

Strategic Management and Process Optimization Model

[Dionysis Dasopoulos](#)¹, [Kostas Dasopoulos](#)², [Dr Petros Dasopoulos](#)³

¹ Project Manager at Novo Nordisk (DK), Chemical Engineer (AUTH), MSc (DTU)

ddasopoulos@gmail.com

² Project Manager at Q-Plan International, Environmental Engineer (DUTH)

konsdaso@gmail.com

³ Business Strategist at DASO PC, Dr Chemical Engineer (LON), Ph.D, MRSC, MBAM

petros@daso.gr

SUMMARY

In today's competitive environment, enhancing business efficiency and performance, is a rather complicated balance. On the one hand, organizations seek to establish, control and automate processes, through their operational structures, which often show strong rigidity, while on the other hand, they seek to adopt flexibility, change, innovation, value orientation and dynamic abilities, which usually require more freedom of thought and expression.

The Strategic Management and Process Optimization model, focuses on changing the mindset in the organization, accelerates processes and decision-making to transform ideas into solutions that capitalize on corporate values, add value to customers and create added value for shareholders.

INTRODUCTION

Nowadays, businesses face a continuously evolving reality of adopting new and more sophisticated approaches at all levels, which arise from the rapid evolution of technology in various business processes.

This fact combined with both internal and endogenic parameters, e.g. bureaucratic, rigid and "heavy" organizational structures, and with external conditions, e.g. political, environmental or financial situations that create cost setbacks and discrepancies, seriously affect the business operation and in many cases, they generate challenging conditions for the survival of some of them. The lack of skills and competencies, in correlation with the insufficient specialized training, have been pointed as the Achilles heel of businesses.

It is therefore obvious that under those conditions, the business processes optimization is a rather difficult task, that demands an immediate and reliable solution, targeting business added value creation, in order to safely guarantee success.

It is therefore obvious that under those conditions, the business processes optimization is a rather difficult task, that demands an immediate and reliable solution, targeting business added value creation, in order to safely guarantee success.

APPROACH

The model is based on the competitive advantage of **Adaptability**, which defines that success of a company is the result of its ability to adjust its strategic planning, depending on the continuously changing external environment.

Based on that, an integrated diagnostic and management tools system, has been created with a strong focus on improving aspects of the internal business environment, such as rules, procedures, key performance indicators, targets and accountability. The intention is, to create conditions of competitive advantage through differentiation and uniqueness. Furthermore, business operation restructure, based on updated data and evolving technology, is considered a basic prerequisite for survival and growth.

Hence, a Change Management Platform is developed, that assesses the Diagnostic Tomography of the business and develops Strategies to help it achieve a strong and profitable market position. Besides that, as Peter Drucker said: *"the relevant question is not just what we will do tomorrow, but what we will do today to better prepare for tomorrow"*.

AREAS OF INTEREST

The model is being developed on a 7 main Pillars System - People, Strategy, Products, Procedures, Culture, Structure and Technology, which is then aligned to a 12-Business Units Arrangement, consisting of Customers, Distribution, Regulations, Suppliers, Geography, Facilities, Partners, Knowledge, R&D, Funding and Ownership.

The different involved areas provide all the necessary data and information, required to implement the Model.

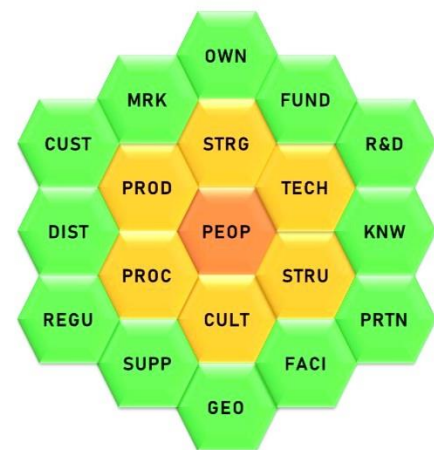


Figure 1: Development Layout

THE IMPLEMENTATION MODEL

The model is a contemporary management tool, that improves professional behavior, strengthens executive performance and significantly advances skills and competencies.

At the same time, it facilitates all necessary conditions that consolidate corporate development, within the competitive framework, while at the same time, it ensures the successful outcome of the change management implementation, that adopts innovation, as a dominant profit-making strategy.

Although it is globally applicable, it is more suitable for companies that aim to develop New Products and Services through Innovation. This is attributed to the fact that innovation as a mindset, turns ideas into solutions, which add value to customers and create added value to shareholders.

Following this direction, the new Strategic Management model is based on the DASO principle (**D** Diagnose – **A** Align – **S** Select – **O** Optimize) and follows the BMT 1-2-3 methodology: Business Diagnostics – Management Consulting – Training Academy.



