

COMPANIES BUILT TO LAST

**A PROVEN METHOD
FOR SUSTAINING
BUSINESS SUCCESS**

FRANS DE GROOT

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BUSINESS SUCCESS**

B/SPUBLISHERS

Copy editing by John Holloway
Design by Lilian van Dongen Torman

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bis@bispublishers.com
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TO AMBER & BAS

**SUCCESS ISN'T ROCKET
SCIENCE - IT'S ABOUT
KNOWING THE RIGHT
INGREDIENTS.**

**AND GUESS WHAT?
I'M HERE TO SHARE
THE RECIPE WITH YOU!**

Preface

This book you're holding introduces the Bitsing method, a revolutionary approach to strategy, operations, and financial management that delivers guaranteed results. Developed through years of hands-on experience and validated by real-world case studies, this scientifically proven method is built on seven essential principles—each one reinforcing the next to create a powerful, results-driven framework.

The application of Bitsing by so many organisations and individuals, in every corner of the world, has helped us all perfect and master the practical application of the method, and has helped me convey it to people in numerous inspiration sessions over the years.

I felt it was time to set out the ultimate result of all of our Bitsing efforts in a practical 'how to' book. A comprehensive, clear guide for the practical application of this proven method for sustained business success. A handy guide for everyone who aims to achieve their goals with Bitsing. Hence the fitting title: *Companies Built to Last*.

This book is for anyone who's in the trenches, fighting for growth and longevity. It's also for the dreamers and the doers who are aiming for the stars – aiming to build a company that stands the test of time. From global brands to startups, from multinationals to solo entrepreneurs, from managers to frontline workers, from seasoned professionals to eager students, from business owners to CEOs – everyone can benefit from the insights of the inspiring Bitsing method.

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Introduction

Every organisation, from small businesses to large corporations, faces the daily challenge of ensuring its continued existence. Whether they have just one or tens of thousands of employees, organisations continuously strive to answer the most crucial question, ‘What does it take to be successful?’ And, in turn, what goals should we set? Which direction should we take? How should we position ourselves in the market? What exactly should we do? What resources can we allocate to achieve this? As well as many other, critical questions.

But what are the real answers? The truth is, we don’t know. We’re all fumbling in the dark, relying on gut feel and past experience. Spoiler alert: yesterday’s tricks might not cut it tomorrow.

So what do we do? We dive into complex theories and fancy jargon, trying to convince ourselves (and others) we’re on the right track. Sounds familiar? Let’s face it, for most organisations the results are as disappointing as a flat tire on race day. Thousands of businesses crash and burn, and the main reason is that we simply don’t know enough about what makes a company continue to tick in the long haul.

So, hang onto your hat! I’m about to take you on a wild ride through the most mind-blowing management method of our time. The Bitsing method is the world’s first and only method that actually tells you what you need to know to build a company that lasts. It isn’t just theoretical - it’s been rigorously tested in academic settings and proven effective in the daily operations of numerous organisations in a variety of industries.

I’m not going to bore you with theory. Nope, we’re diving straight into the nitty-gritty – how to use this method in your day-to-day business life. How to make it work for you. Each chapter contains real-world examples that will bring you back down to earth, show you the simplicity and logic behind the

method, and demonstrate how to achieve your goals using common sense. Think of it as your personal coach, guide and cheerleader – all rolled into one!

Once you start reading, you won't be able to put this book down. When you see the logical, easy-to-understand models, you'll want to apply them right away. And guess what? You can! I've made every effort to write everything in clear, accessible language. No frills, no lengthy theoretical discourses.

With Bitsing, that's simply not necessary. Bitsing will take you straight to the decisions you have to make and how to make them in order to make your company, institution or organisation successful. Ready to build a company that lasts? Let's go!

The Secret of Bitsing

It's extraordinary that the place where the world's first multinational was founded in 1602, where the world's first share was issued and where the first stock exchange was established, is also the birthplace of the first method that guarantees spectacular increases in the value of any share and every organisation. Yes, the Bitsing method was discovered in Amsterdam, the Netherlands.

Before I explain how to implement Bitsing, let me first take you through its history. It's an incredible story, in itself.

The Origins of A Revolutionary Model

To trace the origins of Bitsing we must journey back three decades to the early 1990s, when I founded my marketing communications agency, KMM Amsterdam. This agency was unique in its approach and so successful that by its third year one of the largest, global advertising agencies (Lintas Worldwide, with 160 offices across 50 countries) sought to acquire it. At the time I hadn't yet realised that the Bitsing method was the foundation of my agency's success.

