

Expertise

Steering Foundation

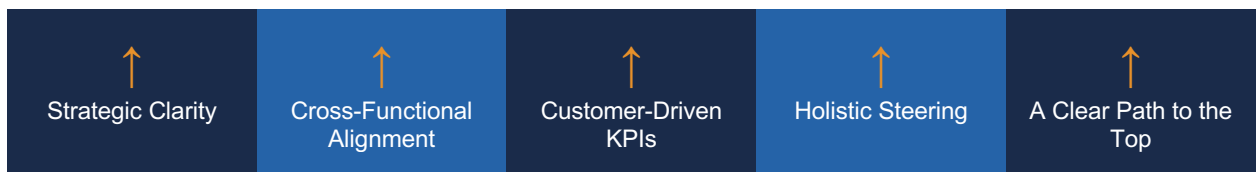
We help senior managers design a holistic management foundation

Overview

Every organization has a strategy. Far fewer have a steering foundation that translates that strategy into the daily decisions, metrics, and behaviours that drive performance. Senior managers frequently find themselves navigating with fragmented dashboards, isolated KPIs, and reporting structures that were never designed to work together.

At Centida, we help senior managers design a holistic management foundation: a coherent system that connects strategic intent to operational steering, across every function of the business. We want to be recognised as the firm that helps leadership teams understand not just what to measure, but the underlying philosophy of how to steer an organization towards the top.

Our Steering Foundation service goes beyond financial reporting. It builds the architecture that allows an organization to listen to its customers, translate their expectations into the right indicators, and align every function — finance, purchasing, marketing, operations, and beyond — around a single, coherent steering logic.



Scope of Services

At Centida, we are committed to developing pragmatic, intelligent solutions tailored to each organization's reality. Our Steering Foundation expertise is structured around six interconnected services that together build a complete, organization-wide steering architecture.

01

Steering Philosophy & Diagnosis

We work with senior management to clarify the underlying philosophy of how the organization intends to steer itself — surfacing the unwritten assumptions behind current decision-making and identifying where strategic intent and operational reality have drifted apart.

02

Customer Listening & Voice-of-Customer Translation

We design structured mechanisms to listen to customers, capturing what they say and what they genuinely want — and translate that voice into concrete inputs for the steering model, rather than leaving it as anecdotal feedback.

03

KPI Design & Cascading

We move customer and strategic insight into a coherent KPI framework, cascading from board-level ambition down to operational metrics — ensuring every indicator someone is measured on connects to what matters.

04

Cross-Functional Steering Architecture

Steering is not only finance. We design the steering foundation across all relevant functions — purchasing, marketing, operations, HR, and beyond — so that each function steers towards the same destination, using a shared language and shared logic.

05

Path & Roadmap Definition

We define the specific path the organization will take to build its steering foundation — a realistic, sequenced roadmap that respects organizational maturity, available data, and change capacity.

06

Governance & Embedding

We define ownership, review cadences, and decision rights so that the steering foundation becomes a living management practice — not a one-off framework that fades after the project ends.

Where Do We Help?

Many senior management teams sense that something is missing in how the organization steers itself — even when individual functions appear to be performing well. These are not isolated reporting gaps; they are structural gaps in the steering foundation itself. We help your organization succeed where others struggle to connect strategy with execution.

Common Challenges We Address

- **No specific steering foundation:** Strategic ambition exists at board level, but it rarely translates into a clear, specific steering foundation that managers can act on day to day.
- **Disconnected customer voice:** KPIs are defined function by function, with little connection to what customers say and want — resulting in metrics that look healthy while the customer experience deteriorates.
- **Steering siloed in finance:** Finance owns most of the steering conversation, while purchasing, marketing, operations, and other functions steer independently — with no shared logic or common language.
- **No agreed path forward:** Each function has its own idea of “the path to the top,” leading to initiatives that compete for resources rather than reinforce one another.
- **Reporting without steering:** Dashboards multiply across the organization, but few of them are used to make decisions — information exists, insight does not.

These gaps result in organizations that are busy but not necessarily aligned — where individual functions optimise locally while losing sight of the destination. We support senior managers in closing this gap by designing a steering foundation that is holistic, customer-driven, and genuinely cross-functional.

