

Architecting dynamic strategy responses with BMM: the business motivation model

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The BMM summarizes the components to business plans, outlining the foundations for plans and their strategic components.

Without taking for granted the definitions of working business plans, the BMM creates a framework for composing and assessing strategies from a Means/End perspective and their foundation in Business Rules.

The BMM derives its basis from the Zachman Architecture, proposing a framework for systematizing the shifting landscape of corporate strategy.

Other influences include the Business Rules Group (BRG), also proposing a managerial framework for strategy and its alignment with business processes.

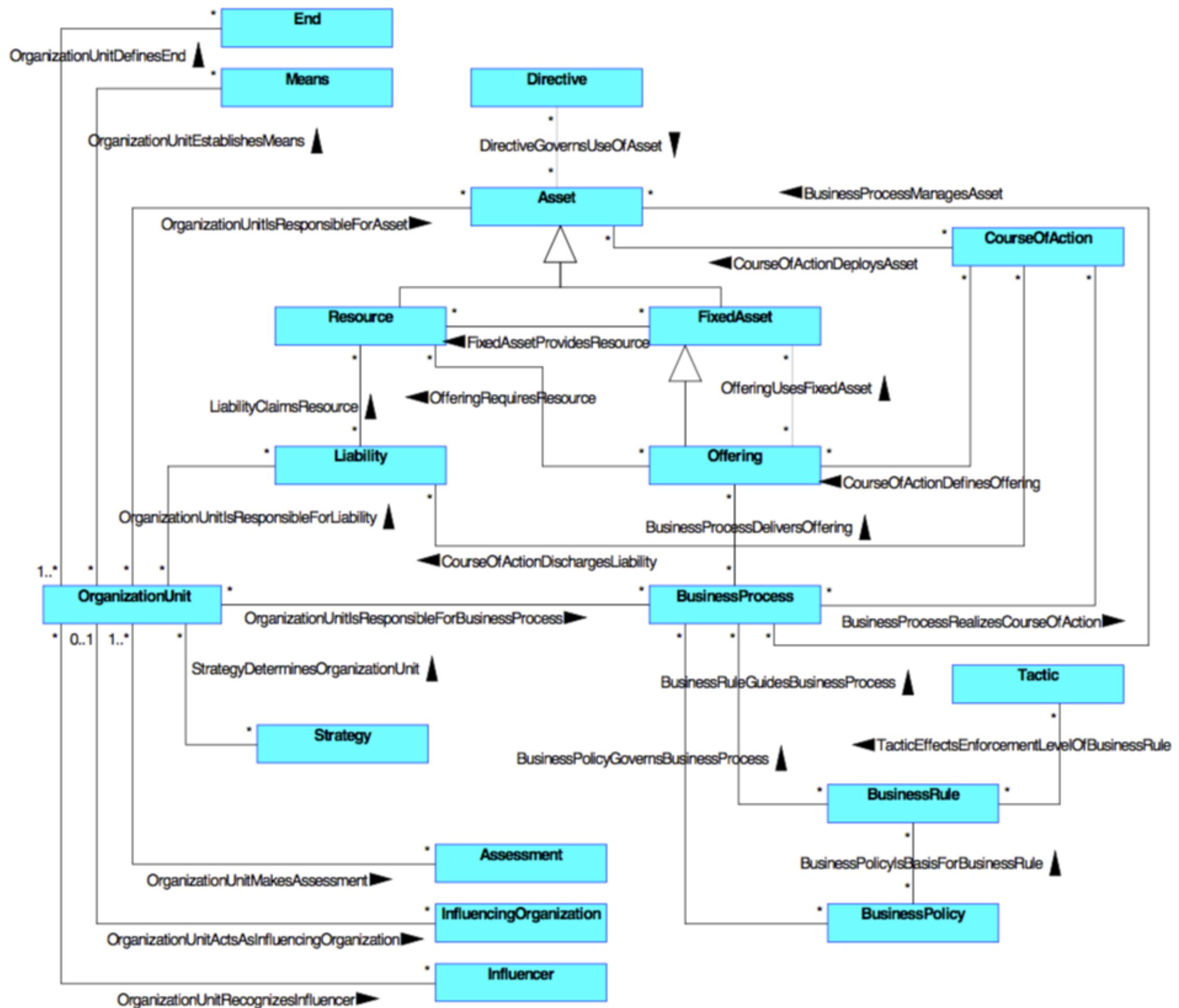
The motivations, or 'whys' behind business process is the core of the BMM.

