

THE "ARMY" OF THE VALUE CREATION EXCELLENCE

- OR THE PARTICIPANTS OF THE SPECIALIZED
CORPORATE "DEVELOPER ECOSYSTEM"



PARTICIPANTS OF THE SPECIALIZED CORPORATE “DEVELOPER ECOSYSTEM”

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PROCESS MANAGER / PROCESS EXPERT

Definition: A professional responsible for the operation, control and continuous improvement of processes. End-to-end process mapping, KPIs, standardization, documentation.

Origin: The conscious management of processes has industrial roots (statistics, SPC, then lean/TPM), its modern forms were strengthened by the process management literature of the 1980s–1990s. (Lean/TPS, Six Sigma influence). Lean Enterprise Institute+1

Functionality: process mapping, value stream analysis, SLA/KPI definition, introduction of process standards, participates in the implementation of processes in IT/ERP implementations.

Common Misconception/Common Confusion: often confused with Business Analyst (IT capacity) or Operations Manager (day-to-day operation). The difference: process manager focuses on process planning and improvement, not on daily operational problem solving.

Synonyms used: Process Owner, Process Coordinator, Continuous Improvement Specialist.

Corporate placement: in large companies typically internal, in Process Excellence / Operations / PMO team; in medium-sized companies often as an external project. (General market observation: in companies with >250 employees, the chance of an internal role is higher). Vencon Research

Professional background/Education: engineering, economics/business, logistics, often Lean or Six Sigma (Green/Black Belt) training.

Performance indicators: lead time reduction, first-pass yield increase, defect rate reduction, cost savings per project (common KPIs in the case of Lean/Six Sigma).

BUSINESS PROCESS ANALYST – BPA

Definition: Data and requirements-driven role that analyzes, improves processes, and aligns IT/business tasks.

Origin: Developed from the professional needs of software development and business analysis (1990s–2000s), the BA role became a “bridge” between business and IT.



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Functionality: Process modeling, process development, KPI measurement, efficiency improvement, workflow simplification, requirements gathering for IT projects, testing support, gap analysis.

Common Misconception/Common Confusion: Often thought of as a “process manager” or “project manager”; BPA focuses more on the information and requirements side.

Synonyms used: Business Analyst (BA), Process Analyst, Requirements Analyst.

Corporate placement: Next to IT or PMO; internal BA team in medium and large companies, external BA in small companies.

Professional background/Education: business/IT education, business analysis and UML/BPMN knowledge; BA certifications are common.

Performance indicators: requirement fulfillment rate, change request reduction, project success.

BUSINESS ANALYST – BA

Definition: A professional who analyzes the needs and operations of a company, who produces structured requirements, as a top-down, specific direction-setting person.

Origin: 2000s – digitalization → a business-IT bridge became necessary.

Functionality: developing business strategies, process modeling, requirements analysis for implementing technological solutions, exploring operational problems, developing solution proposals

Common Misconception/Common Confusion: with PM – BA focuses on content, PM focuses on implementation management), with PO – due to strategic aspects of the product side, with process experts, who also carry out development, while BA is not responsible for physical implementation with BPA – BPA process development is focused on BA’s business strategy

Synonyms used: Business Designer, Requirements Engineer.

Corporate placement: IT, bank, SSC, government, business-digital projects

Professional background/Education: IIBA (CBAP), BPMN, process modeling

Performance indicators: requirements quality, error rate reduction, implementation success



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„ITIL MASTER” / SERVICE MANAGEMENT EXPERT

Definition: Planning, operating, developing and controlling the entire life cycle of IT services and IT-driven services based on standard processes. The focus is: service quality + availability + incident management + change management + efficiency. ITIL is the only one that bridges the gap between operations and governance.

Origin: 1980s, UK government – CCTA. The goal: to improve the chaotic quality of government IT services → standard process model. Later it became a global framework → ITIL v2, v3, now ITIL 4.

Functionality: incident management, problem management, change management, configuration management, capacity planning, service catalog, SLA and service quality control, provision of operational and availability architecture, continuous service improvement (CSI). Practically a quality management + process improvement + operational stabilization analogy, only IT specific.

Common Misconception/Common Confusion: Often confused with operations; sysadmin is not ITIL. They think that a documentation framework is actually a process and service architecture. “It’s just IT.” Not true, as it has a direct impact on business operations and customer satisfaction.