My journey to this point had been colourful, spanning years in marketing followed by leadership roles in international marketing communication agencies. In this period I not only garnered numerous international awards but, more importantly, a wealth of knowledge and experience.

Alongside my primary career, I ventured into entrepreneurship, experiencing the highs and lows that come with building businesses. They taught me first-hand what it means to achieve goals and succeed as an entrepreneur. During my marketing career, I invented and marketed a unique product which, with minimal investment, achieved sales of millions of units. This success kept an Italian factory operating 24/7 and ultimately

led to the sale of the business to one of Europe's largest home products retailers. This venture, undertaken in addition to my regular work, exemplifies the potential for success when you pursue a truly unique and uncopiable idea.

I share this story to illustrate a crucial point: when your business is genuinely unique and impossible to copy, success naturally gravitates towards you.

The phenomenal success of both my home product concept and my marketing communications agency stemmed from their unbeatable nature. In chapter 3 I'll guide you through the process of making your organisation equally unbeatable, using the Bitsing method – which encapsulates everything I've learned and experienced over the years.

An Extraordinary Discovery

Returning to the early days of KMM Amsterdam in the '90s, we quickly attracted a prestigious clientele, including several British car brands, then belonging to the BMW group. These brands were facing declining sales despite extensive marketing efforts. I won their business with an unconventional approach to markets and target groups.

The plan I developed for them was based on six steps. Unknown to anyone at the time, this approach was the embryonic form of what would become the Bitsing method. The implementation of the plan resulted in something extraordinary: sales of the relevant cars doubled – achieving a 200% growth rate. One of the car brands became the fastest-growing brand in Europe, a feat unprecedented in its history! How was this 'impossible' growth achieved?

The secret behind this remarkable success remained elusive, even to me. The only clue lay in the 6-step plan, which would prove pivotal in the years to come. This template was subsequently used to develop marketing and communication plans for other clients, such as Sony, WWF, British Airways,

Philips, and many more. All consistently yielding results that far exceeded expectations.

The revelation of the secret behind these successes came later, in a moment that felt like a scene from a film. One day, while reviewing the table of contents of my highly successful BMW Group Brands plan, I noticed something extraordinary.

The first letter of each chapter title, representing the six steps of the plan, spelled out a word 'BITSER'. And this plan amounted to a model prescribing six distinct activities which, when applied to a market, target group or individual, delivered unprecedented results.

This BITSER model is now recognized as the original or basic Bitsing model, forming the foundation of the entire management method. Chapter 4 of this book provides a detailed guide on how to use the model. However, to grasp Bitsing as a method, one must first understand the original 'basic Bitsing model'. This will quickly convince you of its capacity to optimise everything you and your organisation do.

The Basic Bitsing model

The six letters of BITSER each hold a key to success. Before delving into what these letters stand for and how to use the method, let's uncover the secret behind them.

True success in approaching markets and target groups is achieved only when every individual in these groups does what you want them to do. Every single one! If only a small group responds to your organisation, its activities, and messages, you will have missed the majority and achieved very little.

Consider this: out of the hundreds, thousands, or even tens of thousands in your most important target group, how many people actually do what you ask? Whether it's buying your product or service, changing their behaviour or visiting your premises, it's always a limited number that do exactly what you

want. Always a small minority. The reason? You've probably only applied one, or some, of the six aspects of the BITSER model, and not all six. You're not doing it wrong; you're just not doing enough.

NOBODY IS, THINKS,
OR ACTS THE SAME!

If you require a target group to all do the same thing (for instance to buy, in response to a sales message), you may only affect a few individuals and certainly not everyone. People are unique and think and act differently. Focusing purely on sales, marketing, having the perfect product or providing customer services is, on its own, insufficient. Real success comes from the correct *mix* of activities, focused on ethical correct groups of people, at the correct time and the BITSER model tells you exactly how to determine that mix. Amazingly, there are only six activities in this mix.

A Six-Step Stairway

Although the concept of a 'funnel' is now common in many organisations, I may have discovered the first 'funnel' in the early nineties. The BITSER model is indeed simple – a stairway with six steps. Every individual in a target group will climb these six steps, and when they reach the top, they will have satisfied your objectives. If they don't reach the top, it's because you haven't been successful in helping them to climb. This is often because you've done the wrong thing, or done too little, or nothing at all.

Everyone in your organisation, whether it's a multinational or a one-person business, is there for the same reason – to help the people in your target group climb the Bitser stairway and achieve the organisation's objectives. Even those employees who are not

directly in contact with the market or target group play a vital role in this process.

