Centiro

Architecting an organization for architecture

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Architecture & Technology

Past: Enterprise Architect, CIO, project manager etc.

Industries: Graphics, Transportation, Power supply, IT, Retail, consultancy
"Our idea of business is to digitize external processes in the domain of supply- and demand chain. We add value to our customer with state-of-the art technology, leading talent and competence, global experience, and relationships."
Customer references

High tech & electronics
Automotive, engineering & construction
Transportation & logistics
Retail & B2C
Food & beverage
Health care

Vertical breadth knowledge & cross-pollination

250+ customers
Perspective
Full process visibility

Supply Chain Management System
Logistic way of delivering software

1. Define new functionality
2. Adapt existing functionality
3. Configure existing functionality
4. Deliver existing functionality from the shelf

Deliver to order
Configure to order
Build to order
Manufacture to order
Applying process fit for task

- **mismatch**
  - Build to Order
  - Manufacture to Order

- **match**
  - Deliver to Order
  - Configure to Order

- **High Efficiency**
  - Lean

- **Agility / Reactive**
  - Responsive

**Focus of relation / delivery**

Refined by: Centiro 2011

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Capabilities
Personal capabilities

Everyone is talented

Embrace differences
Business capabilities

- Requires more than skilled people
  - Processes
  - Access to information
  - Tools and artifacts
  - Governance
Top level capabilities @ Centiro

1. Platform and services development
2. Demand generation
3. Demand fulfilment
4. Planning and management
5. External collaboration
## Capabilities @ Centiro

<table>
<thead>
<tr>
<th>1. Platform and services development</th>
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<tbody>
<tr>
<td>1.1 Platform governance</td>
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<tr>
<td>1.2 Platform development</td>
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<tr>
<td>1.3 Services development</td>
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<tr>
<td>2. Demand generation</td>
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<tr>
<td>2.1 Marketing, evangelism, PR</td>
</tr>
<tr>
<td>2.2 Direct sales</td>
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<tr>
<td>2.3 Partner relationships</td>
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<tr>
<td>3. Demand fulfilment</td>
</tr>
<tr>
<td>3.1 Fulfilment</td>
</tr>
<tr>
<td>3.2 Support services</td>
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<td>3.3 R &amp; D</td>
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<td>3.4 Application Management</td>
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<td>3.5 Project Management</td>
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<td>4. Planning and management</td>
</tr>
<tr>
<td>4.1 Strategy development</td>
</tr>
<tr>
<td>4.2 Operational management</td>
</tr>
<tr>
<td>4.3 Financial management</td>
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<td>4.4 Human resource</td>
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<tr>
<td>5. External collaboration</td>
</tr>
<tr>
<td>5.1 Strategic collaboration</td>
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<tr>
<td>5.2 Operational collaboration</td>
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Visibility

If you can’t see the problem – that’s a problem in itself!
Guidelines, templates etc

Verksamhet

Processvisualisering av logistiska scenariot nedbrutet på aktivitetsnivå.

Solution Specification

N/A
Targeting audiences
Vision
A common Vision

- Market positioning
  - Financial performance
  - Capability building
  - Operational Excellence
- Customer perception
Gearing up a team!

Processes

Mission

Skilled people

Tooling

A common vision
Building the culture

- Relaxed Seriousness
- Effeciency through commitment
- Innovation
- Promote sharing & learning
- Being considerate
Leadership

Autonomous teams

Coaching the leader

Change is normality

Allowing mistakes
## Three styles of leadership

<table>
<thead>
<tr>
<th></th>
<th>Command &amp; Control</th>
<th>Consensus</th>
<th>Collaborative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Structure</strong></td>
<td>Hierarchy</td>
<td>Matrix / small group</td>
<td>Dispersed, cross-organizational network</td>
</tr>
<tr>
<td><strong>Who has the information?</strong></td>
<td>Senior management</td>
<td>Formally designated representatives</td>
<td>Employees at all levels</td>
</tr>
<tr>
<td><strong>Basis for accountability &amp; control</strong></td>
<td>Financial results against plan</td>
<td>Many performance indicators, by function or geography</td>
<td>Performance measured towards shared goals</td>
</tr>
<tr>
<td><strong>Works best</strong></td>
<td>In a defined hierarchy. Works poorly for complex organizations and innovation</td>
<td>Works in small teams. Works poorly when speed is important.</td>
<td>Works well for diverse groups and cross-unit/company work. Great for innovation and creativity.</td>
</tr>
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</table>
Combining all parts

Processes
Products
People & incentives
Common vision
Culture & valuation
Leadership
A sustainable leadership system

Instruments & tools
- Management and navigation to drive change -

HR initiatives, Change boards + KPI's

Leadership & trust
- Force and courage to change -

Leadership structure

Culture, strategy & vision
- Reasons for being & principal navigation -

Purpose & direction
Great place to Work 2011
Experiences
Experiences

• Everyone has become an architect
  – Tooling
  – Process
  – Learning

• Creating a full eco-system is essential
  – Especially soft aspects like culture

• Continuous changes – don’t do big bangs
Difficulties

- Some areas are more complex
  - Trading off requirements
  - Fitting into landscape
  - Scaling out

- ...but thanks to tooling and culture
  - Information is available
  - More time for architects to focus on these areas
Difficulties

• As an architect you don’t always have mandate to create the organization of choice
  – Still much can be done (Tooling, learning, culture, capability thinking...)
Questions?

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CIIA
Professional Architect

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