Synonyms used: Service Manager, ITSM Specialist, Service Owner, Service Delivery Manager, Incident / Problem / Change Manager, Service Desk Lead, Service Architect, Operations Service Lead. (“ITIL Master” is a qualification, not a functional role)

Corporate placement: In-house in large companies: 60–70%, Small and medium-sized companies: mixed, Shared service / outsourcing: very common. Primarily IT organization, but also enters TOM / operations planning.

Professional background/Education: ITIL, IT, IT operations, Business Informatics, Quality / process management, Project and service management. Strong specialization: many move from IT to governance.

Performance indicators: SLAs met, availability (%), MTTR / MTBF, number of incidents, recurrence rate, change management success rate, service cost / ticket cost, customer and user satisfaction

LEAN / CONTINUOUS IMPROVEMENT / SIX SIGMA EXPERT

Definition: a practical methodology expert focusing on process and waste reduction (kaizen, 5S, value stream mapping, DMAIC, etc.).



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Origin: Lean – Toyota Production System (1950s–60s; Taiichi Ohno). Six Sigma – Motorola, Bill Smith (1986). Lean Enterprise Institute+1

Functionality: improving the efficiency of shop/factory and service processes, project-based problem solving, internal culture building (kaizen).

Common Misconception/Common Confusion: "Quality" and "Process" roles are often mixed up — Six Sigma is statistical-focused, while Lean is more process-flow-oriented. Many companies would like both in the same person.

Synonyms used: CI Specialist, Kaizen Facilitator, Black/Green Belt, Operational Excellence Consultant.

Corporate placement: typically in industry on internal OpEx teams or as an external consultant; also seen in service companies.

Professional background/Education: engineering, technical degree preferred; statistics / Six Sigma training (belt systems).

Performance indicators: defect rate, DPMO, cycle time, cost savings per project (Six Sigma projects can often be measured in financial savings).

OPERATIONS EXCELLENCE MANAGER / OPEX ADVISOR

Definition: role responsible for overall operational excellence — improving processes, organization, technology, and culture together.

Origin: driven by corporate transformations and the need for competitiveness (1990s–2000s), summarizes Lean, Six Sigma, TQM, business architecture approaches.

Functionality: strategic OpEx roadmap, program governance, KPI portfolio, cross-functional project management.

Common Misconception/Common Confusion: often confused with COO, process, or project management roles, but OpEx is primarily strategic, not day-to-day operations.

Synonyms used: Continuous Improvement Lead, Head of Operational Excellence.

Corporate placement: internal in large companies, typically reports to COO or COO. In mid-sized companies, they are more likely to be called an external expert.

Professional background/Education: engineering/business management, experience in transformation programs, often a strategic consulting background.

Performance indicators: program management KPIs (project success, program ROI), long-term improvement in operational efficiency.



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SYSTEM ARCHITECT

Definition: a role that understands and restructures the operational dynamics of complex systems: it not only designs elements and processes, but also shapes the power relations, patterns and coordination behind the system.

Origin: does not originate from a classic corporate role; it appears at the intersection of several disciplines (systems theory, organizational development, strategic consulting), has always existed implicitly, but rarely appears as a formalized role.

Functionality: system-level diagnostics, revealing hidden dynamics, identifying structural breakpoints, designating intervention points, recalibrating operating patterns.

Common mistake/Common confusion: often confused with a strategic consultant, enterprise architect or change manager. The difference is that it does not implement or optimize, but interprets and rearranges the basic pattern of operation.

Synonyms used: there is no universally accepted form; System Thinker, Transformation Architect, Systemic Consultant (with partial coverage).

Corporate location: rarely formalized role; typically appears as an external expert, in critical situations or at points of transformation, in close proximity to senior management.

Professional background/Degree: interdisciplinary background (business, systems approach, organizational-level operational development); not framework-driven, but rather based on extensive experience and pattern recognition.

Efficiency indicators: systemic stabilization, resolution of hidden tensions, increase in operational coherence, permanently improving adaptability

BUSINESS ARCHITECT / ENTERPRISE ARCHITECT (BUSINESS/VALUECHAIN EXPERT)

Definition: role designing end-to-end business architecture: processes, information flow, roles, IT map — strategic alignment.

Origin: enterprise architecture as a discipline grew out of enterprise IT/business alignment (TOGAF, 1990s).

Functionality: operating model design, target operating model, (re)design of value chains, IT-business roadmap.