How We Make a Difference

- **Clarify the steering philosophy:** Help leadership articulate not just what to measure, but the philosophy of how the organization intends to win — the foundation everything else is built on.
- **Put the customer at the centre:** Design structured listening mechanisms that capture what customers say and want, and feed that directly into the steering model.
- **Move insight into KPIs:** Translate customer and strategic insight into a coherent, cascading KPI framework that connects board-level ambition to daily operational decisions.
- **Extend steering beyond finance:** Build a steering architecture that spans finance, purchasing, marketing, operations, and HR — so every function moves towards the same destination.

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- **Define the specific path:** Define a realistic, sequenced path tailored to the organization's maturity — rather than imposing a generic best-practice framework.
 - **Make it last:** Establish governance and ownership so the steering foundation becomes embedded management practice, not a static framework that fades over time.

Our Approach

Our engagement methodology follows a structured, five-phase approach that takes the organization from an unclear steering philosophy to a fully embedded, cross-functional management foundation — always starting from what customers say and what they want.

1

Phase

Listen: Understand the Customer & the Organization

KEY ACTIVITIES

- Structured interviews and surveys to capture what customers say and want
- Review of current steering philosophy, KPIs, and decision-making practices
- Mapping of existing reporting structures across functions
- Stakeholder interviews with senior management and functional leaders
- Identification of gaps between strategic intent and daily steering

DELIVERABLES

- ✓ Voice-of-customer synthesis
- ✓ Current steering diagnosis
- ✓ Identified gaps and opportunities

2

Phase

Define: Clarify the Steering Philosophy

KEY ACTIVITIES

- Articulation of the organization's specific steering philosophy
- Definition of what "getting to the top" means in concrete terms
- Agreement on the strategic priorities the foundation must serve
- Definition of the specific path the organization will take
- Alignment workshops with senior management

DELIVERABLES

- ✓ Steering philosophy statement
- ✓ Agreed strategic priorities
- ✓ High-level roadmap

3

Phase

Design: Build the Cross-Functional Framework

KEY ACTIVITIES

- Translation of customer insight and strategy into a cascading KPI framework
- Design of the steering architecture across finance, purchasing, marketing, operations, and HR
- Definition of reporting structures and review cadences per function
- Definition of roles, ownership, and decision rights

DELIVERABLES

- ✓ Cross-functional KPI framework
- ✓ Steering architecture blueprint
- ✓ Governance model

4

Phase

Implement: Bring the Foundation to Life

KEY ACTIVITIES

- Implementation of KPI dashboards and reporting tools across functions
- Integration of customer feedback loops into ongoing steering routines
- Alignment of functional steering committees and review meetings
- Pilot steering cycles with senior management

DELIVERABLES

- ✓ Operational steering dashboards
- ✓ Embedded customer feedback loop
- ✓ Piloted steering cycle

5

Phase

Embed: Sustain the Management Practice

KEY ACTIVITIES

- Training for senior managers and functional leaders on the steering foundation
- Documentation of the steering philosophy, KPIs, and governance model
- Establishment of ongoing review and continuous improvement routines
- Handover of full ownership to the organization

DELIVERABLES

- ✓ Fully embedded steering foundation
- ✓ Trained senior management team
- ✓ Complete governance documentation

Why Centida?

Our Steering Foundation service goes beyond traditional KPI or reporting consulting by combining a genuine philosophy of management steering with pragmatic, cross-functional execution. We do not simply build dashboards — we help senior managers design the foundation that determines what gets measured, why, and how it drives the organization forward.

A Clear Philosophy of Steering

We help senior managers articulate not just metrics, but the underlying philosophy of how the organization intends to reach the top — the foundation that gives every KPI its meaning.

Genuinely Cross-Functional

Steering is not only finance. We design the foundation across purchasing, marketing, operations, HR, and beyond — so every function steers towards the same destination.

Deep Industry Background

Our consultants come from real operational and finance roles within organizations across industries. We understand how steering decisions are made on the ground.

Customer Voice at the Core

We start from what customers say and want, not from a generic KPI template — ensuring the steering foundation reflects real market reality, not internal assumptions.

A Specific, Realistic Path

We define the specific path the organization will take — sequenced, realistic, and tailored to organizational maturity — rather than imposing a one-size-fits-all framework.

Hands-On, Senior-Level Partnership

We work directly alongside senior management, not as external observers — building the steering foundation together so it becomes embedded management practice, not a one-off deliverable.

“Steering starts with listening, not with reporting”

We help senior managers build a holistic management foundation that connects what customers say and want to the decisions made in every function of the business.