

# Industry Keynote

## “Agile Transformation in Inherently Traditional Automotive Industry - Experiences from Zenuity”



**Lennart Krook**

Zenuity, Gothenburg, Sweden

### *Abstract*

Automotive industry of the past has been inherently characterized by standardized ways of working and relatively clear boundaries of innovation (often hardware related). The value chain in the automotive industry today is disrupted by a number of risks, putting new pressure on the companies working in this industry. Innovation has become a context or necessity to survive and a strategy to evolve. This talk will focus on the way Zenuity, one of the leading companies in automated driving technology space, has tackled their agile journey. As a result of the total business model and organizational transformation, the company has managed to step away from traditional organizational setup and run portfolio management from the top to the bottom. Their reward is speed, flexibility and ability to react to the market needs and changes.

Since Zenuity is a global company with three geographically, culturally and temporally distributed sites in Sweden, Germany and USA, the challenges of global software work are, of course, not alien. Many of these challenges have yet been successfully addressed by the new ways of organizing the company stuff and sites. Furthermore, the company aims to scale further and add new locations, and the new business model will support the company in the future evolution.

### *Bio for Lennart Krook*

Lennart Krook is the Vice President of Zenuity, one of the leaders in automated driving technology space. In his role, Lennart is the lead in the area of engineering culture that covers operational development, way of working, functional safety and quality. He helps the company to use a disruptive, never-been-seen before, business model to produce world-leading competence in the automotive industry with the emphasis on safety critical development. Together with the rest of the leadership team, Lennart works to ensure that the Zenuity team is able to deliver the leading advanced driver assistance, highly automated driving, and cloud based automotive software, as the company is dedicated to transforming the automotive industry and catapulting into the future of transportation.

Lennart Krook has a wide experience in managing global collaborations. Prior to his engagement in Zenuity, Lennart Krook worked as an Area Product Owner in Ericsson in Sweden, where he has been responsible for driving the implementation of a new way of working focusing on lean and agile development in a large-scale product development spilt across three different locations. He has also been a Director of Systems Management in Ericsson in China, helping to build a complete R&D organization from 0 to 400 employees and acting as an important bridge to the Swedish Ericsson sites.