
* Ability to work within long-term time frames and anticipate and act on opportunities or problems that are likely to arise.
* Strong analytical capabilities.
* Ability to communicate at all levels of the organisation.
* Proven ability to develop corporate infrastructure, including policies procedures and systems.
* Proven ability in managing a large budget.
* Strong influencing and leadership skills.

# Internal contacts

Datawarehousing/BI Consultants and Architects, Sales, Marketing.

# External contacts

Research organisations, Australian Bureau of Statistics, Market Research organisations.

# Typical experience

7+ years commercial experience in data/information analysis coupled with tertiary qualifications in Business, Statistics or a related discipline.

# Other comments

**Position title: Data/BI Analytics Manager**

**Aon Position code: ITC.45016.5**

**Level: 5**

**Responsible for**

Plans, manages and controls the activities of a team or teams of analysts that provides business intelligence and analytics to provide insight to decision-makers.

# Report to

**Supervises**

Data/BI Analysts and Senior Data/BI Analysts

# Main activities

* Leads initiatives to analyse complex business problems and issues using data from internal and external sources.
* Brings expertise or identifies subject matter experts in support of multi-functional efforts to identify, interpret and produce recommendations and plans based on company and external data analysis.
* Advises business leaders by providing data-based strategic direction to identify and address business issues and opportunities.
* Ensures that policies and procedures align with corporate vision.
* Managing relationships with external providers or data where relevant - e.g. market research organisations, industry bodies, government departments.
* Selects, develops and evaluates personnel ensuring efficient operation of the function.
* Ensuring continuous upskilling of team members technical and communication skills.
* Keeping up to date with new approaches and trends in statistical analysis and data visualisation.

# Key skills

* Ability to communicate effectively with a wide range of stakeholders and articulate methodologies and results to non technical audiences.
* Excellent statistical/numerical skills.
* Basic knowledge of database design and datawarehousing principles.
* Advanced knowledge of statistical and analytical techniques, and ability to transfer this knowledge to team members.

# Internal contacts

Datawarehousing/BI Consultants and Architects, Sales, Marketing.

# External contacts

Research organisations, Australian Bureau of Statistics, Market Research organisations.

# Typical experience

At least 5-7 years commercial experience in data/information analysis coupled with tertiary qualifications in Business, Statistics or a related discipline.

# Other comments

This role is responsible for overseeing general data analysis and reporting across the business - individuals responsible for specific financial, market research or pricing analysis, or individuals responsible for the design and build of database/datawarehousing solutions should be matched to these roles in the survey.

Other titles: Senior Data Analyst (RIN)

# Position title: Senior Data/BI Analyst

**Aon Position code: ITC.45016.4**

**Level: 4**

**Responsible for**

Analysing complex business problems and issues using data from internal and external sources to provide insight to decision- makers.

# Report to

Data/BI Analytics Manager

# Supervises

May mentor more junior Data/BI Analysts.

# Main activities

* Identifying, preparing, 'crunching' and interpreting trends and patterns in complex datasets.
* Constructing forecasts, dashboards and reports based on business and market data.
* Analysing information using advanced statistical/data analysis techniques, and developing models for analysis where relevant.
* Providing guidance and support to business in determining and recommending information needs.
* Working with Datawarehousing/BI Consultants to ensure design and construction of databases and datawarehouse applications meet current and potential future business needs.
* Ensuring ongoing data integrity, reporting any data inconsistencies appropriately.
* Developing or contributing to development of security standards, controls, and procedures.
* Responding to security threats (incident management).

# Key skills

* Ability to communicate effectively with a wide range of stakeholders and articulate methodologies and results to non technical audiences.
* Excellent statistical/numerical skills.
* Ability to access data stored in warehouses and interrogate it efficiently.
* Advanced knowledge of database software, including MS Access and Excel and/or a commercial statistical software packages such as SAS, SPSS, Tableau, Qlikview, etc.
* May have experience with programming languages such as R, Matlab, VBA or APL.
* Good interpersonal and consultative skills.
* An understanding of the law as it relates to IT.

# Internal contacts

Datawarehousing/BI Consultants, Sales, Marketing.

# External contacts

Research organisations, Australian Bureau of Statistics, Market Research organisations.

# Typical experience

At least 3-5 years commercial experience in data/information analysis coupled with tertiary qualifications in Business, Statistics or a related discipline.

# Other comments

This role is responsible for general data analysis and reporting across the business - individuals conducting specific financial, market research or pricing analysis, or individuals responsible for the design and build of database/datawarehousing solutions should be matched to these roles in the survey.