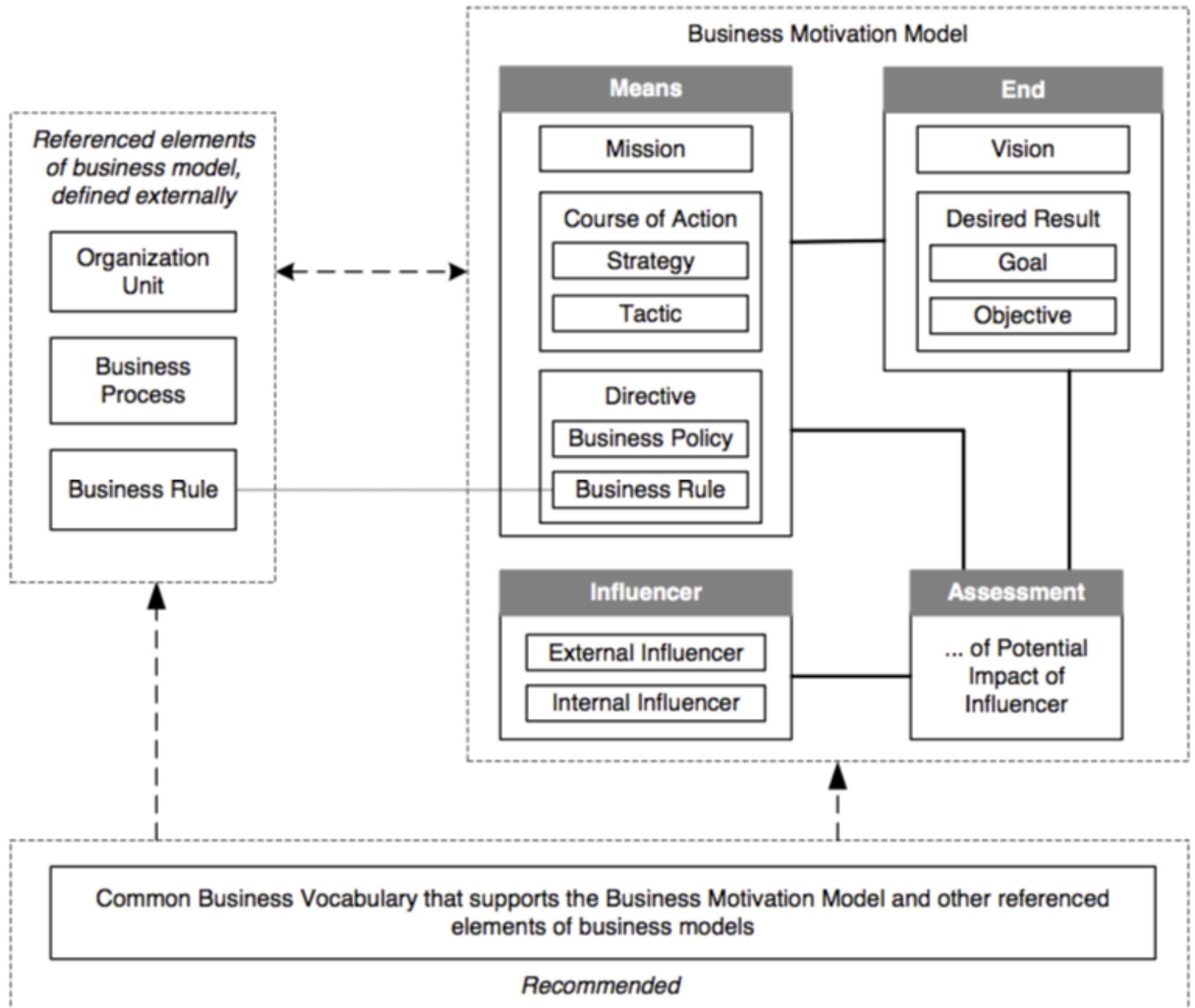
The elements which support business plans involve storing influential documents and studies in a repository to help cross-reference and understand historic strategic decisions.

