

MITO business model-related holistic organizational goal and strategy derivation with the MITO method tool



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1. introduction

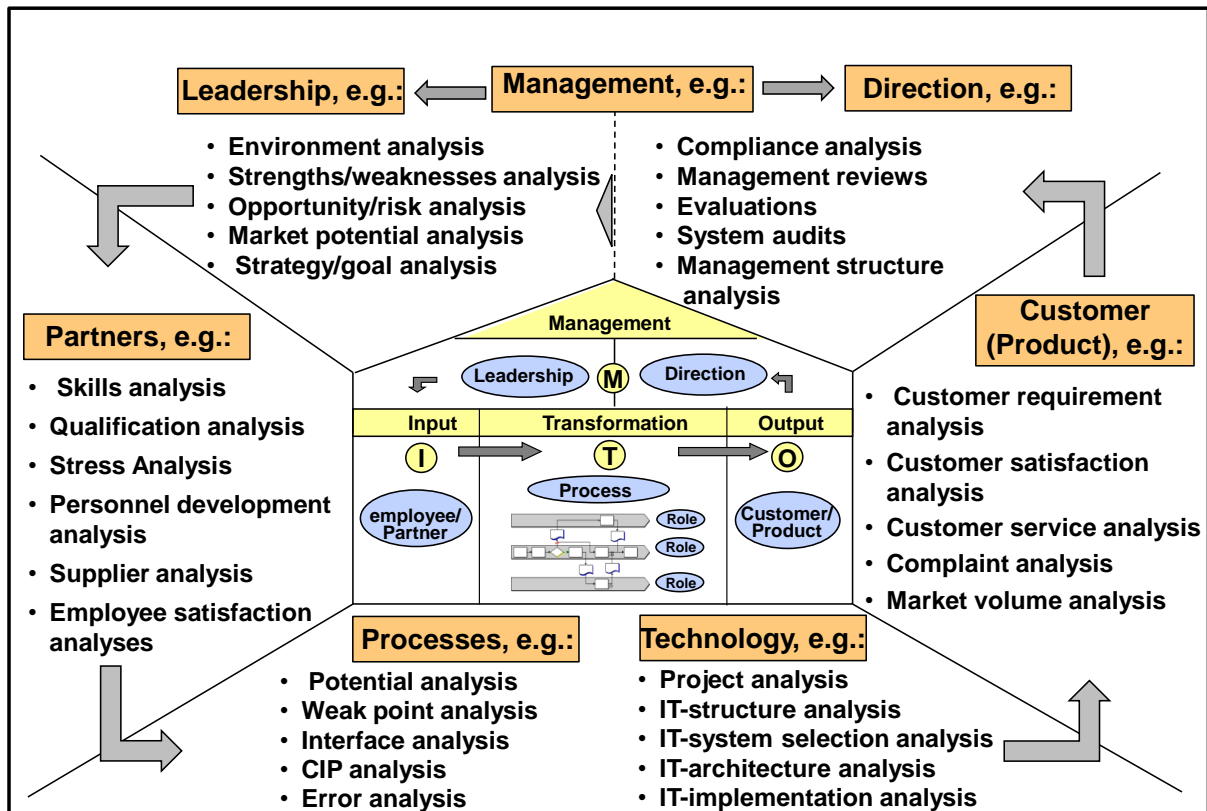
The development of strategic concepts is still a weak point in practice. One reason for this is the lack of a methodology that managers can use to develop the basis for target and strategy derivation in a targeted manner. Strategic guidelines that are only geared towards key financial figures prevent this strategy from being anchored in all processes in the long term.

The procedure presented below with the support of the MITO business model structures and the MITO method tool makes it much easier to derive a holistic strategy and goal in relation to the business model.

Business models as strategic management tools enable management to make agile adjustments to changes relevant to the company, e.g. B. in relation to markets, customers, products, processes, technologies, information, laws, cultures and other influencing factors.

Furthermore, a business model enables the visualization and structuring of all design elements or the organizational building blocks that are necessary to enable the successful implementation of the company-specific vision and mission. The focus here is no longer just on the selection of strategic product or business areas in the market (portfolio strategy approach), as is the case with classic market behavior and competitive strategy considerations, but on the concentration of a comprehensive customer requirements analysis with the realization through cross-company digitized value chains.

