

Elena Beliaeva

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English fluent
Executive MBA

Extensive professional experience in Human Resource management, marketing, project management (including agile approach), building and improving business processes, sales support. Expertise in internal communications, staff training and development, organizational and corporate culture transformation. Successfully implemented projects, in particular, building an HR function from scratch, establishing T&D function (Corporate Academy), implementing CRM system, automating HR processes, deployment of the matrix structure in the organization, transforming the corporate culture.

WORK EXPERIENCE

ORICA CIS, Moscow – www.orica.com – commercial explosives and blasting systems

1 000 employees in Russia and Kazakhstan

10/2019 till now

HR Director, CIS

Responsibility for the full cycle of HR processes: recruitment, training & development, succession planning, personnel evaluation, alignment of the organizational structure, internal communications, compensation and benefits, work with Universities.

Achievements:

Impact on business results: the company's turnover remains at the level of the initial planned indicators, EBIT exceeds the plan by 6% due to (but not limited by) the personnel costs reduction by 5%.

- Launched a program aimed on the transformation of the corporate culture in CIS, in particular, developed and conducted a pilot 3-day workshop session for employees; the level of satisfaction of participants is 4.8 out of 5 points;
- Developed and got an approval on implementation of the Talent management program for HiPos; 35 employees are currently included in the pilot group;
- Formed an EVP (employee value proposition) for further development of the Employer's brand;
- Overtime costs have been reduced by 65%;
- Optimized use of the budget for employee benefits – increased the number of employees with company benefits by 27%, without changing the total cost of benefits;
- Optimized the recruitment process - 96% of new employees passed the probation period and successfully work in the company, reducing recruitment costs by 15%;
- Work with Universities: reviewed and implemented the corporate Graduates program;
- Reviewed 100% of the company's structure in terms of building correct processes;
- Developed a program for training of internal successors for the key positions;
- Developed balanced scorecard in HR;
- Conducted series of well-being activities, including during the pandemic: 6 online seminars, 6 surveys on the state of employees, providing psychological support, providing employees with insurance for COVID-19, holding 7 online meetings with the company's management.

GRUNDFOS, Moscow - <https://ru.grundfos.com/> - production and sales of the pumping solutions

01/2018 - 10/2019

Organizational Development and Marketing Director

- Implementation of organizational changes in the company (change leader) in order to improve the efficiency of the overall business or specific functions;
- Optimization of sales processes (Sales Excellence concept), including implementation of the principles of work in CRM, development and implementation of new tools/approaches for the sales processes;
- Leading the projects for audit and improvement of internal business processes (Business Excellence concept);
- Responsibility for corporate marketing, including external and internal communications, technical marketing, corporate Academy (training and development of clients and employees of the company).

Achievements:

Impact on business results: optimization of marketing costs by 17% without reducing efficiency, confirmed investment in the expansion of the plant in Moscow region in the amount of 35 million euros, increase in customer satisfaction with the services provided by company's staff - by 12%, marketing activities of the company - by 16%.

- Deployment of the SAP Sales Cloud system as a new CRM tool in the company:
 - o all sales processes are Registered (about 40 instructions were created)

- 17 modules for training employees in the rules of working in CRM were conducted
- 60% of the staff began to actively use CRM in their daily work, and another 10% of the staff began to use C4C as the main tool
- Introduction of the agile (scrum) methodology to the Company. The agile philosophy was used in the CRM project, then was distributed to some other projects. 85% of sales employees admitted CRM project as the most resulting one;
- Implemented a dealer certification program:
 - Created 15 types of tests for specialists
 - 12 online training modules have been created and 7 full-time courses have been developed / modified.
 - 60% of category A and B dealers have joined the certification program in the first year of the program, 86 dealership specialists were certified
- Implemented regular reporting for managers based on Power BI – 70% of managers started to use the dashboards in first 3 months of its introduction.

HR Director (core position)

Head of Grundfos Academy (additional responsibility from 01/2007)

06/2002 – 12/2017

Head of PR Department (additional responsibility from 05/2014)

Areas of responsibility in HR (manufacturing and sales companies):

- Development and implementation of HR strategies, tactical plans, policies, procedures;
- Active support of organizational changes;
- Development of company's capabilities based on the strategy, interconnection with the staff competencies, resources, tactical plans;
- Active participation in the implementation of the SuccessFactors system in the company at the global level;
- Development and implementation of motivational schemes for various categories of employees. Activities aimed at increasing employee engagement and motivation.
- Organization of the processes of recruitment, training and development of personnel, competencies development, compensation and benefits, internal communications, evaluation and improvement of staff performance.