It's time to discover what the first letters of the six chapter titles of that significant BMW Brands plan represent. This is where the stairway and the six steps of the BITSER model first took form. We'll start with the first chapter. This is the first step, at the bottom of the BITSER stairway, where everyone in your target group starts:

B

Brand awareness

The first chapter of the BMW Group Brands plan started with a 'B'. It was entitled 'Brand awareness'. It's the foundation, where everything starts. If no one knows your name, you can't expect to be recognised or to achieve your goals.

I

Image

The second chapter of the BMW Group Brands plan started with an 'I'. The 'I' stands for Image. This is attained when you move people from just having brand awareness, to wanting your brand. 'I want you' is a crucial requirement for progressing along the BITSER journey.

T

Traffic

The third chapter started with a 'T' - for 'Traffic in dealer showrooms'. 'T' is for Traffic. This step requires movement towards the purchase point, whether it's visiting a physical shop, a web shop or making a sales appointment.

S

Sales

'S' was the first letter of chapter four of my BMW plan – 'Sales promotion'. This chapter was about achieving Sales. It could be the sale of a product or service, but also achieving a new employee's signature on an employment contract, or any act by a person who is doing what you want them to do.

E

Extra Sales

The title of the fifth chapter started with an 'E', for 'Extra sales'. This step involves repeat purchases, upselling, or – in a motivation or training programme, for instance – continued performance of desired conduct by employees.

R

Referral Sales

The title of the sixth chapter started with an 'R' - for Referral sales. It's the final step of the BITSER model, in which existing clients become ambassadors, selling your product, service or goal to others, without your intervention.

You now understand the BITSER model - and you know where it comes from. The six steps of the BITSER model are timeless and universally applicable. They work for every organisation and objective. Every employee operates at the level of one or more of these steps, whether recruiting customers, achieving growth, recruiting staff, generating revenue and profit, improving employee performance, changing behaviour, or even recruiting votes for a political party.

From BITSER to Bitsing

In the years following the discovery of BITSER, many organisations applied it. With measurement, learning, optimisation, numerous practical case studies and collaboration with colleges and universities in various countries, the model continued to improve and it became increasingly effective.

THE SUCCESS OF THIS APPROACH
SPARKED MY CURIOSITY AND SET
ME ON THE PATH OF DEVELOPING
WHAT WOULD BECOME THE
BITSING METHOD.

The BITSER model evolved into a comprehensive method encompassing virtually all the factors that determine an organisation's success. I called the method Bitsing.

The first four letters pay homage to the discovery of the first four steps of the BITS stairway and are also a nod to the fact that the method encompasses 'all the bits and pieces' – i.e. the entire organisation, including its success factors. The 'ing' in Bitsing indicates that ensuring an organisation's continuity and growth is an ongoing process, a continuous action. Bitsing relates to process, activities, and a continuous state of engagement with all the bits and pieces of your organization.

For more than two decades, I tracked hundreds of companies, organisations and individuals who had applied the BITSER model and achieved their goals. I was able to examine their successes and failures as revealed in the scientific research conducted in the European university master's program, in collaboration with four leading European universities.

This revealed that businesses and organizations had effortlessly achieved their goals, growing explosively, with some growing at precisely the magical rate of 300%!

Most importantly seven common elements emerged from these cases, which defined what we mean by a 'Company Built to Last'. These seven, revolutionary insights amount to a guaranteed success formula for creating a Company Built to Last. They make objectives achievable and assure continuity and growth in seven, quick, easy steps. These steps are referred to as the seven Bitsing principles:

1

They were all guided by a continuity objective (crucial for survival).

2

They guaranteed their success by focusing on hard, financial facts (and did not diverge from this).

3

Their approach to their markets was unbeatable, outclassing competition.

4

They had the ability to get everything they wanted from every member of their target groups.

5

They used effective programmes, both externally with customers and internally among employees.

6

They predicted the results before rolling out activities.

7

They invested less in their activities than they expected to earn from them, thus guaranteeing profitability.

I have now introduced you to the Bitsing method. In the next seven chapters, I'll clearly explain the Bitsing method and its models, in theory and in practice. I'll deal with each of the method's laws, one by one. And I'll put you in a position to use Bitsing to book unprecedented successes. You'll experience, for the first time, the real basis for the successful achievement of your goals, and how up-front prediction of results guarantees success and a positive financial return on your investment.