Other titles: Data Analyst (RIN)

# Position title: Data/BI Analyst

**Aon Position code: ITC.45016.3**

**Level: 3**

**Responsible for**

Analysing business problems and issues using data from internal and external sources to provide insight to decision-makers.

# Report to

Data/BI Analytics Manager.

# Supervises

No formal supervisory responsibilities.

# Main activities

* Identifying, preparing, 'crunching' and interpreting trends and patterns in data sets.
* Constructing forecasts, dashboards and reports based on business and market data.
* Analysing information using statistical/data analysis techniques, and developing models for analysis where relevant.
* Providing guidance and support to business in determining and recommending information needs.
* Working with Datawarehousing/BI Consultants to ensure design and construction of databases and data warehouse applications meet current and potential future business needs.
* Ensuring ongoing data integrity, reporting any data inconsistencies appropriately.

# Key skills

* Ability to communicate effectively with a wide range of stakeholders and articulate methodologies and results to non technical audiences.
* Excellent statistical/numerical skills.
* Ability to access data stored in warehouses and interrogate it efficiently.
* Knowledge of database software, including MS Access and Excel and/or a commercial statistical software packages such as SAS, SPSS, Tableau, Qlikview, etc.
* May have experience with programming languages such as R, Matlab, VBA or APL.

# Internal contacts

Datawarehousing/BI Consultants, Sales, Marketing.

# External contacts

Research organisations, Australian Bureau of Statistics, Market Research organisations.

# Typical experience

At least 1 - 3 years commercial experience in data/information analysis coupled with tertiary qualifications in Business, Statistics or a related discipline.

# Other comments

This role is responsible for general data analysis and reporting across the business - individuals conducting specific financial, market research or pricing analysis, or individuals responsible for the design and build of database/datawarehousing solutions should be matched to these roles in the survey.

# Position title: Junior Data/BI Analyst

**Aon Position code: ITC.45016.2**

**Level: 2**

**Responsible for**

Analysing business problems and issues using data from internal and external sources to provide insight to decision-makers.

# Report to

Data/BI Analytics Manager.

# Supervises

No formal supervisory responsibilities

# Main activities

* Identifying, preparing, 'crunching' and interpreting trends and patterns in data sets.
* Constructing forecasts, dashboards and reports based on business and market data.
* Analysing information using statistical/data analysis techniques, and developing models for analysis where relevant.
* Providing support to business in determining and recommending information needs.
* Working with Datawarehousing/BI Consultants to ensure design and construction of databases and data warehouse applications meet current and potential future business needs.
* Ensuring ongoing data integrity, reporting any data inconsistencies appropriately.

# Key skills

* Ability to communicate effectively with a wide range of stakeholders and articulate methodologies and results to non technical audiences.
* Statistical/numerical skills.
* Ability to access data stored in warehouses and interrogate it efficiently.
* Knowledge of database software, including MS Access and Excel and/or a commercial statistical software packages such as SAS, SPSS, Tableau, Qlikview, etc.
* May have experience with programming languages such as R, Matlab, VBA or APL.

# Internal contacts

Datawarehousing/BI Consultants, Sales, Marketing.

# External contacts

Research organisations, Australian Bureau of Statistics, Market Research organisations.

# Typical experience Other comments

This role is responsible for general data analysis and reporting across the business - individuals conducting specific financial, market research or pricing analysis, or individuals responsible for the design and build of database/datawarehousing solutions should be matched to these roles in the survey.

# Position title: Change Manager

**Aon Position code: HRS.50022.5**

**Level: 5**

**Responsible for**

Responsible for ensuring the successful delivery and end user adoption of new programs, systems, or processes across the organisation through communication, training and business engagement.

# Report to

Project Director or Human Resources Director

# Supervises

Change Management Coordinators and Specialists

# Main activities

* Oversee the change analysis (stakeholder analysis, change impact and gap analysis, training needs analysis).
* Address any potential people-side risks and anticipated points of resistance, and develop specific plans to mitigate or address concerns.
* Ensure that readiness assessments are conducted
* Apply a structured change management approach and methodology for the people side of change caused by projects and change efforts.
* Develop a change management strategy based on a situational awareness of the details of the change and the groups being impacted by the change.
* Develop a set of actionable and targeted change management plans (including change leadership plan, communication plan, education and training plan and resistance management plan).
* Lead the project team to integrate change management activities into the overall project plan.
* Lead and support the creation of the measurement systems to track adoption, utilisation and proficiency of individual changes.
* Lead and support the relationship with other group-wide specialists (e.g. Communications) in the formulation of particular plans and activities to support project implementation.
* Ensure coordinated, consolidated and timely reporting of the project.