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Common Misconception/Common Confusion: often thought of as Business Analyst or IT Architect. The difference is the strategic, holistic perspective.

Synonyms used: Operating Model Designer, Organizational Architect.

Corporate placement: in strategic IT/PMO/Transformation teams in large companies; less common internal position in medium-sized companies.

Professional background/Education: business/IT training, strategic consulting, architecture framework knowledge (TOGAF).

Performance indicators: architecture retention, roadmap execution, degree of IT-business fit.

ORGANIZATIONAL DESIGNER (OD)

Definition: the design of organizational structure, roles, responsibilities, and formal operations to support strategic goals.

Origin: organizational theory roots; modern OD has its roots in the work of Kurt Lewin (group dynamics, action research; Lewin, 1940s). [SpringerLink+1](#)

Functionality: role design, authority matrices, governance, change management planning, cultural fit.

Common Misconception/Common Confusion: Many organizational developers (OD) are confused with HR talent/learning — when OD is more about structure and systems.

Synonyms used: Organization Design Consultant, Organization Development Specialist.

Corporate placement: HR strategy/People Office part of a large corporation or external consultant; common in strategic transformations.

Professional background/Education: Psychology, Organization and Leadership Science, HR, Management; PhD/MA or certified OD training.

Performance indicators: organizational efficiency (return on role clarity), time to decisions, reduction in coordination costs.

ORGANIZATIONAL DEVELOPMENT EXPERT / CONSULTANT

Definition: Plans and monitors targeted organizational changes, learning processes, collaboration, and leadership-level interventions.



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Origin: Kurt Lewin, 1930s–40s: group dynamics, organizational change, T-groups.
Answer: workplace conflicts, industrialization, leadership problems.

Functionality: culture change, team development, leadership development, organizational diagnosis, change management

Common Misconception/Common Confusion: with HR – OD is strategic, while HR is operational, with coaching – OD is much more systemic, with training – OD is not a one-day training

Synonyms used: People & Culture Expert, Organization Developer, Change Facilitator.

Corporate placement: large companies: 70% in-house HR/OD team, SMEs: 10–20% employees, the rest external, use of advice: heavily project-based

Professional background/Education: psychology, sociology, economics, human resources; OD schools (Gestalt, T-group, Art of Hosting, Action Learning); coach qualification (additional)

Performance indicators: collaboration indices, reduced turnover, management feedback, improved organizational maturity

DIGITAL TRANSFORMATION / PROCESS & DIGITALIZATION CONSULTANT

Definition: Alignment of processes and digital technologies (ERP, workflow, RPA, workflow automation).

Origin: From the 2000s, when IT implementations and digital strategies became a transformation aimed at transforming operations.

Functionality: translating processes into IT language, selecting technical solutions, change management for IT implementations.

Common Misconception/Common Confusion: Often confused with BA or IT project management roles. A digital consultant focuses more on strategic IT process alignment.

Synonyms used: Digital Strategy Consultant, RPA/Automation Consultant, ERP Business Process Lead.

Corporate placement: In an IT/transformation team, or at external integrator companies; typical for medium-large companies.

Professional background/Education: IT, IT management, BA experience; cloud/automation knowledge is common for modern roles.



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Performance indicators: implementation deadlines, change adoption rate, digitization ROI.

QUALITY MANAGER / ISO MANAGER / MEO

Definition: design, maintenance and auditing of quality management systems (QMS); MEO (in Hungarian: Minőség Onörzési Osztály) is a common term for a QC organization in manufacturing. bmvk.hu+1

Origin: development of quality management (Shewhart → Deming → TQM), and emergence of the ISO 9000 family (first edition of the ISO 9000 series in 1987). Wikipedia+1

Functionality: compliance with standards (e.g. ISO 9001), internal audits, quality control (QC), ensuring process and product quality.

Common Misconception/Common Confusion: organizational development vs. quality. Quality management is often seen as just “paperwork”; however, a mature QMS is actually a conscious system of organizational processes and responsibilities.

Synonyms used: Quality Assurance Manager, QC Manager, QMS Coordinator, MEO (in manufacturing).

Corporate placement: there is a need for it in all sizes; in industry MEO is common (internal department of manufacturing-focused companies), in the service sector ISO/QMS roles appear in an audit and compliance nature. (ISO is often reinforced with external certification audits.) DQS+1

Professional background/Education: technical education, quality management training (lead auditor, ISO 9001 auditor), sometimes engineering/chemistry/food industry knowledge.

