

# Tools and conceptual models

In this chapter we'll be discussing a number of tools and conceptual models, both traditional and relatively recent ones. By tools and models we mean methods, processes, approaches and exercises, used individually or in groups, which aim to structure and develop knowledge. The tools and models presented here should be seen as a *smorgasbord* for inspiration in dealing with organizational factors. They are, in alphabetical order:

- Elements of the business mission
- Benchlearning®
- Decision-making
- Elimination of a level
- The one-man band
- Customer analysis
- The "megaprocess"
- Modelling/process mapping
- Zero-base start
- External environment analysis
- Organigraph
- Performance criteria
- Problem analysis (PDS)

- Fair process
- What can *not* be outsourced?
- Values and behavior

## Elements of the business mission

The business mission of a business describes its fundamental aim. Outside the commercial sphere, the business mission is often called the *operating concept* and is simply what the organization has to accomplish. Business mission, or *business concept*, is often used by both commercial and non-commercial businesses.

A business mission should always start with the needs of customers or purchasers of a product. It is important to distinguish between needs and demand. A need to satisfy one's hunger, for example, can result in a demand for porridge, a fillet steak, or fish, etc. A need for cold can result in a demand for ice, a fridge, or for a trip to more northerly latitudes (more southerly ones for those in the Southern Hemisphere). The last point was vividly exemplified by the two companies, which at the beginning of the 1900s were engaged in the business of sawing and delivering ice. The business mission of one of them was to sell ice while that of the other was to sell cold. After the introduction of the refrigerator, one of the companies was left. You don't need to be a genius to guess which one.

This example also says something about defining core competence. Delivering ice was a project that embraced what for the time was advanced logistics. Perhaps this competence could have been used in some other connection after the advent of the fridge? We have begun to look at important aspects underlying the business mission of a business. These can be summarized in the following five points.

1. Needs/demand
2. Customers/distributors
3. Offering of goods and services