# Key skills

* Detail-oriented and efficient.
* Effective relationship management skills
* Excellent time management skills and proven ability to meet deadlines.
* Excellent oral and written communication skills
* Excellent presentation skills.

# Internal contacts

Internal Project Team (Project Manager, HR Lead, Lead HR Analyst, HR Analyst, Admin Assistant, Project Support Officer), Working Group (Group HR Managers, CIO, Payroll Manager, Applications Manager); Project Executive; Senior User & Corporate HR Specialists; HR Community; IT Team; Business Stream Implementation Champions; PMO Manager, Strategic Communications

# External contacts

Vendor Project Team

# Typical experience

Degree in Human Resources, Organisation Psychology or equivalent. Demonstrated experience in the coordination and running of large change management projects with project timelines of over 1 year. Significant experience in senior stakeholder engagement and working with technical and non-technical staff.

# Other comments

**Position Description**

**Position title: Change Management Specialist Aon Position code: HRS.50012.4**

**Level: 4**

**Responsible for**

Responsible for facilitating and driving change and end user adoption of new programs, systems, or processes across the organisation through communication, training and business engagement.

# Report to

Project Manager, Human Resource Manager, Project Executive or, Human Resources Director

# Supervises Main activities

* Conduct change analysis (stakeholder analysis, change impact and gap analysis, training needs analysis). Identify potential people-side risks and anticipated points of resistance, and develop specific plans to mitigate or address concerns. Conduct readiness assessments, evaluate results and present findings in a logical and easy-to-understand manner.
* Apply a structured change management approach and methodology for the people side of change caused by projects and change efforts.
* Develop a change management strategy based on a situational awareness of the details of the change and the groups being impacted by the change.
* Develop a set of actionable and targeted change management plans (including change leadership plan, communication plan, education and training plan and resistance management plan).
* Work with project team to integrate change management activities into the overall project plan.
* Create and manage measurement systems to track adoption, utilisation and proficiency of individual changes.
* Work with other group-wide specialists (eg Communications) in the formulation of particular plans and activities to support project implementation.
* Undertake project administration, monitoring and reporting tasks.
* Assemble/collate project information to produce coordinated, consolidated and timely reporting.

# Key skills

* Detail-oriented and efficient.
* Effective relationship management skills
* Strong administration skills.
* Excellent time management skills and proven ability to meet deadlines.
* Excellent oral and written communication skills
* Excellent presentation skills.

# Internal contacts

Internal Project Team (Project Manager, HR Lead, Lead HR Analyst, HR Analyst, Admin Assistant, Project Support Officer), Working Group (Group HR Managers, CIO, Payroll Manager, Applications Manager); Project Executive; Senior User & Corporate HR Specialists; HR Community; IT Team; Business Stream Implementation Champions; PMO Manager, Strategic Communications

# External contacts

Vendor Project Team

# Typical experience

Degree in Human Resources, Organisation Psychology or equivalent. Demonstrated experience in the coordination and running of large change management projects with project timelines of over 1 year. Significant experience in senior stakeholder engagement and working with technical and non-technical staff.

# Other comments

**Position title: Change Management Coordinator Aon Position code: HRS.50022.3**

**Level: 3**

**Responsible for**

Responsible for facilitating and driving change and end user adoption of new programs, systems, or processes across the organisation through communication, training and business engagement.

# Report to

Change Manager

# Supervises Main activities

* Conduct change analysis (stakeholder analysis, change impact and gap analysis, training needs analysis). Identify potential people-side risks and anticipated points of resistance, and develop specific plans to mitigate or address concerns. Conduct readiness assessments, evaluate results and present findings in a logical and easy-to-understand manner.
* Apply a structured change management approach and methodology for the people side of change caused by projects and change efforts.
* Develop a change management strategy based on a situational awareness of the details of the change and the groups being impacted by the change.
* Develop a set of actionable and targeted change management plans (including change leadership plan, communication plan, education and training plan and resistance management plan).
* Work with project team to integrate change management activities into the overall project plan.
* Create and manage measurement systems to track adoption, utilisation and proficiency of individual changes.
* Work with other group-wide specialists (eg Communications) in the formulation of particular plans and activities to support project implementation.
* Undertake project administration, monitoring and reporting tasks.
* Assemble/collate project information to produce coordinated, consolidated and timely reporting.