Performance indicators: number of non-conformities, audit results, reduction of customer complaints, compliance rate.

CHANGE MANAGEMENT EXPERT

Definition: Coordinator of the human and process side of the introduction of organizational changes.

Origin: 1990s resulted in accelerating technological changes, therefore the further development of the Lewin model (Kotter, ADKAR) became justified.



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Functionality: communication strategy, stakeholder map (logical network), introduction methodology, resistance management

Common Misconception/Common Confusion: with project management – while CM brings the question of “how to accept”, with training – change is simply not training

Synonyms used: Transformation Manager, Change Lead, Adoption Specialist.

Corporate placement: large companies: 60% in-house PMO/HR, consulting: 40% in external projects

Professional background/Education: economics, psychology, communication, Prosci, Kotter, PMI-ACMP

Performance indicators: system introduction adaptation rate, project acceptance, change readiness index

HR BUSINESS PARTNER (HRBP)

Definition: Human strategic partner of business leaders.

Origin: 1990s – Dave Ulrich model.

Functionality: leadership support, performance management, support for organizational issues

Common Misconception/Common Confusion: with OD – while HRBP is horizontal, OD is vertical/strategic intervener, with coach – HRBP is not a personal coach, but a company-level strategic partner

Synonyms used: People Partner, HR Advisor.

Corporate placement: almost exclusively in-house.

Professional background/Education: HR, economics, psychology.

Performance indicators: time-proportional HR KPIs, business turnover, manager satisfaction

COACH / TEAM COACH / EXECUTIVE COACH

Definition: Leads development conversations with an individual or team.

Origin: 1970s–80s, a branch of American leadership development

Functionality: leadership individual development, team functioning, communication



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Common Misconception/Common Confusion: With OD – the coach does NOT develop an organization, with psychotherapy – borderline (functionality and education distinguish the two)

Synonyms used: Executive Coach, Leadership Coach.

Corporate placement: almost always external.

Professional background/Education: coaching schools (ICF, EMCC), psychology background optional.

Performance indicators: satisfaction survey, leadership effectiveness feedback

FACILITATOR (LEADER OF GROUP PROCESSES)

Definition: A guided framework for meetings, workshops, and decision-making processes.

Origin: 1970s – necessitated by democratizing corporate decision-making.

Functionality: strategic workshop, conflict management, decision-making process support

Common Misconception/Common Confusion: with trainer – facilitator does NOT teach, with moderator – moderator focuses primarily on content and enforcing rules, while facilitator focuses on process and collaboration

Synonyms used: Process Facilitator, Group Facilitator.

Corporate placement: Mostly external.

Professional background/Education: Facilitation schools, psycho-social background.

Performance indicators: workshop effectiveness, quality of decisions, participation rate

PROCESS EXCELLENCE / OPERATIONAL EXCELLENCE EXPERT

Definition: A professional who designs and leads measurable improvements that optimize a company's operating model and processes. It transcends quality, efficiency, cost, time and human factors.

Origin: (Shiba-Ishikawa line) TQM (Total Quality Management) – 1960–1990, Ishikawa: concept of quality – quality of operation, Shiba: breakthrough development, hoshin kanri, Toyota Production System – Lean, Motorola – Six Sigma. The whole thing responded to the



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fact that modern companies are too complex and that quality is not created in the final product, but in the process.

Functionality: process map, value stream, operating model, cost efficiency, speed, capacity; discovery of causes of errors (static and statistical); design of new processes / building systems; resolution of transversal operational tensions; restructuring teams along operations; Lean/Kaizen/Six Sigma interventions; change management for implementation (as a necessary complement).

Common Misconception/Common Confusion: with quality management (ISO) – this is development, not compliance; with organizational development – this is system-level process logic, not culture building; with change management – change is only the framework for implementation, not the main activity itself; with project management – PM is the operating framework, OpEx is the content

Synonyms used: Continuous Improvement Lead, Lean Expert, Six Sigma Black Belt, Business Process Developer, Process Architect, Operational Excellence Manager.