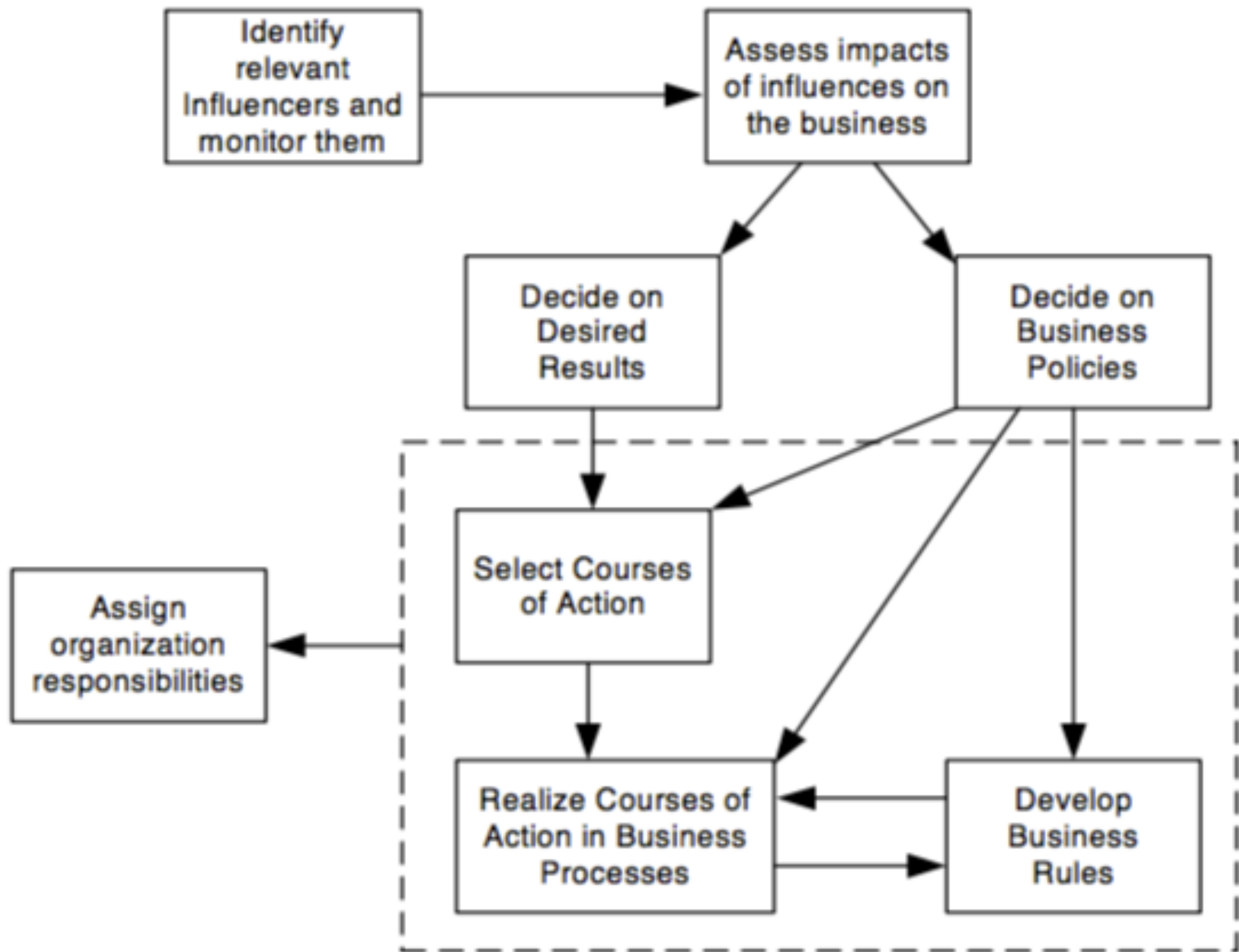
The BMM sees business processes, rules and organizational units to act as the core to corporate strategy.

These three interacting areas comprise the ends/means calculus for decisions.

Strategies, Tactics, Policies and Rules comprise means, whereas goals and objectives compose the ends.







Influencers are key elements in the core of the BMM. Influencers shape elements (within and outside the organization), and their influence can be assessed on ends and means, otherwise the way in which the organization does business.

BMM develops a business model before systems design is to begin, and before development can take shape.

Workflows assign responsibilities to roles of workers within organizational units.

Business processes comprise courses of action, or means to produce ends.

A vocabulary is generated to speak fluidly before and during execution.

Beneficiaries of the BMM are developers of plans, business modelers (systems analysts and business analysts) and software developers.

For future business models, OMG rubrics such as the Business process modeling notation (BPMN), SBVR for vocabulary and the OSM will become key analytical tools.

BMM is first and foremost a modeling tool for describing ends and means and Influencers and their assessments.

Rules sharpen tactics and make courses of action concrete.

Rules provide the leverage needed for building effective adaptable business solutions and systems.

On one hand of the model stand the Rules, then on the other, means and ends.

Authority figures assess the affect of influence and decide upon goals and policies, hence business rules.

How to react to change by influences introduces traceability, both forward and back.

- forward traceability tracks the impact of influence, specifications of business processes and business rules and organizational responsibilities
- backward traceability tracks why a business does why it does

Both modes of traceability are recorded by business governors (boards, executive committees, shareholders) and are recorded for regulatory compliance.

Business rules are actionable, and assessments respond to SWOT (strength, weakness, opportunity, threat) influences.