From a system perspective, an organization is made up of a number of subsystems that can be linked in the form of a control loop. As shown in Figure 1, each part of the system has its own main topic with the associated objectives. It is therefore necessary to formulate a holistic strategy, including the subsystem strategies mentioned in the MITO business model with the corresponding objectives and associated key figures for the business processes at the strategic and operational level, in order to ensure lasting success.



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Figure 1: Holistic strategy derivation with the MITO method tool

First of all, the following 7 W business model basic questions must be answered for this holistic strategy formulation. The answers describe the relationship between the meaningfulness of the company, market segment, key customers, key products, key processes, key resources, key partners and the resulting customer and company benefit, which includes the factors that determine the purchase. They form the basis for the derivation of the MITO segment-related subsystem strategies. The implementation of these MITO strategy subsystem specifications via the derivation of strategic measures and actions is carried out in a goal-oriented manner on the basis of a previously analyzed and documented end-to-end process and the company-specific process model derived from it over several hierarchical levels, which again also has the MITO business model is structured.

2. MITO business model strategy check

In order to obtain a solid knowledge base for deriving the right MITO subsystem strategies, the following is done according to the 7 W basic question structure of the MITO business model:

"1. Why? 2. Who? 3. What? 4. How? 5. With what? 6. With whom? 7. Value?"

a compilation of relevant MITO analysis checklists was made for each individual question. A multi-dimensional analysis with subsequent method-based diagnosis, therapy and evaluation is carried out with each individual analysis checklist. Figure 2 shows some MITO analysis checklists based on basic questions in the MITO portfolio matrix. For each analysis mentioned, the corresponding MITO portfolio checklist is stored one level down, in which the individual questions are named line by line. The individual questions in these portfolio checklists are answered multidimensionally in accordance with the MITO analysis philosophy with freely selectable evaluation variants (VV). For example with:

BV1: V1 = relevance, H1 = feasibility

BV2 = V2 = importance, H2 = urgency

BV3: V 3= requirement, H3 = implementation

BV4 : V4 = target value, H4 = degree of fulfillment

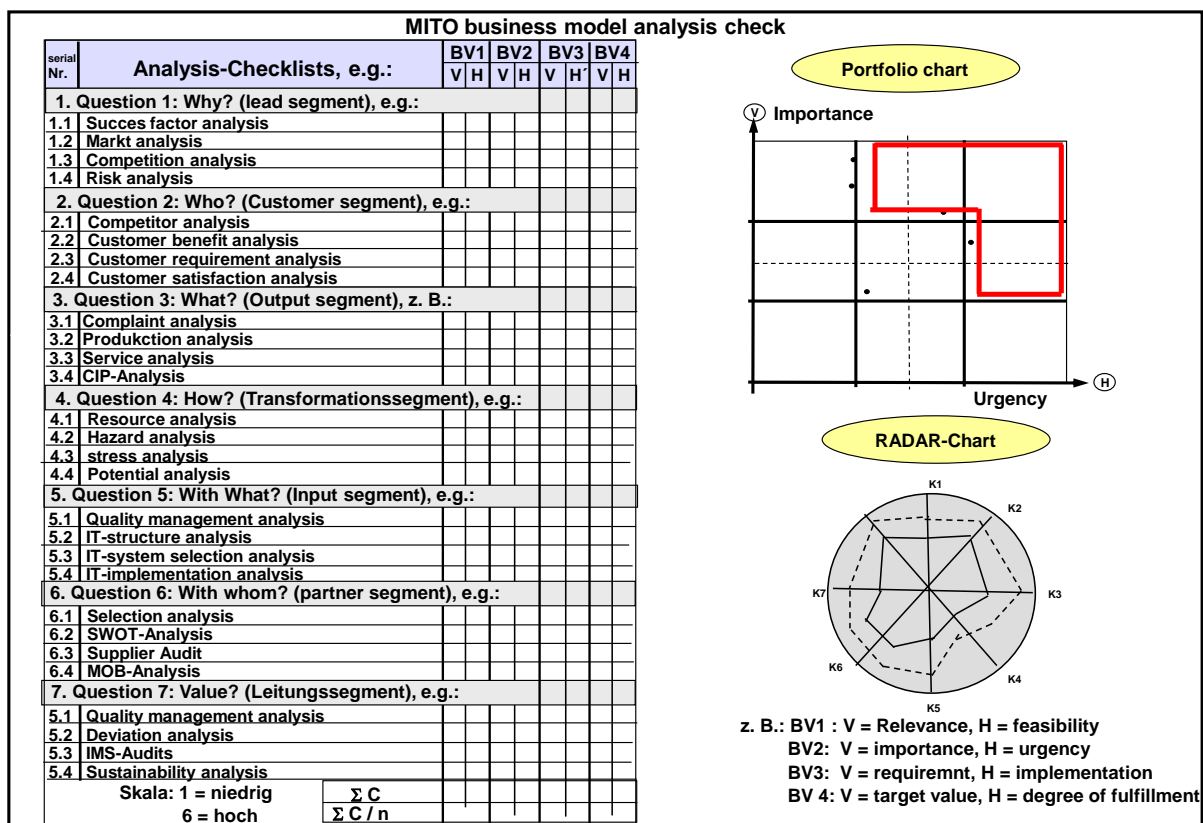


Figure 2: MITO business model analysis check

For evaluation variant BV2, the analysis results are displayed digitally in the portfolio diagram and RADAR diagram for diagnosis. The usefulness of the sub-strategy to be selected for each individual question within the topic-specific sub-matrices is clearly recognizable for the user. The goals and measures tree for strategy implementation with automatically generated to-do lists are derived via the MITO tool silver bullet.

The neutral management, CIP, QM and creativity methods stored in the MITO method tool can be used independently of the respective subject area. Fields of application are e.g. e.g.:

- Requirement, goal and strategy portfolio analyses
- Market, sales and customer analyses
- ABC staffing and development analytics
- ABC Organizational Structure Analysis
- ABC procurement and supplier analyses
- SWOT and success factor analyses
- CIP and error (FMEA) analyses
- Time, cost, quality potential analysis
- Utility and variant analyses
- intellectual capital analyses
- Sensitivity and interaction analyses
- Compliance and sustainability analyses
- Audit and maturity assessments

This is a very big advantage for users, because they can carry out their analyses, therapy and audits according to a standardized process model. The MITO portfolio checklists to be provided for this are always adapted to the respective area of responsibility. The results in the diagnosis phase are displayed graphically using radar and portfolio diagrams, but pie and bar charts also show the results graphically in digital form if required. An optionally selectable ABC analysis is always integrated into the evaluations, in order to be able to carry out a classification based on the results.

3. summary

Using the systematic process model presented here with the MITO method tool, all audits and assessments for a wide variety of management systems can be carried out in a uniform, method-based manner. Provided that the audit questions are stored in a MITO portfolio matrix. All recorded and evaluated criteria are available to the user at the touch of a button. A target-measure tree is derived in the therapy phase from topic-specific catalogs of targets and measures that have also already been developed. The automatically generated to-do list shows users the responsibilities, measures, target key figures and deadlines that are necessary to eliminate the identified deficits or deviations. All existing checklists from organisations, associations, such as e.g. B. from federal institutions, can be made available very quickly in digitized form for the audits. There are now over 3,000 checklists on most organizational development and design topics. There are already numerous practical examples and six specialist books on the use of the MITO method tool.

4. References

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Book reference: Springer Vieweg Verlag

The book "***Holistic Business Model Transformation - Systematic process digitization with the support of the MITO method tool -***", (260 pages), ISBN 978-3-658-30232-0, hardcover + ebook, €38.86, a method-based approach for a holistic business model transformation a goal-oriented change management process. This serves to replace function-oriented organizational structures in favor of a process-oriented organization with the necessary methods, models, procedures and tools.

The solution approach enables a holistic organizational, cultural, social and digital transformation of the company-specific business model. Using the MITO model as a reference and regulatory framework and the support of the MITO method tool with many practical examples, it is described in detail how the management or those responsible for the organization can successfully design their organization with horizontal instead of vertical structures that are now aligned to the value chain, plan and implement.

Further information can be found at www.pbaka.de

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