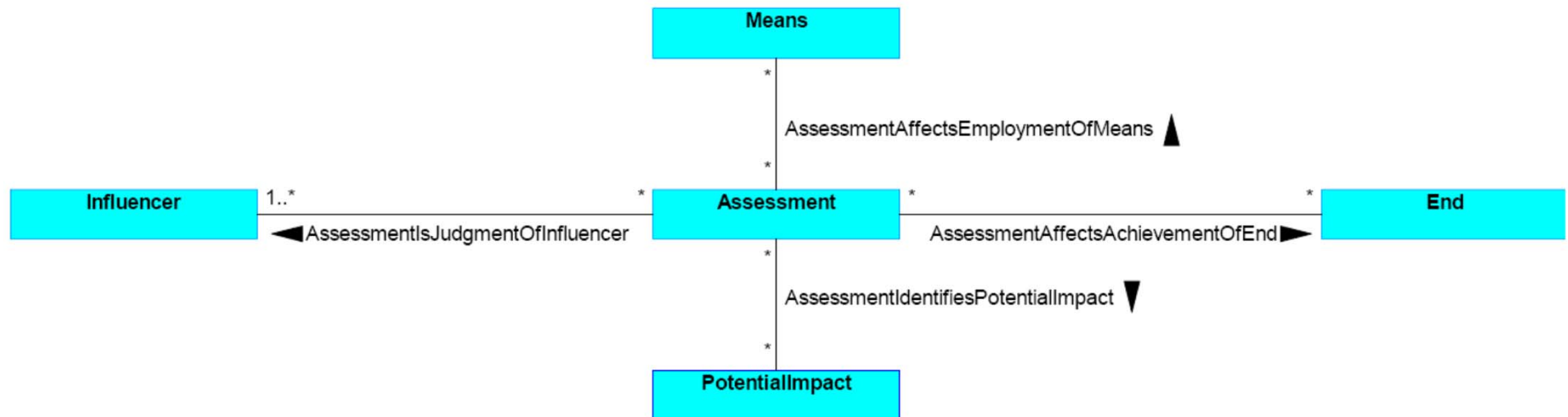


Influencers and Assessment

An *assessment* is an evaluation of an *influencer's* potential effect on *ends* and *means* of a business

