

MITO tool-supported change management for holistic business model transformation

PROF. BINNER
AKADEMIE
www.pbaka.de

Author:

Prof. Dr.-Ing. Hartmut F. Binner



1. introduction

A holistic business (business) model transformation, i.e. the profound change of a company with structural, process and behavioral changes in relation to:

- Organizational Transformation
- cultural transformation
- digital transformation
- sustainability transformation

requires efficient and effective change management. This change management includes the sum of all tasks, measures and activities to successfully implement these far-reaching changes in relation to the 4 transformation design priorities mentioned above.

A holistic change management approach is presented using a standardized procedure with the models, procedures and tools described below to create a legal, factual and organizational regulatory framework called "corporate governance".

2. Systematic change management implementation

Corporate governance, ie the company-specific control loop-oriented management and management system, with the tools presented, provides the reference and regulatory framework for change management and thus for a successful business model transformation. The focus is on the MITO model structure as a meta-model that, as shown in Figure 1, offers the common design framework for all business model design parameters, ie requirements, goals, processes, tasks, key figures, digitization components, proof of effectiveness and CIP measures. The cultural and political principles are also based on the control loop-oriented MITO model segment structures. The process level model shown, which is also integrated into the MITO model, gives the hierarchical process level structure with the four levels:

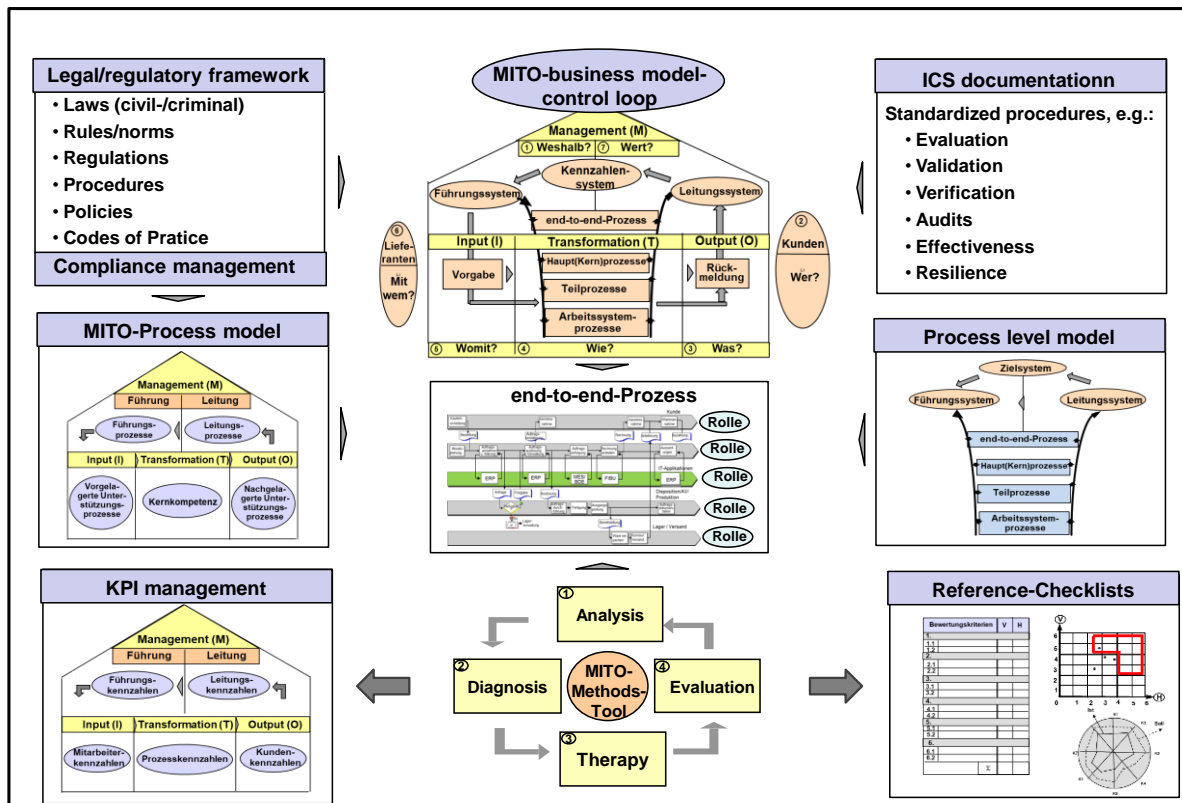
- End to end process
- Main or core processes
- subprocesses
- work system processes

for a detailed process design and digitization

The focus is on the MITO business model with its seven model segments, which are defined by systematically answering the 7W basic questions with the support of the MITO method tool:

1.) why?, 2.) who?, 3.) what? 4.) how?, 5.) with what?, 6.) with whom?, 7.) value

enable transparent disclosure of business processes with the impact of business activities on society and nature, in order to create a basis of trust for the course of business and a balance of interests between the stakeholders.