# Key skills

* Detail-oriented and efficient.
* Effective relationship management skills
* Strong administration skills.
* Excellent time management skills and proven ability to meet deadlines.
* Excellent oral and written communication skills
* Excellent presentation skills.

# Internal contacts

Internal Project Team (Project Manager, HR Lead, Lead HR Analyst, HR Analyst, Admin Assistant, Project Support Officer), Working Group (Group HR Managers, CIO, Payroll Manager, Applications Manager); Project Executive; Senior User & Corporate HR Specialists; HR Community; IT Team; Business Stream Implementation Champions; PMO Manager, Strategic Communications

# External contacts

Vendor Project Team

# Typical experience

Degree in Human Resources, Organisation Psychology or equivalent.

# Other comments

**Position title: Head of Digital/Online Strategy Aon Position code: MKT.20099.6**

**Level: 6**

**Responsible for**

Developing and overseeing delivery of the organisation’s online vision and strategy to ensure that current and future customer and business requirements are anticipated, and that the online channel delivers a sustainable competitive advantage to the business.

# Report to

Chief Operating Officer, Chief Commercial Officer or Chief Executive Officer

# Supervises

Online Strategy Managers, Senior Online Strategy Analysts, Online Strategy Analysts.

# Main activities

* Develop the organisation’s online strategy and roadmap in support of the long-term business strategy.
* Maintain a detailed understanding of the market place and identify future technology and/or product opportunities that can be fed into the strategy.
* Ensure long-term viability of the organisation’s online strategy, and develop plans for transitioning from legacy channels to online.
* Use online strategy analysis and research to inform decision making regarding the direction of the organisation’s online strategy.
* Manage relationships with IT at a high level to ensure that technology platforms support the delivery of the online strategy, and that products are developed and delivered in accordance with specifications.
* Direct analysis and research to identify insights in customer or competitor behaviour that will inform online strategy decisions by senior management.
* Promote and be a champion for online across the organisation, particularly at a senior level.

# Key skills

* Excellent knowledge of web and ecommerce technologies.
* Excellent knowledge of online, mobile and ecommerce trends and products.
* Strong influencing skills and leadership skills.
* Excellent written and verbal communication/presentation skills.
* Innovative thinking and demonstrated problem-solving skills.

# Internal contacts

Senior Executives, Product/Commercial, Sales, Marketing, IT.

# External contacts

IT Vendors, Industry Associations.

# Typical experience

At least 10+ years of experience in commercial strategy, with a particular focus on change/transformation management and at least 5 years online strategy experience, coupled with relevant tertiary qualifications.

# Other comments

Depending on size of the organisation and significance of the online channel, this role may be a Senior Executive.

# Position title: Digital/Online Strategy Manager Aon Position code: MKT.20099.5

**Level: 5**

**Responsible for**

Leading the operationalisation of the organisation’s online strategy to ensure that current and future customer and business requirements are anticipated, and that the online channel delivers a sustainable competitive advantage to the business.

# Report to

Head of Online, Product Director or Chief Operating Officer.

# Supervises

Online Strategy Analysts, Senior Online Strategy Analysts.

# Main activities

* Work with senior managers to develop and operationalise the organisation’s online strategy and roadmap in support of the long-term business strategy.
* Maintain a detailed understanding of the market place and identify future technology and/or product opportunities that can be fed into the strategy.
* Identify, plan and implement opportunities to drive business from traditional channels to online channels.
* Develop business cases for new product innovations and/or product enhancements (including functionality and usability) or other online initiatives.
* Lead projects relating to the design and formulation of specific online products.
* Work with IT technical professionals and Project/Delivery Managers to ensure that products are developed and delivered in accordance with specifications.
* Direct analysis and research to identify insights in customer or competitor behaviour that will inform online strategy decisions.
* Promote and be a champion for online across the organisation, particularly at a senior level.

# Key skills

* Excellent knowledge of web and ecommerce technologies.
* Excellent knowledge of online, mobile and ecommerce trends and products.
* Strong influencing skills and ability to communicate with technical and non-technical individuals across the organisation, including senior management.
* Excellent written and verbal communication/presentation skills.
* Innovative thinking and demonstrated problem-solving skills.

# Internal contacts

Product/Commercial, Sales, Marketing, IT.

# External contacts

IT Vendors.

# Typical experience

At least 7-10 years experience in commercial/channel strategy, with at least 5 years of this in online strategy, coupled with relevant tertiary qualifications.

# Other comments

In smaller organisations or organisations where the online channel does not contribute a significant proportion of revenue, this role may be the organisational authority in the online space.