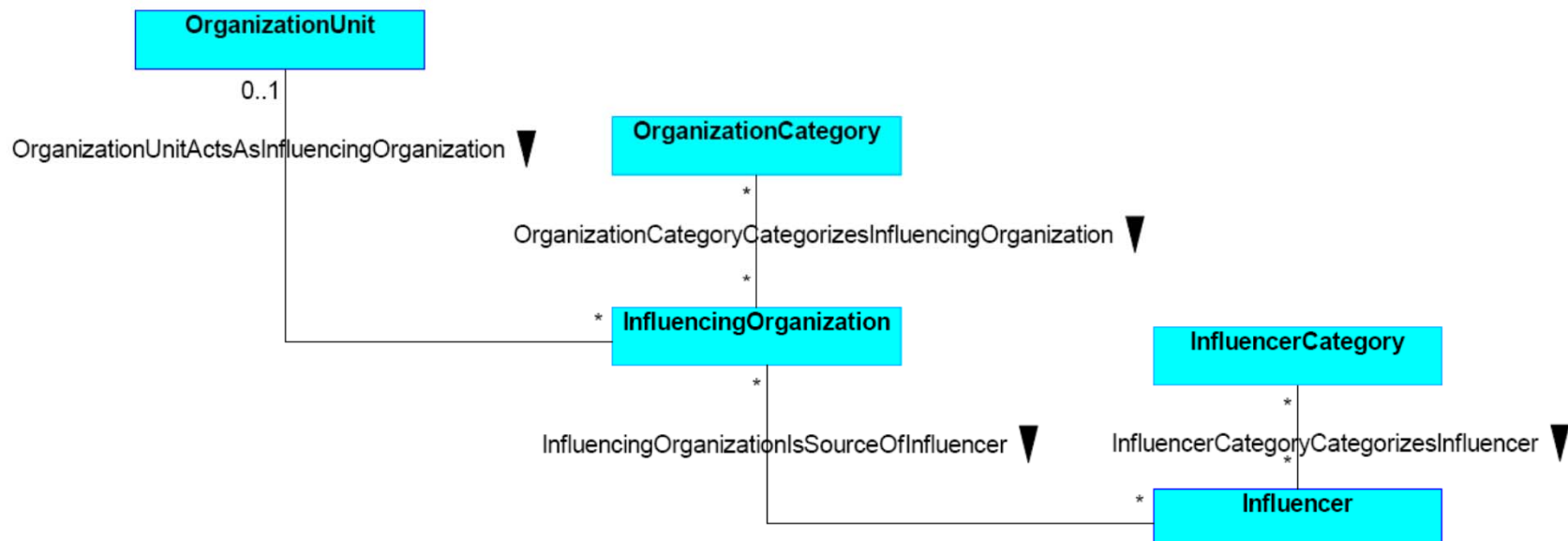


Influencers

- An influencer is anything that can have an effect on an organization, anything that can potentially hinder it or assess it.
- Every business will have hundreds of potential influencers.
- In practice we model only the influencers that affect
 - ◆ our strategies and tactics (i.e. the means)
 - ◆ our goals and objectives (i.e. the ends)
- Influencers are neither good nor bad
 - ◆ They only become good or bad if they are judged as opportunities, threats, strength or weaknesses (see assessments)
- Influencers should be stated in a neutral, factual manner.

Categories of Influencers

- There are different Categories of Influencers, broad ones are
 - ◆ Internal Influencers
 - ◆ External Influencers
- An Influencing Organisation
 - ◆ influences the enterprise
 - ◆ is external to the enterprise modeled in the given BMM



Categories for External Influencers

Influencer Category	Description
Competitor	A rival enterprise in a struggle for advantage over the subject enterprise.
Customer	A role played by an individual or enterprise that has investigated, ordered, received, or paid for products or services from the subject enterprise.
Environment	The aggregate of surrounding conditions or Influencers affecting the existence or development of an enterprise.
Partner	An enterprise that shares risks and profit with the subject enterprise (or is associated with the subject enterprise to share risks and profit) because this is mutually beneficial.
Regulation	An order prescribed by an authority such as a government body or the management of an enterprise.
Supplier	A role played by an individual or enterprise that can furnish or provide products or services to the subject enterprise.
Technology	The role of technology, including its developments and limitations — there may be prerequisites for use of technology; there may be enterprise activity that technology enables or restricts.
	or restricts.

Examples for External Influencers of EU-Rent

Enterprise	External Influencer	Category
EU-Rent	Two smaller competitors have merged and the joint enterprise is now bigger than EU-Rent in several European countries.	Competitor
EU-Rent	'Premium brand' car rental companies such as Hertz and Avis have a 'high quality, value for money' image – and can charge higher rates.	Competitor
EU-Rent	Market research has determined that customers: <ul style="list-style-type: none"> generally accept that the rates for 'premium brand' car rental companies will be higher than the 'cheap and cheerful' competition. tend to see 'on-airport' companies as premium and 'off-airport' as cheap and cheerful. 	Customer
EU-Rent	Car parking and storage in city centers is limited and expensive.	Environment
EU-Rent	The car rental market in Eastern Europe growing year-on-year by at least 5% per year.	Environment
EU-Rent	All on-airport car rental companies offer similar types of car, and are physically lined up in a row. If any promotes a special offer, others react almost immediately, so there is very little room for maneuver against competitors on product, service, or price.	Environment & Competitors
EU-Rent	Laws and regulations in each country of operation for: <ul style="list-style-type: none"> driver license and insurance; roadworthiness of cars, including emissions; protection of customer personal information. 	Regulation
EU-Rent	Car manufacturers – car models and options offered, prices, contract terms, and conditions.	Supplier
EU-Rent	Insurers – cover offered, options, premiums.	Supplier
EU-Rent	Vehicle identification and tracking systems.	Technology