Figure 2: D.A.S.O. Principle



Figure 3: BMT 1-2-3 Methodology

DESCRIPTION

The DASO™ model initiates on the organizational **DIAGNOSIS**, that outlines ways to determine gaps between what the business is and what ought to be. Emphasis is on the analysis of faults, problems, weaknesses and pathogeneses, accounted on executive performance, implementation processing and quite often on top management behavior. At the same time, threats and opportunities are evaluated and business expectations are focused on:

1. What is the business good at
2. What does the business specialize in or could specialize in, and
3. What unique is the business providing or could possibly provide.

Once the parameters affecting the business performance potential have been sufficiently documented, the Change Management framework is activated, **ALIGNING** Strategy with Processes and HR. The Design to Implementation transition, can only be secured by the thorough **SELECTION** of the appropriate tools, to ensure a smooth development and to minimize any unforeseen risks and challenges. In any case, immediate corrective actions, and back-up Action Plans, which have been created in advance, are implemented to **OPTIMIZE** Systems, Structures, Processes and Deliverables.

BMT METHODOLOGY 1-2-3

The BMT 1-2-3 Methodology, is an innovative consultancy and management platform, that assesses the diagnostic tomography of the business and develops strategies to assist customers to pursue a strong and profitable market position.

1. Business Diagnostics

Business Diagnostics is the Diagnostic Tomography of the business, that explores business needs, evaluates symptoms and assesses the underlying conditions at all levels, so that enterprises can work smarter and perform better. It is a comprehensive business health-check that identifies key business drivers and develops Action Plans, to support management on bottom line improvement.

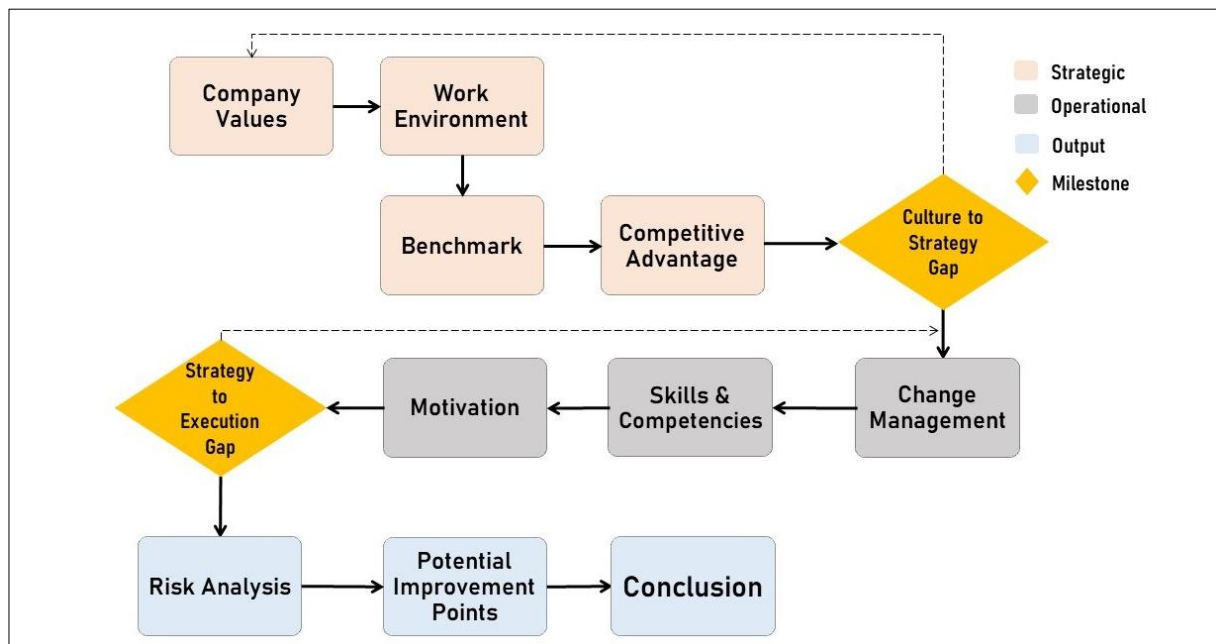


Figure 4: Business Diagnostics Flow Chart (Two Milestones: Culture to Strategy Gap, Strategy to Execution Gap, Three Phases: Strategic, Operational, Output)

Its main purpose is to evaluate the Culture to Strategy and the Strategy to Execution gaps.

As illustrated in Figure 4, the first step of the diagnostics procedure, investigates the corporate values, the working environment conditions and then focuses on competitive advantages and benchmarking evaluation. After all data have been thoroughly analyzed, the Culture and Strategy gap emerges.

Then, having determined the points at which strategy and culture diverge, the diagnostic process evaluates the Change Management platform that highlights skills, competencies and motivations, in order to assess major points at which Strategy and Execution present discrepancies, thus leading to the Strategy to Execution gap.