# Position title: Digital/Online Optimisation Consultant Aon Position code: MKT.20018.4

**Level: 4**

**Responsible for**

Overseeing the development and enhancement of the digital channels to optimise customer engagement, satisfaction, product sales and service.

# Report to

Might report to Digital Optimisation Manager or Head of Online Strategy.

# Supervises

May supervise Online Strategy Analysts or similar if required.

# Main activities

* Utilising the digital channel optimisation tools and technologies in an effective manner.
* Managing the development of a roadmap and strategy for the digital channels.
* Developing and implementing business improvement initiatives relating to the digital channels.
* Conducting competitor site analysis and keeping abreast of industry best practice and marketplace trends.
* Creating visibility of the customer experience journey including online and offline customer interactions through existing data sources.
* Creating data visualisations, dashboards and reports to drive actionable insights for customers
* Analysing voice of the customer data to complement existing insights
* Identifying data gaps and influencing a group of stakeholders to close the data gap
* Identifying new business opportunities including acquisitions, rationalisations and new initiatives to drive online sales.

# Key skills

* Solid understanding of digital channel optimisation tools and technologies
* Understanding of project management methodologies
* Dynamic analytical skills
* Understand best practices in digital channel development and digital marketing
* Ability to negotiate with stakeholders at all levels to achieve objectives
* Excellent oral and written communication skills
* Strong negotiation skills

# Internal contacts

Sales and Marketing team, Analytics team members, Content & Portals Production team

# External contacts

Vendors

# Typical experience

At least 3-5 years experience in an analytical role preferably in a digital environment coupled with relevant tertiary qualifications.

# Other comments

**Position title: Senior Digital/Online Strategy Analyst Aon Position code: MKT.20099.4**

**Level: 4**

**Responsible for**

Contributing to the development of online strategy through the provision of market and commercial analysis and insights, and through the day-to-day management of online product initiatives.

# Report to

Online Strategy Manager or Head of Online.

# Supervises

May mentor more junior Online Strategy Analysts.

# Main activities

* Maintain a detailed understanding of the market place and identify potential technology and/or product opportunities.
* Work with the business to identify and project manage the implementation of online initiatives.
* Conduct research and analysis to develop customer, market and competitor insights and make online strategy recommendations.
* Conduct analysis and report on the effectiveness of online initiatives.
* Contribute to the development of business cases for new product innovations and/or product enhancements (including functionality and usability) or other online initiatives.
* Work with IT technical professionals and Project/Delivery Managers to ensure that products are developed and delivered in accordance with specifications.
* Promote and be a champion for online across the organisation.

# Key skills

* Good knowledge of web and ecommerce technologies.
* Excellent knowledge of online, mobile and ecommerce trends and products.
* Strong influencing skills and ability to communicate with technical and non-technical individuals across the organisation, including senior management.
* Excellent research and analytical skills, and ability to generate insights and apply to commercial decision-making.
* Excellent written and verbal communication skills.
* Innovative thinking and demonstrated problem-solving skills

# Internal contacts

Product/Commercial, Sales, Marketing, IT.

# External contacts

IT Vendors

# Typical experience

At least 5-7 years experience in online strategy, online product development or market and competitor research and analysis, coupled with relevant tertiary qualifications.

# Other comments

**Position title: Digital/Online Strategy Analyst Aon Position code: MKT.20099.3**

**Level: 3**

**Responsible for**

Contributing to the development of online strategy through the provision of market and commercial analysis and insights, and through the day-to-day management of online product initiatives.

# Report to

Online Strategy Manager or Head of Online.

# Supervises

No formal supervisory responsibilities.

# Main activities

* Maintain a detailed understanding of the market place and identify potential new technology and/or product opportunities.
* Work with the business to identify and have input into the implementation and day-to-day management of online product or channel initiatives.
* Conduct research and analysis to develop customer, market and competitor insights and make online strategy recommendations.
* Conduct analysis and report on the effectiveness of online product or channel initiatives.
* Contribute to the development of business cases for new product innovations and/or product enhancements (including functionality and usability) or other online initiatives.
* Oversee the development and ongoing management of a portfolio of online products.
* Work with IT technical professionals and Project/Delivery Managers to ensure that products are developed and delivered in accordance with specifications.
* Promote and be a champion for online across the organisation.

# Key skills

* Basic knowledge of web and ecommerce technologies.
* Excellent knowledge of online, mobile and ecommerce trends and products.
* Strong influencing skills and ability to communicate with technical and non-technical individuals across the organisation.
* Excellent research and analytical skills, and ability to generate insights and apply to commercial decision-making.
* Strong written and verbal communication skills.
* Innovative thinking and demonstrated problem-solving skills.

