

Contents

1	Introduction	1
1.1	Management Summary	1
1.2	MITO Model Links Process Management Top-Five Structure and Top-Ten Design Core Statements	4
1.3	MITO Model Scaling and Integration.	9
1.4	Cloud-Based Business Model Platform Development	12
2	Systematic Business Model Development and Design	13
2.1	Holistic Business Model Change Management	13
2.2	MITO Business Model Description	17
2.3	Business Model-7 W Basic Question Description	19
2.4	7 W Basic Question Answering with the MITO Method Tool	21
2.4.1	Answers to the Basic Question 1 “Why? (Meaningfulness/ Purpose)	24
2.4.2	Answers to Basic Question 2 “Who?” (Customer Value Proposition)	33
2.4.3	Answers to Basic Question 3 “What?” (What Products and Services).	40
2.4.4	Answers to Basic Question 4 “How?” (Which Processes with Which Roles?)	42
2.4.5	Answers to Basic Question 5 “With What?” (What Resources, Staff and Infrastructure?)	51
2.4.6	Answers to Basic Question 6 “With Whom?” (Which Partners and Suppliers?)	55
2.4.7	Answers to Basic Question 7 “How Much?” (Revenue Model)	59
2.5	MITO Business Model-Related Corporate Goal, Strategy and Action Requirement Analyses	64
2.6	Systematic Business Model Change Analysis	71
2.7	MITO Tool-Supported Requirements Analyses	73
2.8	MITO-Supported Mission Statement Development as a Basis.	78
2.9	Business Model Segment-Related Target Derivation	80

2.10	Goal and Strategy Implementation Via the BSC Model	84
2.11	MITO-Supported Company Structure Analyses	87
2.12	Business Model Strategy Derivation.	88
2.13	Implementation of Competitive Strategies by GMS.	90
2.14	Strategic Business Planning	92
2.15	Networked Initiatives for MITO Business Model Target and Strategy Implementation	96
3	Systematic Process Organization Development and Design	99
3.1	MITO Model-Related Process Anchoring Control Loop	99
3.2	Characteristics of Function- and Process-Oriented Organisational Development	101
3.3	Role-Based Process Organisation Structure and Design	105
3.4	Implementation of an Integrated Process Organization	108
3.5	Hierarchical Process and Task Distribution Within the MITO Control Loop Model	111
3.6	Starting Points for the Implementation of Process Orientation in the Organisation 4.0 Concept	113
3.7	Process-Related Organizational Structure: Quantity Structure Analysis . . .	115
3.8	Process Map Creation	116
3.9	Process Connector and Interface Description	118
3.10	Systematic Interface Reduction with the MITO Method Tool	120
3.11	Process Design Priorities for Change	122
3.12	Mito Tool-Based Standardisation Analysis.	124
3.13	MITO Tool-Supported Value Stream Target Evaluation.	126
3.14	Systematic Process Potential Analyses	131
3.15	Process Design Tasks in Shop Floor Management	137
3.16	MITO Method Tool Supported Process Failure Mode and Effect Analysis (PFMEA)	138
3.17	MITO Tool-Supported Design of Work Systems According to DIN EN ISO 6358-2016	143
4	Method-Based Integrated Process-Related Leadership and Management System Development	149
4.1	Balanced End-to-End Business Model-Target System Implementation . . .	149
4.2	Cybernetic Management and Control System Structure.	151
4.3	Interaction of the MITO Organisational Subsystems	156
4.4	Overall Conception of the Process-Oriented Management and Leadership System	158
4.5	End-to-End Target Agreement Process	162
4.6	MITO-BSC Targets in the Management System	165
4.7	Consistent BSC-Target-Key Figure Linkage in the Horizontal Value Chain.	168