In conclusion, the findings of the business diagnostics are summarized in a report that includes the risk analysis as well as the potential improvement points of the business, in an effort to align its strategy with both culture and execution.

2. Management Consulting

Management Consulting is a powerful Change Management Platform that analyzes, designs, proposes and implements means and methods for the organizations:

- to define the gap between what they are today and what they should be tomorrow
- to align strategy, structure, processes and people
- to regain vitality and business flexibility.

Business reengineering, executive skills & competencies development, new approaches and management accountability, formulate the roadmap that enables organizations to capitalize on business values, collect reciprocal benefits and generate premium equity returns.

The preliminary step, includes the restructuring of the business, which is accompanied by the design of a new customized organizational chart, that aims to bridge the Culture to Strategy gap, but also to identify where the business can innovate and make the big difference.

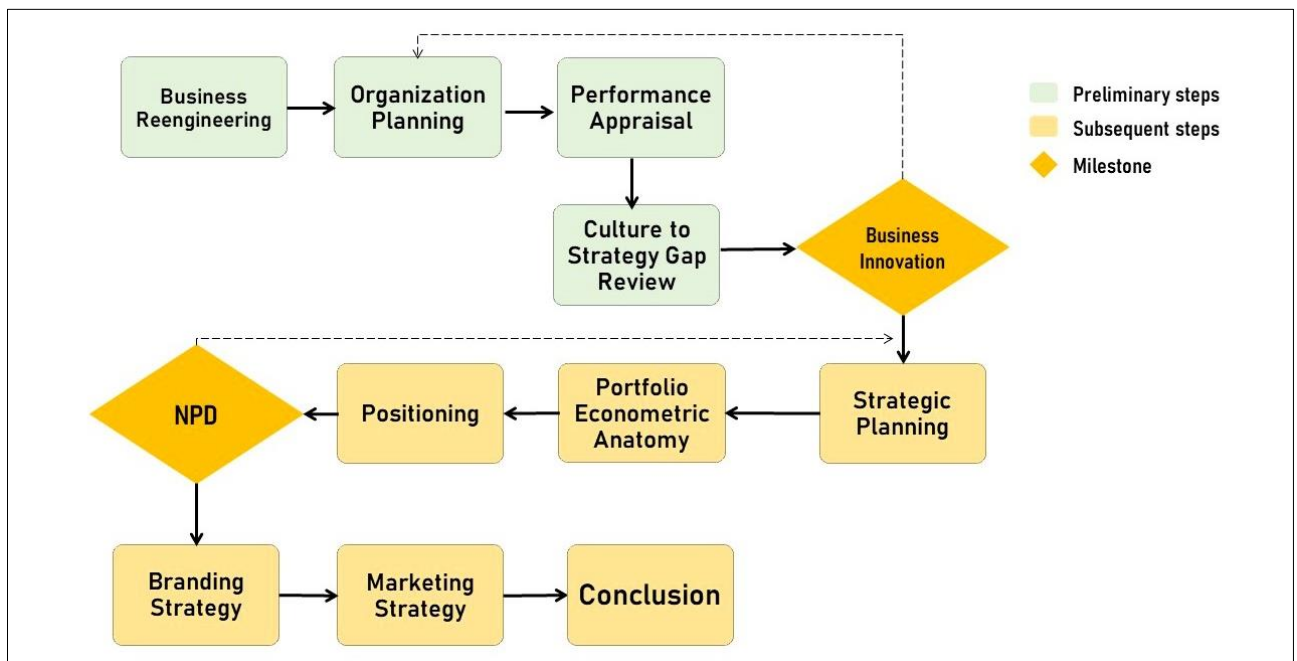


Figure 5: Management Consulting Flow Chart (Two Milestones: Business Innovation, New Product Development, Two Phases: Preliminary, Subsequent)

Strategic planning, integrating innovation in business processing follows, together with an econometric portfolio analysis, which makes all cost centers, profit centers and main sources of income, more visible. In collaboration with Research & Development (R&D), all proposals for new products or services development, are evaluated and for those that get a final approval, marketing and brand strategies are formulated.

3. Training Academy

Training Academy is a new concept in executive training and a catalyst for transformation in business coaching and mentoring. Successful methods and interactive workshops, that have substantially improved the real business world, are analyzed.

Groundbreaking thoughts and ideas are developed, along with results-oriented pathways that align with the latest announcements in business management.

The Academy provides a superior quality solution, for all professionals who want to improve their executive potential, advance business skills and move beyond the limits of a management versus leadership mindset.