**TODAY'S BITSING METHOD
IS THE CULMINATION OF
OVER 30 YEARS OF SCIENTIFIC
RESEARCH AND PRACTICAL
APPLICATION.**

The Meaning of ‘Continuity’ in This Book

A study¹ by McKinsey & Co. found that the average life-span of companies listed in Standard & Poor’s 500 was 61 years in 1958. Today, it is less than 18 years. McKinsey believes that, in 2027, 75% of the companies currently quoted on the S&P 500 will have disappeared.

Throughout this book, you will frequently encounter the word ‘continuity’—but not in the conventional English sense of disaster recovery or restoring business operations after a crisis. In the Bitsing method, continuity is not about merely surviving; it is about thriving, progressing, and ensuring lasting success. It means building a company that is not just resilient in the face of challenges but one that continuously grows, evolves, and secures its future.

This book is not about avoiding calamity—it is about creating a business that is built to last.

Take the Bitsing Continuity and Growth Test

Let’s assess how well your organization ensures its continuity and growth. This test is based on the scientific criteria of the Bitsing method. Choose one answer for each question. You’ll get your results immediately after completing the test. But if you redo the test after reading the book, you’ll notice a surprisingly higher score. Because you’ll have a better understanding of what it takes to build an organisation that’s built to last.

The correct answers can be found on page 25. Be honest when answering and don’t peek ahead!

1 <https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/building-new-businesses-how-incumbents-use-their-advantages-to-accelerate-growth>

1

ANSWER 1

ANSWER 2

**THE GOAL
OF OUR
ORGANIZATION IS:**

- A A social goal
- B An environmental goal
- C A financial goal
- D A marketing/sales goal

2

ANSWER 1

ANSWER 2

**GOAL-SETTING IN OUR
ORGANIZATION IS:**

- A Individual (everyone has a personal goal)
- B Collective (as a team)
- C Non-existent
- D Guided by market developments

3

ANSWER 1

ANSWER 2

**OUR ORGANIZATION IS
CURRENTLY FOCUSED
ON:**

- A Innovation
- B Reorganization
- C Change
- D Maintaining consistency

4

ANSWER 1

ANSWER 2

**THE STRATEGIC
FOCUS OF OUR
ORGANIZATION IS
PRIMARILY ON:**

- A People
- B Financial resources
- C Processes & systems
- D Corporate Social Responsibility (CSR)

5

ANSWER 1

ANSWER 2

**WE BASE OUR
CHOICES MAINLY ON:**

- A Data from systems
- B Gut feeling or intuition
- C Current facts
- D Experience

6

ANSWER 1

ANSWER 2

OUR ORGANIZATION'S STRATEGY IS PARTLY DETERMINED BY:

- A Advice from reputable parties
- B An integrated approach across all departments/business units
- C Internal brainstorming sessions
- D Business models

7

ANSWER 1

ANSWER 2

WE ARE:

- A Exceptionally distinctive and unique
- B Certainly the best
- C Unrivalled
- D Competitive

8

ANSWER 1

ANSWER 2

WHAT MAKES US SO SPECIAL IS MAINLY:

- A Our brand
- B Our product/service
- C Our internal organization
- D Our pricing

9

ANSWER 1

ANSWER 2

SUCCESS COMES TO US THROUGH:

- A Who we are
- B What we do
- C The image others have of us
- D Continuous improvement

10

ANSWER 1

ANSWER 2

OUR ACTIVITIES ARE FOCUSED ON:

- A Acquiring new customers
- B Retaining and creating loyalty among existing customers
- C Creating an increased brand awareness
- D A balanced mix dictated by market facts

11

ANSWER 1

ANSWER 2

WHICH OF THE FOLLOWING MOSTLY APPLIES TO US?

- A Each of us knows what the others are doing
- B Some departments are 'invisible'
- C All employees work together (can't do without each other)
- D There are departments that feel superior to others

12

ANSWER 1

ANSWER 2

WHEN WE APPROACH MARKETS AND TARGET GROUPS:

- A We use a shotgun approach
- B We let individuals in the target group take the initiative to contact us
- C We guide members of the target group individually towards our objectives
- D We focus on the customer journey

13

ANSWER 1

ANSWER 2

WE KNOW HOW TO EFFECTIVELY MANAGE OUR OPERATIONAL ACTIVITIES TO:

- A Prioritize
- B Organize
- C Plan
- D Monitor

14

ANSWER 1

ANSWER 2

OUR ORGANIZATION WORKS, AS A WHOLE, TO:

- A Achieve maximum results with minimum effort
- B Execute actions that help realize our goal
- C Conceive and create new concepts and objects
- D Realize as many sales as possible

15

ANSWER 1

ANSWER 2

WITH REGARD TO OUR SPECIFIC ACTIVITIES:

- A We do what we always do, but we do that well
- B We know exactly what we're doing
- C We know why we do what we do
- D We integrate a mix of essential activities

16

ANSWER 1

ANSWER 2

OUR POSITIVE PERFORMANCE IS MAINLY DETERMINED BY:

- A Our products/services and their quality
- B Our internal organization and how we work and provide service
- C Our brand and how we are perceived in the markets
- D All three of the above

17

ANSWER 1

ANSWER 2

WHICH FIELD IS INDISPENSABLE FOR THE FUTURE OF ORGANIZATIONS TODAY?