Examples of External Influencers for Cora Group

External Influencer	Category
A Fast-food Restaurant has opened close to Portia Restaurant	Competitor
Increasing Public Interest in Ethnic Fare	Customer
Innovative Restaurant Shortage in Western Suburbs	Environment
Emergence of Diner Restaurant Reviews	Environment
New Anti-smoking Regulation	Regulation

Categories for Internal Influencers

Influencer Categories	Description
Assumption	Something that is taken for granted or without proof.
Corporate Value	An ideal, custom, or institution that an enterprise promotes or agrees with (either positive or negative).
- Explicit Value	A Corporate Value explicitly set forth and declared.
- Implicit Value	A Corporate Value not explicitly declared but nonetheless understood by some or all of the people in an enterprise.
Habit	A customary practice or use.
Infrastructure	The basic underlying framework or features of a system.
Issue	A point in question or a matter that is in dispute as between contending partners.
Management Prerogative	A right or privilege exercised by virtue of ownership or position in an enterprise.
Resource	The resources available for carrying out the business of an enterprise, especially their quality.

Examples for Internal Influencers of EU-Rent

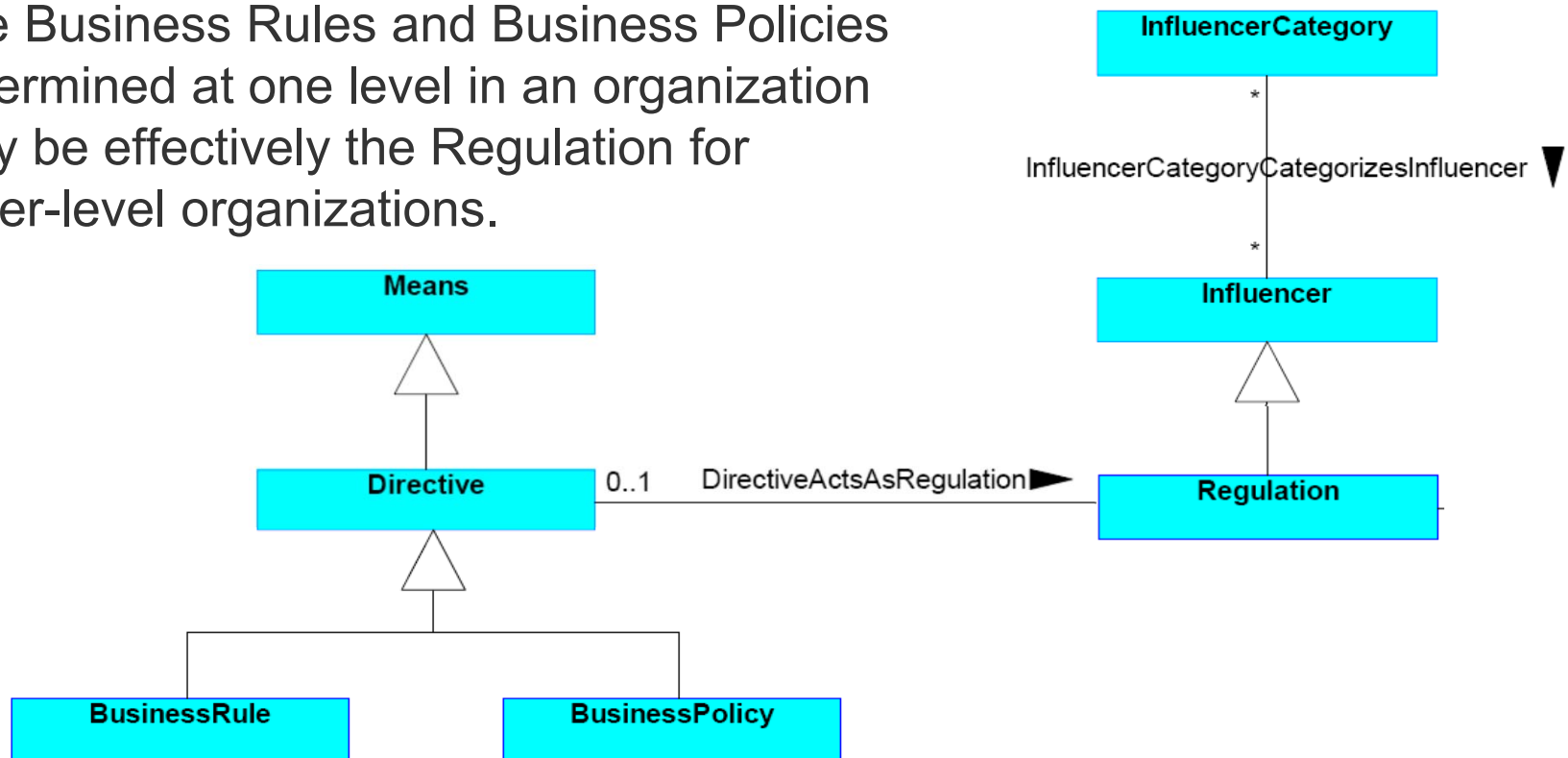
Enterprise	Internal Influencer	Category
EU-Rent	EU-Rent needs to expand its business year on year.	Assumption
EU-Rent	A loyalty rewards program is essential for attracting business customers.	Assumption
EU-Rent	Successful branch managers are usually allowed to remain at their branches for as long as they want to.	Habit
EU-Rent	Cars are owned by local areas, not by rental branches. The cars owned by a local area are available to all branches in the area.	Infrastructure
EU-Rent	Rental reservations can be made by telephone, via Internet, or in person. A rental branch can accept an in-person reservation for any other EU-Rent branch.	Infrastructure
EU-Rent	To what extent car maintenance and servicing should be outsourced.	Issue
EU-Rent	The EU-Rent board has decided to give priority to Eastern Europe for business expansion in the next three years.	Management Prerogative
EU-Rent	Cars – popular models from reputable manufacturers, low mileage, environment-friendly, low-cost maintenance.	Resource
EU-Rent	EU-Rent is environment-friendly. All the car models it offers for rental have good fuel economy and low emissions.	Explicit Corporate Value
EU-Rent	EU-Rent offers quality, service and value for money, rather than lowest possible price.	Explicit Corporate Value
EU-Rent	Rental branch staff are supportive of colleagues and customers. For example, if there is a long queue of customers, they will help colleagues on the counter without needing direction from the manager to do so, and may delay a rest break until the queue is cleared.	Implicit Corporate Value