Achievements:

Impact on business results: company turnover growth by 360% in 6 years, increase in the company's headcount from 65 to 500 people in 7 years, staff turnover less than 5% annually, staff satisfaction at the level of 80-85 out of 100 points annually.

- Created the HR function from scratch, implemented all areas of work with personnel;
- Provided full support for the plant construction project in the Moscow region (Green field):
 - Calculation of the personnel budget
 - Recruitment (130 positions)
 - Formation of HR policies of the company (about 15 policies)
 - Developing training program for new employees (190 participants during 2 years)
- Has developed Talent management program (implemented for two groups of HiPos):
 - 80% of participants have received the career promotions over the next 3 years in the company
 - 85% of participants continued to work in the company for 5 years after the end of the program
- Developed and deployed the internal communications strategy:
 - Implemented a corporate portal. 70% of the employees with computers in the workplace started using the portal within the first year.
 - The developed system of corporate nominations has been successfully applied in the company for 7 years and has received high recognition from employees.
 - During the first year of operation, 4 issues of the corporate magazine were published, 35 corporate news were published, and 3 meetings with General Directors were held.
- Developed a strategy for working with the employer's brand and an onboarding program
 - 95% of new employees successfully completed their probation period.
 - New employees' assessment of the induction program at the level of 9.2 out of 10.
 - New employees got acquainted with the company during the first month and received all the necessary information for their work.
 - Employer brand awareness increased by 56%, and the positive response of candidates increased by 20%.
- Implemented a mentoring system in the company: about 15 employees participated in the program as mentors, 6 managers as mentors in the first year of the program;
- Successful introduction of the matrix structure – the matrix was implemented in 6 months, the level of staff satisfaction of the restructuring process was 4 out of 5, no one key specialist was lost during the restructuring;
- Developed and implemented a grading system (based on Mercer), provided a link between grades and the remuneration system, participated annually in the process of collecting data on the salary market and comparing the market with the level of compensation in the company;

- Developed and implemented a bonus scheme for sales staff, which led to a 12% increase in sales in the first year after the introduction of the scheme;
- Implemented elements of well-being: conducted a survey of employees, offered to work with the app to assess different areas of well-being, offered advice in different areas (health, career, Finance, etc.). 24% of employees used the offered options.
- Introduced a culture of using Success Factors in the CIS region, took an active part in the global team for developing HR processes for SF.
- Formed the structure of the local HR Department in accordance with the 4-factor model (system, centers of expertise, business partners, process support).

Achievements in the field of external PR:

- Launched a comments program (up to 6 comments per month in top media);
- Launched SMM channel, YouTube channel – after a year of operation, these channels began to bring sales;
- Established permanent work with 5 specialized Universities, 10-12 groups of students visited the Grundfos plant a year.

Achievements in the field of Grundfos Academy works:

- 30% of the content was transferred to an online format, about 4,000 participants were trained at the Academy annually;
- Implemented the leadership training program - 27 leaders passed through this program with an overall increase in competencies by 25%;
- Developed approach to the individual development plans – 75% of employees had IDPs revised on the constant basis;
- Introduction of the newest training methods; micro learning, blended learning, coaching, design thinking, video formats, etc.

IQ Recruitment & Training Center, Velikiy Novgorod

(recruitment and training services for production and sales companies in Velikiy Novgorod, S.-Petersburg, Moscow)

10/2000 - 06/2002

General Manager

Achievements:

Organized the work of the center from a legal and financial point of view, created a team of permanent employees and external trainers (freelance), formed a product offer, formed a portfolio of 6 regular customers, providing 70% of the company's income. In 18 months, I brought the center to self-sufficiency.

DIROL ZAO, Velikiy Novgorod - chewing gum production, subsidiary company of the Danish corporation DANDY)

09/1998 - 10/2000

Recruitment & Training Specialist

EDUCATION

2017 – 2019

Antwerp Management School/IBS
Executive MBA program

2016

***European Center for Business Coaching/
Baltic Coaching Center***
ICF Certificate

2009

WorldatWork
GRP (Global Remuneration Professional) Certification program

1993 – 1998

Novgorod State University
Specialty: Economics and Management