# Internal contacts

Product/Commercial, Sales, Marketing, IT.

# External contacts

IT Vendors.

# Typical experience

At least 3-5 years experience in online strategy, online product development or market and competitor research and analysis, coupled with relevant tertiary qualifications.

# Other comments

**Position title: Head of Strategy**

**Aon Position code: EXE.ST010.7**

**Level: 7**

**Responsible for**

Developing, directing and controlling the corporate strategic planning activities of the business. Providing direction and driving delivery of a strategic plan through an inclusive strategic planning process.

# Report to

Chief Executive Officer / Managing Director

# Supervises

Strategic planning team(s), business analysts

# Main activities

* Participating as a member of the senior management/strategic team formulating company policy and approving major management changes.
* Independently reviewing and assessing business unit initiatives of a strategic nature impacting the business.
* Identifying opportunities/threats impacting the business. Analysing and recommending actions, and where appropriate implementing recommendations.
* Developing and maintaining an independent view of all markets in which the business operates in the short, medium and long-term for business planning, business development and other significant market transactions.

# Key skills

* Understanding and appreciation of the financial implications of decisions and their impact.
* Ability to use the dynamics and value drivers of the business strategy to make decisions about the impact of changes.
* Ability to work within long-term time frames and anticipate and act on opportunities or problems that are likely to arise.
* Strong analytical capabilities.
* Ability to communicate at all levels of the organisation.
* Proven ability to develop corporate infrastructure, including policies procedures and systems.
* Proven ability in managing a large budget.
* Strong influencing and leadership skills.

# Internal contacts

Senior Management, finance and administration, functional and divisional managers, and all subordinate staff.

# External contacts

Industry associations, major customers/clients, shareholders and major suppliers.

# Typical experience

10+ years experience in a senior management or general management role in a commercial environment. Tertiary qualification in economics, engineering or other quantitative field.

# Other comments

**Position title: Functional Lead of Strategy - Strategy & Projects Aon Position code: EXE.ST030.6**

**Level: 6**

**Responsible for**

Leading specific strategic projects aimed at the development of specific processes

# Report to

Chief Strategy Officer/Chief Executive Officer/Chief Financial Officer/Chief Operations Officer

# Supervises

Team of strategy professionals specialising in business analysis and project management

# Main activities

* Project managing complex and multidisciplinary projects from design to implementation ensuring completion to timescales and budgets
* Identifying opportunities for process improvements and providing suggestions to senior management for undertaking projects to improve process efficiency
* Coordinating with different business heads / function heads for initiating and monitoring progress of ongoing projects and report on project parameters and milestones to senior management

# Key skills

* Project management
* People management
* Stakeholder management

# Internal contacts

Chief Strategy Officer, Senior management, Business Unit heads, Function Heads, Department Heads, Strategy team

# External contacts

External consultants, Suppliers,

# Typical experience

12+ years of experience in the strategy function and at least 8+ years in managing complex projects

# Other comments

**Position title: Strategy Manager**

**Aon Position code: STR.10000.5**

**Level: 5**

**Responsible for**

Providing strategic insights via the use of predictive models to drive segmentation and support various divisions.

# Report to

Head of Strategy.

# Supervises

Strategy Analysts.

# Main activities

* Ensuring the organisation has a solid understanding of customers and the market through the use of analytics & modelling in order to identify marketing opportunities.
* Overseeing the analysis of information using computerised statistical/data analysis techniques, and developing sophisticated models that support the marketing group’s requirements.
* Ensuring that market and customer insights are effectively utilised to drive the translation of customer and segment knowledge into strategic and tactical recommendations for product development, customer acquisition and retention.
* Facilitating the timely and accurate delivery of campaign data to support marketing campaigns.
* Understanding the needs of the marketing group, recommending solutions, forecasting the capital costs and benefits and managing the delivery of these initiatives.
* Strategic development of the data warehouse platform to provide effective management, predictive models, business intelligence layers, reporting cubes and data capture.
* Leading and developing a team of analysts to build organisational capabilities in the use of data mining tools and ensuring a high level of accuracy and productivity within the team.

# Key skills

* Excellent planning and organisational skills.
* Superior written and verbal communication and presentation skills.
* Strong reporting and analytical skills.
* Ability to communicate effectively with a wide range of stakeholders and articulate technical issues in business language to non technical audiences.
* Skilled in financial assessment and business case development.
* Ability to work in a fast paced environment and manage a number of projects simultaneously and to tight deadlines.
* Leadership and people management skills.
* Ability to liaise confidently and effectively at all levels both internally and with external vendors.