Corporate placement: large companies: internal OpEx, CI or Process Excellence team; SSCs, banks, manufacturing companies, government; consulting firms (McKinsey OPEX, BCG, EY, Deloitte)

Professional background/Education: engineering, economics, statistics background; Lean Six Sigma (Green/Black Belt); TQM, Kaizen, SPC, hoshin kanri; project management (PMI, PRINCE2 – optional); business architecture (TOGAF – enterprise level)

Performance indicators: reduction of operating costs, reduction of lead times, reduction of errors and defect costs, increase of process maturity, results of implemented development projects, return on investment (ROI), capacity release

PROJECT MANAGER – PM

Definition: A professional responsible for the complete implementation of the project result, in the coordinate of deadline-cost-scope (iron triangle).

Origin: 1950s–70s: NASA, construction industry, military industry due to deadline-based and complex tasks – PMI, PRINCE2, IPMA.

Functionality: project planning, management; stakeholder coordination; risk management; status report; implementation



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Common Misconception/Common Confusion: with BA – due to business-side analysis, with PO – mainly in agile environments due to content development, with change manager – due to change acceptance

Synonyms used: Project Lead, Delivery Manager.

Corporate placement: large corporate PMO, consulting firms, IT and business areas

Professional background/Education: PMI, PRINCE2, IPMA; project controlling, contract management

Performance indicators: deadline compliance, budget, scope stability, stakeholder satisfaction

PRODUCT OWNER (PO) – AGILE ENVIRONMENT

Definition: The role responsible for maximizing the business value of a digital product.

Origin: The spread of Scrum since 2001, which can be interpreted as a manifesto for agile projects

Functionality: backlog management, value maximization, prioritization of functions, stakeholder management

Common Misconception/Common Confusion: With PM – where the PO focuses on content, the PM focuses on the implementation framework; with BA – where the BA performs analyses, the PO has decision-making authority

Synonyms used: Product Manager (which is not the same, so the possibility of slippage is relevant here).

Corporate placement: digital product development teams.

Professional background/Education: Scrum PO, agile schools.

Performance indicators: value creation indicators, backlog health, user feedback

AGILIS COACH / SCRUM MASTER

Definition: A professional who supports agile operations and accompanies team dynamics.

Origin: Servant leadership model that became necessary with the emergence of Scrum

Functionality: ceremonies, team process, removal of obstacles



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Common Misconception/Common Confusion: with facilitator – who is not necessarily knowledgeable about IT developments, with OD experts – complete functional and scope mistake, with PM – the SM does not lead a project, but accompanies

Synonyms used: Agile Coach, Scrum Master.

Corporate placement: IT teams, digital transformation.

Professional background/Education: Scrum Master training.

Performance indicators: stability of sprint outputs, team maturity, cycle time

GOVERNANCE / PROJEKT MANAGEMENT OFFICER – PMO)

Definition: The corporate governance framework, decision-making structures, prioritization system, and project portfolio operators. The PMO (Project Management Office) standardizes project and program management, manages the portfolio, and controls resource allocation.

Origin: It spread in the late 1990s with globalization and the increase in corporate complexity. Governance gained new momentum in the 2000s after corporate governance scandals (Enron, WorldCom), and PMOs stabilized with the rise of the PMI and PRINCE2 standards.

Functionality: project portfolio control, cost-effective decision-making, risk and resource monitoring; unification of project management methodologies; reporting to senior management

Common Misconception/Common Confusion: Often confused with operational project management – although the PMO is not a “project team”, but a management and quality management function.

Synonyms used: Project Governance Office; EPMO (Enterprise PMO); Portfolio Office

Corporate placement: 80–90% within a company, primarily in medium and large companies. Belongs to senior management, strategic management, or COO.

Professional background/Education: Project management, economics, engineering, corporate governance, quality management. Often with PMP, PRINCE2, IPMA certification.

Performance indicators: project success rate, portfolio ROI, improvement of lead times, governance compliance indicators



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DATA ANALYST

Definition: Those who generate business operations, decisions and efficiency from data. Data collection, cleaning, analysis, forecasting and operational data-driven operation.

Origin: It appeared with the big data wave of the 2010s, when digital transformation suddenly made a lot of data available. Companies needed a new ability: to make business decisions from data, not just archive it.

Functionality: creating process measurability, decision support models, building KPI systems, automation and dashboarding

Common Misconception/Common Confusion: It is often confused with IT or BI development, although the essence of the data function is business interpretation, not technical implementation. And BI is just a visualization tool

Synonyms used: BI specialist, Data scientist, Business analytics expert, Operations analytics

Corporate placement: 60–70% within the company, 30–40% external consultant (start-ups, analytics companies). Most often related to the areas of operations, finance, strategy, digital operations.