- A Econometrics
- B Psychology
- C Philosophy
- D Sociology

18

ANSWER 1

ANSWER 2

WHICH OF THE FOLLOWING STATEMENTS BEST FITS US:

- A Everyone is aware of their tasks and KPIs
- B We make forecasts and adjust along the way
- C We can predict the results of our activities in advance
- D We have measurement and reporting systems, and we monitor in real-time

19

ANSWER 1

ANSWER 2

WHAT ENSURES YOUR BUSINESS CONTINUITY?

- A Data from the recent past
- B Current results (the present)
- C Looking ahead to the future
- D It's difficult or impossible to say

20

ANSWER 1

ANSWER 2

THE SUCCESS OF AN ACTIVITY IS RELATED TO THE FOLLOWING FACTOR:

- A Trying to reach as many people as possible in our markets and target groups
- B Results measurement
- C Predicting prospect conversion and results
- D Decisiveness, discipline and perseverance

21

ANSWER 1

ANSWER 2

**BUDGETING
AND INVESTMENT:
HOW DOES OUR
ORGANIZATION SPEND
ITS MONEY?**

- A We imitate what the competition does
- B We budget a percentage of revenue/profit
- C Task-based; we spend what is necessary
- D We spend less than what the activity or investment will yield

22

ANSWER 1

ANSWER 2

**WHICH OF
THE FOLLOWING
STATEMENTS
ENSURES OUR
PROFITABILITY?**

- A Profit is more important than revenue
- B The necessity of ROI (Return On Investment)
- C The necessity of Remainder Of Spend
- D You have to spend money to make money

23

ANSWER 1

ANSWER 2

**WHEN WE DECIDE
TO INCUR COSTS:**

- A We know for sure this will generate more money than the cost
- B It's difficult to estimate the return in advance
- C We rely on historical experience figures
- D It's based on a detailed business case

Your score!

Give 5 points for each correct answer. Your total score reflects the way you currently ensure the continuity and growth of your organization:

1 = C

6 = B

11 = C

16 = D

21 = D

2 = B

7 = C

12 = C

17 = A

22 = C

3 = D

8 = A

13 = A

18 = C

23 = A

4 = B

9 = A

14 = B

19 = B

5 = C

10 = D

15 = C

20 = C

115 points

Very good

85 - 115 points

Good

55 - 85 points

Average

30 - 55 points

Poor

< 30 points

Little to no chance of success

**ALWAYS
SET A
CONTINUITY
GOAL**

**AS YOUR
STARTING
POINT**

As an entrepreneur, business owner, CEO, director or manager you are responsible for your organisation's growth and everlasting success. It's a demanding role - and even the best leaders sometimes wonder: *Am I making the right decisions?*

Companies Built to Last introduces the Bitsing method, a scientifically proven system developed over 30 years and refined via numerous case studies. The method consists of seven essential principles, each reinforcing the next to create a powerful, results-driven framework. By applying this method, you will learn how to guide your organisation towards its goals and guarantee its longevity, while avoiding the common pitfalls that hinder many.

Whether you run a small business or a multinational corporation, this practical, hands-on guide will help you integrate the Bitsing method into your daily operations. With real-world examples, actionable tools and expert insights, you'll gain the confidence to make the informed decisions that drive lasting success.

But *Companies Built to Last* goes beyond just achieving success—it's about building a business that people want to be part of. A company that drives profit while making a positive impact - internally, on society, and on the planet. A company that stands the test of time.

**"I TRULY MEAN IT WHEN I SAY THAT I BELIEVE
YOU HAVE HACKED MARKETING."**

Hugo van den Biggelaar, Strategic Marketing Leader at Nike Inc. Head Office

**"TURNOVER GREW BY 168% AFTER I
IMPLEMENTED THE BITSING PROGRAMME."**

Martijn Boermans, Global GTM Manager and Strategic Sales
Operations at Hewlett Packard Enterprise



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