# Internal contacts

Business Managers, Sales & Marketing Team, Strategy, Commercial and IT.

# External contacts Typical experience

At least 5 years professional experience in a marketing environment, including proven project management experience, coupled with a relevant tertiary qualification. Industry-specific experience and post graduate qualifications are desirable.

# Other comments

**Position title: Senior Strategy Analyst**

**Aon Position code: STR.10000.4**

**Level: 4**

**Responsible for**

Provides input into business decisions through financial and non- financial analysis and using specialised models. Corporate strategy development and support of any M&A activities.

# Report to

Strategy Manager

# Supervises

No formal supervisory responsibilities.

# Main activities

* Corporate strategy development, identifying external market forces and best practice.
* Working with strategy team to implement and monitor key strategic objectives.
* Provide analytical and modelling support to the strategy team and wider business.
* Usually works as a part of a team with a minimal guidance, assisting other strategy analysts when needed.
* Uses quantitative and communication skills; strongly collaborative.

# Key skills

* Advanced knowledge of Excel and other analytical software.
* Strong strategic mindset with advanced analytical, financial modelling and planning skills.
* Proactive with a strong bias toward action.
* Strong communication skills: adept at influencing and persuading others.
* Advanced communication skills: report writing, summary commentary.

# Internal contacts

All divisions

# External contacts Typical experience

Bachelor's degree and may have an accounting/finance background; 5 plus years business experience.

# Other comments

**Position title: Strategy Analyst**

**Aon Position code: STR.10000.3**

**Level: 3**

**Responsible for**

Provides input into business decisions through financial and non- financial analysis and using specialised models. Uses persuasion and recommends tactics with data analysis for business units to meet the organisations' objectives.

# Report to

Strategy Manager.

# Supervises

No supervisory responsibilities.

# Main activities

* Provides analytic support during the strategic planning process and on internal consulting projects focused on the division's key business priorities.
* Gathers and analyses qualitative and quantitative data through interviews and research to identify trends/opportunities, develops conclusions from market information and creates compelling market analysis presentations.
* Usually works as a part of a team and can work with a moderate level of guidance.
* Formulates actionable, value-adding business solutions and participating in their implementation
* Uses quantitative and communication skills; strongly collaborative.
* Can make inferences from complex data and secondary sources.

# Key skills

* Solid knowledge of Excel and PowerPoint.
* Strong strategic mindset with sound analytical, financial modelling and planning skills.
* Proactive with a strong bias toward action.
* Strong communication skills: adept at influencing and persuading others.

# Internal contacts

All divisions

# External contacts Typical experience

Bachelor's degree and may have an accounting/finance background; 2-4 years analyst experience.

# Other comments

**Position title: Functional Lead of Strategy - Mergers & Acquisitions Aon Position code: EXE.ST020.6**

**Level: 6**

**Responsible for**

Identifying and evaluating merger or acquisition opportunities in the global market place which support the development strategy of the corporation.

# Report to

Chief Executive Officer/Chief Operations Officer/Chief Strategy Officer

# Supervises

Team of financial analysts or strategy analysts or financial valuation specialists

# Main activities

* Working with the senior management team to formulate the M&A strategy of the organisation
* Identifying potential acquisition and business development opportunities and initiating and overseeing the negotiation process and due diligence process.
* Direct the team for conducting financial valuations and synergy alignment analysis for potential targets and advising senior management on acquisition strategy
* Project manage approved mergers and acquisitions to ensure smooth integration of people and business models
* Working with the CEO and CFO to identify the most appropriate financing methods for potential deals

# Key skills

* Financial valuations
* Strategy analysis
* Project management
* Stakeholder management
* People management

# Internal contacts

Chief Executive Officer, Chief Financial Officer, Business Unit Heads, Function Heads, General Counsel

# External contacts

Company heads and senior management, External consultants, Lawyers and firms specialising in financial analysis and syndication

# Typical experience

15+ years in the strategy function with at least 10 years in managing mergers and acquisitions

# Other comments

**Position title: Process Improvement Manager Aon Position code: STR.10040.5**

**Level: 5**

**Responsible for**

Managing operational process audits and leading process improvement initiatives in order to improve operational efficiency and effectiveness.

# Report to

Operations Manager.

# Supervises

Process Improvement Analysts, Process Improvement Consultants.