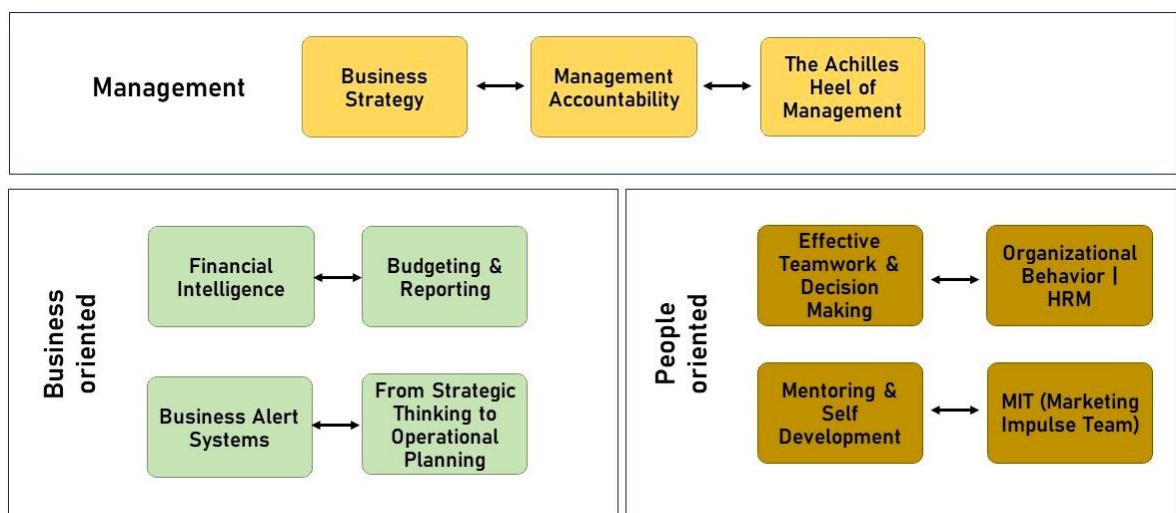


Figure 6: Main Toolbox of an Educational Academy (Three Sections: Management, Business Oriented, People (HR) Oriented)

RESULTS AND DISCUSSION

The Strategic Management and Process Optimization Model has been implemented as a Change Management Platform, assisting businesses to adjust to changing market conditions, improve their competitive positioning and implement sustainable management strategies, throughout their operation.

The implementation of the model has improved operational processes and has strengthened skills, competencies and management accountability. It has also imposed a strong impact on financial performance of the participant companies.

Top management support has been a critical success factor that facilitated the implementation of the process and all corrective actions, that resulted from the diagnostic function during the evolution of the change management that has been carried out.

The indicative picture of the improvement changes for companies that implemented the model, is presented in Table 1 and Figure 7, accordingly.

Table 1: Mean Average Evolution of Improvement Change

BUSINESS PERFORMANCE PARAMETERS	INITIAL DIAGNOSIS	TIME PERIOD DEVELOPMENT				
		6m	12m	18m	24m	36m
COMPANY VALUES	35,0%	45,0%	67,0%	78,0%	90,0%	95,0%
WORK ENVIRONMENT	65,0%	70,0%	73,0%	77,0%	84,0%	90,0%
BENCHMARKING	30,0%	35,0%	43,0%	48,0%	52,0%	55,0%
COMPETITIVE POSITIONING	55,0%	58,0%	62,0%	69,0%	72,0%	75,0%
CULTURE to STRATEGY	↓ 46,5%	↓ 52,5%	→ 62,5%	↗ 69,5%	↗ 76,4%	↗ 80,8%
CHANGE MANAGEMENT	50,0%	55,0%	60,0%	70,0%	80,0%	90,0%
SKILLS & COMPETENCIES	45,0%	52,0%	61,0%	72,0%	85,0%	90,0%
MOTIVATION	60,0%	67,0%	72,0%	79,0%	84,0%	85,0%
SKILLS to OPPORTUNITIES	45,0%	50,0%	60,0%	70,0%	80,0%	90,0%
STRATEGY to EXECUTION	↓ 50,0%	↓ 56,0%	→ 63,3%	→ 72,8%	↗ 82,3%	↗ 88,8%



Figure 7: Weighted AVG on Comparative Improvement Over Time

The methodology followed, in conjunction with both corrective actions applied and a systematic managerial follow up, have significantly helped businesses that were suffering from organizational dysfunction, management inadequacy and inability to quickly solve problems.

The model's implementation, created a new system of modern professional governance, which improved efficiency, upgraded accountability and strengthened financial performance.

Above all, however, it demonstrated beyond any doubt the uniqueness of this model, in business transmutation, changing mindsets and transforming ideas into solutions, that enhance competitiveness, adopt innovation as a predominant profit-making strategy, capitalize on corporate values, add value to customers and create premium equity returns for the shareholders.

KEY WORDS: Strategic Management, Process Optimization, Differentiation, Innovation, Business Excellence, Added Value

This paper was presented by Dionysis Dasopoulos, on Thursday May 30th 2024, during the 14th Panhellenic Scientific Conference of Chemical Engineering, which took place in Thessaloniki, Greece.