In this, organizational units are responsible for business processes, and these are guided by business rules.

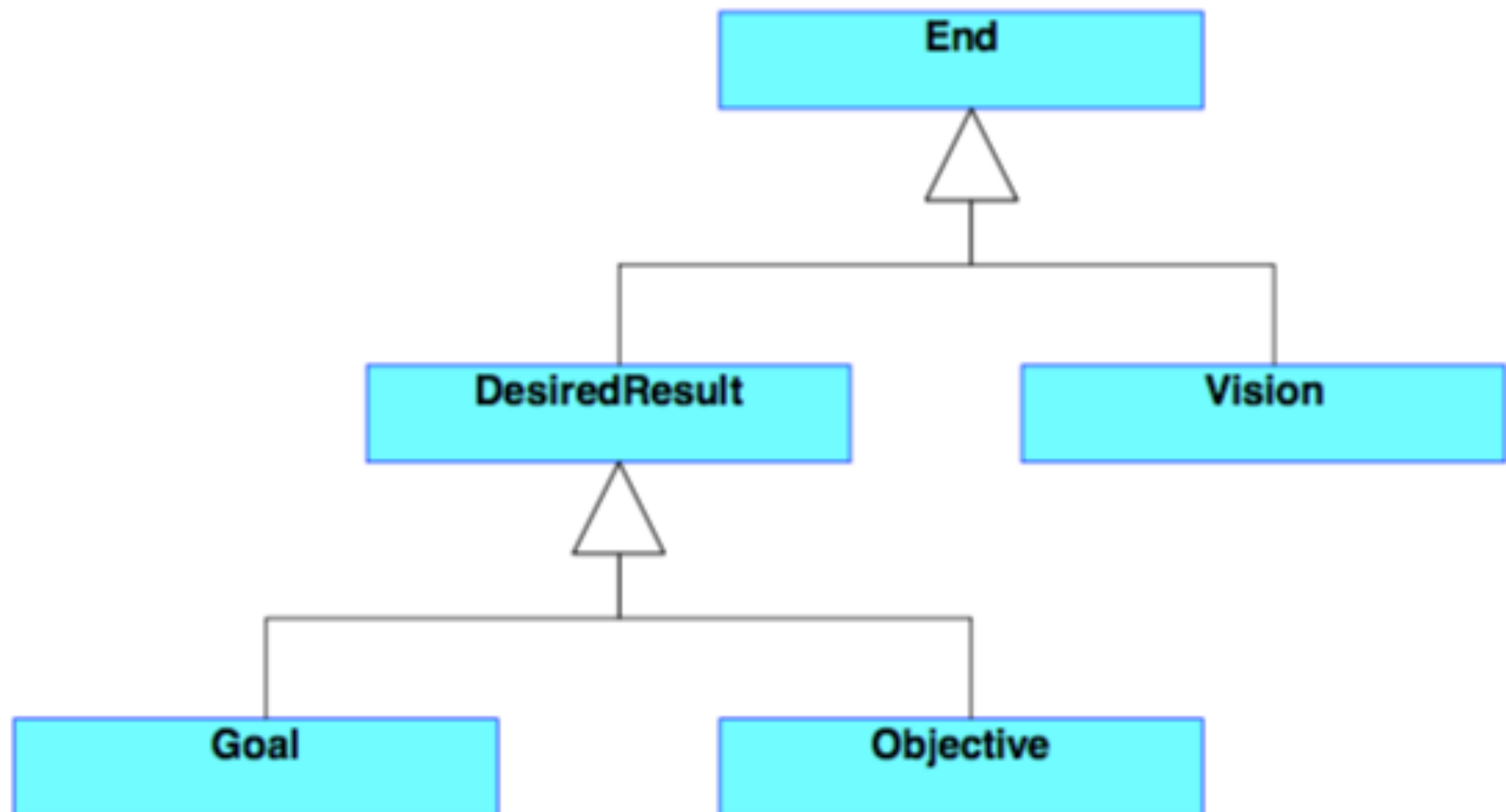
The BMM is neutral on methodology, or how you accomplish ends.

The BMM supports the storage of your elements of a business plan, and what influences decision-making.

The BMM states that a business plan should be a fundamental deliverable.

Rules, processes and organizational responsibilities are needed to realize plans and it is relevant to trace their origins to their elements.

This is an end-to-end process from recognition of influences to implemented response.



Objectives are encapsulated in the acronym SMART.
Objectives should be:

Specific
Measurable
Attainable
Relevant
Time-Based

Business policy stands as a directive and is not directly enforceable.

Policy guides the enterprise and is the basis for rules, which govern business processes.

Business rules respond to SWOTs, guide processes and comprise strategy.