# Main activities

* Identifying process improvement opportunities across the organisation.
* Leading process design/redesign activities, and developing implementation/change management plans.
* Managing relationships with stakeholders throughout the organisation and providing guidance and support on operational and process quality principles.
* Coordinating and conducting internal process audits and compliance reviews to measure conformity to internal and external requirements and ensure required corrective action or business improvement opportunities are followed up.
* Reporting on process improvement initiatives and audits.
* Maintaining and improving the corrective action system, to ensure problems are recorded and preventative and corrective actions are identified and implemented effectively and timely with outstanding issues monitored.

# Key skills

* Broad knowledge of work processes and quality system requirements.
* Knowledge of importance of process and sound commercial practice.
* Demonstrated initiative and proactivity.
* Ability to develop innovative controls to reduce risk and fraud.
* Strong written, verbal, communicating and influencing skills.
* Excellent knowledge of process improvement methodologies such as Six Sigma, Lean, TQM, Kaizen, etc.

# Internal contacts

Management, Audit, Compliance and Legal employees.

# External contacts Typical experience

At least 5-7 years experience in quality, operations or project management, coupled with relevant tertiary qualifications. May have certification in process improvement methodologies such as Six Sigma, Lean, TQM, Kaizen, etc.

# Other comments

This is a management role - if the individual does not manage a team, please match to one of the following roles: Process Improvement Analyst, Process Improvement Consultant; or if the individual does not manage a team but holds Six Sigma certification: Six Sigma - Black Belt, Six Sigma - Master Black Belt.

# Position title: Process Improvement Consultant Aon Position code: STR.10040.4

**Level: 4**

**Responsible for**

Conducting operational process audits and process improvement initiatives in order to improve operational efficiency and effectiveness.

# Report to

Process Improvement Manager.

# Supervises

No formal supervisory responsibilities.

# Main activities

* Conducting process design/redesign activities, and assisting with development of implementation/change management plans.
* Providing guidance and support on operational and process quality principles to stakeholders throughout the organisation.
* Conducting internal process audits and compliance reviews to measure conformity to internal and external requirements and ensure required corrective action or business improvement opportunities are followed up.
* Reporting on process improvement initiatives and audits.
* Maintaining and improving the corrective action system, to ensure problems are recorded and preventative and corrective actions are identified and implemented effectively and timely with outstanding issues monitored.

# Key skills

* Broad knowledge of work processes and quality system requirements.
* Knowledge of importance of process and sound commercial practice.
* Demonstrated initiative and proactivity.
* Ability to develop innovative controls to reduce risk and fraud.
* Strong written, verbal, communicating and influencing skills.
* Basic knowledge of process improvement methodologies such as Six Sigma, Lean, TQM, Kaizen, etc.

# Internal contacts

Management, Audit, Compliance and Legal employees.

# External contacts Typical experience

At least 3-5 years experience in quality, operations or project management, coupled with relevant tertiary qualifications. May have certification in process improvement methodologies such as Lean, TQM, Kaizen, etc.

# Other comments

If the individual works exclusively within the Six Sigma methodology, please match to either: Six Sigma - Black Belt, or Six Sigma - Master Black Belt.

# Position title: Process Improvement Analyst Aon Position code: STR.10040.3

**Level: 3**

**Responsible for**

Conducting analysis and research into existing operational processes, and presenting results as input into operational audits and process improvement initiatives across the organisation.

# Report to

Process Improvement Manager.

# Supervises

No formal supervisory responsibilities.

# Main activities

* Researching and analysing existing operational processes using techniques such as data analysis, observation, interviews, policy reviews, etc.
* Identifying and sourcing benchmark information for comparison, where relevant.
* Identifying process inefficiencies and opportunities for improvement.
* Identifying potential compliance/legal/safety issues present in operational processes, and determining relevant legislation and/or regulations.
* Conducting reviews to determine ROI following process design/redesign implementation.
* Providing reports on findings at all stages to stakeholders.

# Key skills

* Broad knowledge of work processes and quality system requirements.
* Knowledge of importance of process and sound commercial practice.
* High level of attention to detail and accuracy.
* Strong analytical, and written and verbal communication skills.

# Internal contacts

Management, Audit, Compliance and Legal employees.

# External contacts Typical experience

At least 1-3 years experience in quality, operations or project management, coupled with relevant tertiary qualifications in Commerce or Statistics.

# Other comments

This individual only analyses operational processes and identifies opportunities for improvement - they do not undertake process design/redesign (see Process Improvement Consultant)