4.8	Contemporary Target Indicators for Employee Appraisal	170
4.9	Role-Based Employee Qualification.	172
4.10	Implementation of Integrated Management Systems (IMS) as Further Management Instruments of the Management and Leadership System . .	175
4.11	Integrated Management System Activity Matrix	177
4.12	Role-Based Process Description Is the Basis for the Introduction of Integrated Management Systems (IMS)	178
4.13	Systematic Process-Oriented QM System Implementation According to DIN EN ISO 9001:2015	180
4.14	Process Organisation Facilitates the Application of Agile Principles. . .	181
4.15	MITO Method-Tool-Supported Design Thinking.	183
5	Systematic Digitisation Master Plan Development and Implementation	187
5.1	Connectivity and Interoperability Requirements for the Digital Business Platform	189
5.2	Digitisation Master Plan Implementation Steps	190
5.3	MITO Model-Related Digital Target System	191
5.4	Digital Master Plan Implementation in 3 Steps	193
5.5	Answering the Digital Business Model 7 W Core Questions.	195
5.6	MITO Model-Related Value Contributions of a Digital Business Platform.	197
5.7	Business Model Innovation Mapping as a New Strategic Approach . . .	199
5.8	Basic Description of the Digitisation Components Within the MITO Business Model Elements	201
5.8.1	Process Digitization Statements in the MITO Leadership Segment	201
5.8.1.1	Cloud Computing	201
5.8.1.2	On Premises	203
5.8.1.3	Internet	204
5.8.1.4	World Wide Web	204
5.8.1.5	Hypertext	205
5.8.1.6	Electronic Mail	205
5.8.1.7	Intranet	206
5.8.1.8	Internet of Things (IoT)	206
5.8.1.9	IT Data Networks	207
5.8.1.10	Transaction and Data-Oriented Business Platform	208
5.8.2	Process Digitisation Core Statements in the MITO Input Segment	209
5.8.2.1	Enterprise Mobility, Work Place	209
5.8.2.2	Smart Devices	210
5.8.2.3	eLearning Platform	210
5.8.2.4	Gamification	210

5.8.2.5	Use Case Description	211
5.8.2.6	VR/AR Technologies	211
5.8.2.7	Wearables	212
5.8.3	Process Digitisation Core Statements in the MITO Transformation Process	213
5.8.3.1	MES.....	213
5.8.3.2	Digital Twin.....	214
5.8.3.3	3D Models	215
5.8.3.4	RFID.....	215
5.8.3.5	Business Intelligence (BI)	216
5.8.3.6	Smart Data.....	217
5.8.3.7	Process Mining.....	217
5.8.3.8	Deep Learning.....	218
5.8.3.9	Artificial Intelligence (AI).....	218
5.8.3.10	Machine Learning (ML).....	220
5.8.3.11	Industrial Robots	221
5.8.4	Process Digitisation Core Statements in the MITO Output Segment	222
5.8.4.1	Smart Products and Services.....	222
5.8.4.2	Social Business/Shop Function	222
5.8.4.3	Telematics Solutions (Logistics).....	223
5.8.5	Process Digitisation Core Statements in the MITO Line Segment	224
5.8.5.1	Dashboard	224
5.8.5.2	Blockchain Technology.....	224
5.8.5.3	Content Management System (CMS)	225
5.8.5.4	CMS Repository Content.....	226
5.8.5.5	Document Management Systems (DMS).....	228
5.8.5.6	MITO Tool-Supported Digitisation Strategy Component Selection	228
5.9	Systematic Digitisation Strategy Derivation	229
5.10	Digitisation Guideline Development	231
5.11	Digital Business Platform Enables Horizontal and Vertical Process Networking	232
5.12	Process-Oriented Implementation of the Digitisation Strategy	235
5.13	MITO Digitisation Components Risk Analysis	238
5.14	MITO-Supported: IT Application Linkage Needs Analysis	238
5.14.1	MITO-Supported IT Application Linkage Analysis Example ..	242
5.15	Role-Based Use Case Description	244
5.16	MITO Model-Related Digitisation Benefit Analysis	246
5.17	MITO Tool-Based Implementation Assessment of the Process Digitisation Master Plan	247

6	Method-Based Good Governance Implementation	251
6.1	Systematic Process Governance Evaluation	251
6.2	Systematic Risk Governance Assessment	253
6.3	Systematic Compliance Management System Auditing	256
6.4	Systematic Implementation of an Audit on Mental Stress	258
6.5	Systematic Risk Analysis Audit	264
6.6	Systematic Sustainability Management Audit	269
6.7	Systematic Business Model Maturity Assessments	272
7	Summary	277
	References	281