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Figure 1: MITO model-related organizational corporate governance regulatory framework

The starting point for the integrated management and management system development are the legal requirements, which the organization must fully meet through the corporate governments management system. The MITO business model specifies the organisational, ie process-oriented structures for the control loop-based management and management system development. The focus is always on the company-specific end- to -end process, which can be broken down via the process level model for a detailed description of the process requirements, goals, tasks and assignment of key figures down to the individual workplace in digital form.

For process performance measurement, there is a MITO - process model-related key figure management system in which the Balance Scorecard perspectives according to the High Level Structure (HLS) for Integrated Management System (IMS) the MITO model segments:

- Success Orientation (Leadership Segment), HLS Chapter 5: Leadership
- Employee orientation (input segment), HLS Chapter 7: Support
- Process Orientation (Transformation Segment), HLS Chapter 8: Operation
- Customer Orientation (Output Segment), HLS Chapter 9: Evaluation of Performance
- Financial orientation (lead segment), HLS Chapter 10: Improvement

assigned.

The procedures for effectiveness control or audit implementation required for the creation of the IMS documentation by the standards are provided here by the MITO method tool with ready-made MITO reference portfolio checklists for many design and implementation analyzes and diagnoses. In the subsequent therapy phase , they enable users to set stringent goals and derive measures in the form of a relationship tree. This is followed by the evaluation phase with tool-based effectiveness tests and proof of goal attainment. The entire Integrated Management System (IMS) - implementation via the same process-oriented implementation approach in an organization is fully integrated into this corporate governance approach because all standards and regulations belong to the legal framework for which corporate governance is responsible.

3. summary

The unique selling point of the MITO corporate governance approach is the comprehensive, holistic and consistent implementation of the operational control loop model through an integrated management and management system for filling out the legal, factual and organizational regulatory framework on the basis of the models, procedures and tools provided, i.e.:

- The MITO business model
- The MITO process model
- The MITO process level model
- The MITO requirements, goals, tasks and key figure model
- The role-based swimlane process representation (BPMN 2.0)
- The standardized - process provision by the MITO - method tool for the change management activities and for the evaluation of the corporate governance requirement fulfillment
- The provision of MITO reference checklists for assessing the effectiveness of corporate governance implementation activities.

governance management and management system , designed according to the MITO business model structures , creates the necessary soft and hard fact balance in employee management for successful change management. The reporting standards for business model disclosure required by the EU Commission, in order to document the impact of business activity on society to build trust for stakeholders , can now be standardized in the MITO business model description using the MITO method tool with the reference checklists provided do with little effort.

References

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CSR Prequalification Notice

As a notified body at Deutsche Bahn AG, Professor Binner Akademie GmbH in Hanover Hemmingen, in cooperation with the Monitoring Association for Track Construction EV from Wiesbaden, has already carried out CSR pre-qualifications for the suppliers of Deutsche Bahn AG from 2020 using the MITO tool procedure model it developed . Through a transparent presentation of results in the form of radar charts, the supplier companies are informed exactly of the need for action that has to be fulfilled when assuming social responsibility according to the requirements of the DIN ISO 26,000 sustainability guideline. PBAKA – GmbH also carries out this CSR prequalification at other medium-sized companies and in the automotive industry.

Book reference: Springer Vieweg Verlag

Title: Sustainable MITO business model transformation

Release date: spring 2022, approx. 330 pages, ISBN 978-3658-377279-8

A holistic MITO business model sustainability design approach is presented for the integration of all sustainability issues in the organization and in the business activities, in order to take social responsibility for the impact of the organization's decisions on society and the environment responsibility (CSR). A standardized procedure with a systematic approach using the MITO method tool for responsible, sustainability- oriented corporate development is ensured in accordance with the standard requirements. This is based on the specifications of DIN ISO 26000 with the core sustainability issues and recommendations for action mentioned there.

The content of the book chapter structure with the description of the method-based fulfillment of the diverse sustainability requirements and recommendations using MITO practical examples with digital verification, e.g. for a CSR prequalification, refers to the MITO business model as a common umbrella for the sustainability focus activities mentioned there within the 7th MITO business model segments.

Further information can be found at www.pbaka.de

PROF. Binner Academy GmbH
Berliner Str. 29, 30966 Hemmingen,
Phone (0511) 84 86 48-12, Fax (0511) 84 86 48-19,

: info@pbaka.de, Internet: www.prof-binner-akademie.de