

chapter 11

CHAPTER OUTLINE

The Fundamental Problem
Architecture of Markets
Architecture within Firms
Architectural Determinants
Changing Architecture
Interdependencies and
Complementarities
within the Organization
Corporate Culture
When Management
Chooses an Inappropriate
Architecture
Managerial Implications
Evaluating Management
Advice
Benchmarking
Summary

Organizational Architecture

LEARNING OBJECTIVES

1. Describe the fundamental problem facing all organizations and how the architecture of markets differs from the architecture of firms.
2. List the three components of a firm's organizational architecture.
3. Explain how a firm's business environment and strategy help to determine its optimal organizational architecture.
4. Describe how the three components of an organization's architecture are interrelated and why it is important to design them in a balanced (complementary) fashion.
5. Describe the role of corporate culture and its connection to organizational architecture.
6. Understand why, how, and when firms change their organizational architecture.

Founded in 1919, Brabantia is one of Europe's largest manufacturers of household products such as ironing boards, waste bins, food storage canisters, kitchen tools, and mailboxes. Headquartered in the Netherlands with 1,000 employees and 2013 sales of about \$150 million, the company specializes in steel and stainless steel utensils. Through the 1980s and 1990s Brabantia faced increased competition for its products. With the creation of a "single market" within the European Economic Union, other European companies entered Brabantia's local markets. As Europe's population growth slowed, the household utensil market became saturated. And large, mass-marketing retailers entered the European market driving out many of Brabantia's traditional outlets—small household specialty stores.¹

Brabantia required new products and new channels of distribution. It had to become more efficient. It had high rates of rework and scrap, low levels of productivity, and high rates of employee absenteeism. The firm was organized quite centrally with traditional formal hierarchies, task specialization, and a functional structure. New products and programs were "top down" in nature and usually excluded input from lower-level operational staff. The firm assessed its performance based on cost, margins, and meeting output goals—not on measuring quality or customer satisfaction. Pay increases were based on seniority and companywide pay settlements.

¹Source: "New Forms of Work Organization: Case Studies," European Commission, Directorate-General for Employment, Industrial Relations and Social Affairs, Unit V/D.3 (June 1996); and www.brabantia.com.

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Ying Liu



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