Professional background/Education: Mathematics, statistics, business informatics, engineering or economics background. Lean/Six Sigma is often a plus.

Performance indicators: decision cycle time reduction, predictive model accuracy, process cost reduction, KPI system maturity

OPERATING MODEL / TARGET OPERATING MODEL (TOM) DESIGNER

Definition: Experts who (re)design the entire architecture of operational operations (processes, roles, technology, management). They define “how the company should operate from tomorrow”.

Origin: It spread from the 2000s, when global companies had to standardize their complex, multi-country operations. The concept of TOM originated in the consulting industry (McKinsey, BCG, Deloitte).

Functionality: (re)design of corporate operations, process-technology-organization alignment, development of competency and capacity models, guidance for digital transformation.



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Common Misconception/Common Confusion: Many confuse them with lean consultants or organizational developers. The TOM designer actually provides the architecture of operations, not culture or team development.

Synonyms used: Operating Model Architect, Business Architect, Enterprise Architect (from the business side).

Corporate placement: They mainly work as consultants (70–80%). They are found in internal strategy or transformation teams in large companies.

Professional background/Education: Economics, engineering management, systems engineering, MBA. Often with knowledge of lean, six sigma, agile, enterprise architecture.

Performance indicators: new operation implementation success, cost reduction, process standardization rate, increased maturity levels

COMPLIANCE / REGULATIVE OFFICER

Definition: Those who ensure that the company operates in accordance with laws and industry regulations. This includes financial, data protection, cybersecurity, industry regulatory compliance.

Origin: The corporate scandals of the early 2000s, then the strengthening of EU and global regulations (e.g. GDPR, PSD2, SOX), brought it to the fore. Compliance has become one of the fastest growing corporate functions.

Functionality: Ensuring risk compliance, developing policies and controls, supporting audits, reporting to authorities and senior management, operating lines of defense

Common Misconception/Common Confusion: Many people confuse it with internal audit, law or IT security. However, compliance does not judge or examine, but rather ensures proper operation in advance, analogous to a quality management expert

Synonyms used: Regulatory specialist, Compliance officer, Risk & Compliance expert

Corporate placement: Almost always internal (85–90%). Mainly in large companies, banks, energy, telecom, pharmaceuticals, or where there is a special requirement for this.

Professional background/Education: Law, economics, finance, risk management, audit, IT security. Often certified (e.g. CIPP, CISM, CRISC, etc.).

Performance indicators: number of compliance incidents, reduction of audit findings, level of control maturity, avoidance of fines



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CRISIS MANAGEMENT EXPERT

Definition: A temporarily entering or activated expert who creates rapid stabilization, decision order, and control in a serious operational, financial, reputational, or leadership crisis. Does not develop “nice” systems. Prevents collapse.

Origin: Roots: military and disaster relief decision theory, turnaround management (USA, 1970s–80s), corporate bankruptcies, privatizations, mergers. Later: financial crises (2008), supply chain shocks, reputational and compliance crises. A response when normal governance no longer works.

Functionality: Immediate stabilization, Clarification of decision-making powers, Maintaining critical operations, Restoring focus (what survives, what doesn't), Preparing for recovery or controlled downsizing / exit

Common Misconception/Common Confusion: Due to functionality and scope, Change manager, who is slow and people-centered, Interim manager, who is not necessarily specialized in crisis management, Strategic consultant, who analyzes the situation but has no active intervention responsibility, Coach, personal support does not provide an answer to a corporate crisis. The crisis manager does not ask questions, but decides.

Synonyms used: Crisis Manager, Turnaround Manager, Restructuring Expert, Interim Crisis Leader, Corporate Firefighter (unofficial), Special Situations Advisor

Corporate placement: 90–95% external, 5–10% internal, typically: close to the ownership circle, delegated by the board. By company size: SME: external one-person expert, Large company: specialized consulting team

Professional background/Education: NOT a profession, but the result of a career path: finance / controlling / business economics, law / compliance, operations / supply chain, senior management experience, often MBA, turnaround / restructuring certificates. Experience is more important than education

Performance indicators: cash-flow stabilization time, maintenance of critical operations (%), reduction of decision-making cycle time, avoidance of bankruptcy/collapse, success of controlled transition. Success is often that “the disaster did not happen”.