Examples of Internal Influencers for Cora Group

Internal Influencer	Category
Cora has to expand ist business year on year	Assumption
Managers are generally promoted from within the company	Habit
New waiters receive two days introductory training. Further training is informal, on the job.	Habit
Cash registers are used with personal key card	Infrastructure
Small Space	Infrastructure
Closing for Events Disappoints some customers	Issue

Directive as Regulation

- Regulation is an Influencer Category explicitly defined by BMM
- A Directive may *act as* some other Organization Unit's Regulation.
- The Business Rules and Business Policies determined at one level in an organization may be effectively the Regulation for lower-level organizations.



Assessment

- An assessment is an evaluation of an influencer's potential effect on business
- BMM supports a general categorization of Assessment
 - ◆ Strength: advantage or area of excellence within the enterprise
 - ◆ Weakness: area of inadequacy within the enterprise
 - ◆ Opportunity: some Influencer can have a favorable impact
 - ◆ Threat: some Influencer can have an unfavorable impact
- Different people or groups of people might make different Assessments of the very same Influencers— and perhaps even the same person or group of people at different points in time.
- It is important to indicate which person or group of people makes which Assessment of an Influencer at which point in time, so that an audit trail exists for future reference

Assessment

■ Varieties of Assessments

- ◆ An external influencer that is judged to be favorable is an opportunity
- ◆ An external influencer that is judged as unfavorable is a threat
- ◆ A positive assessment of an internal influencer is a strength
- ◆ A negative assessment of an internal influencer is a weakness

■ Strength, Weaknesses, Opportunities and Threads could be determined by a SWOT analysis

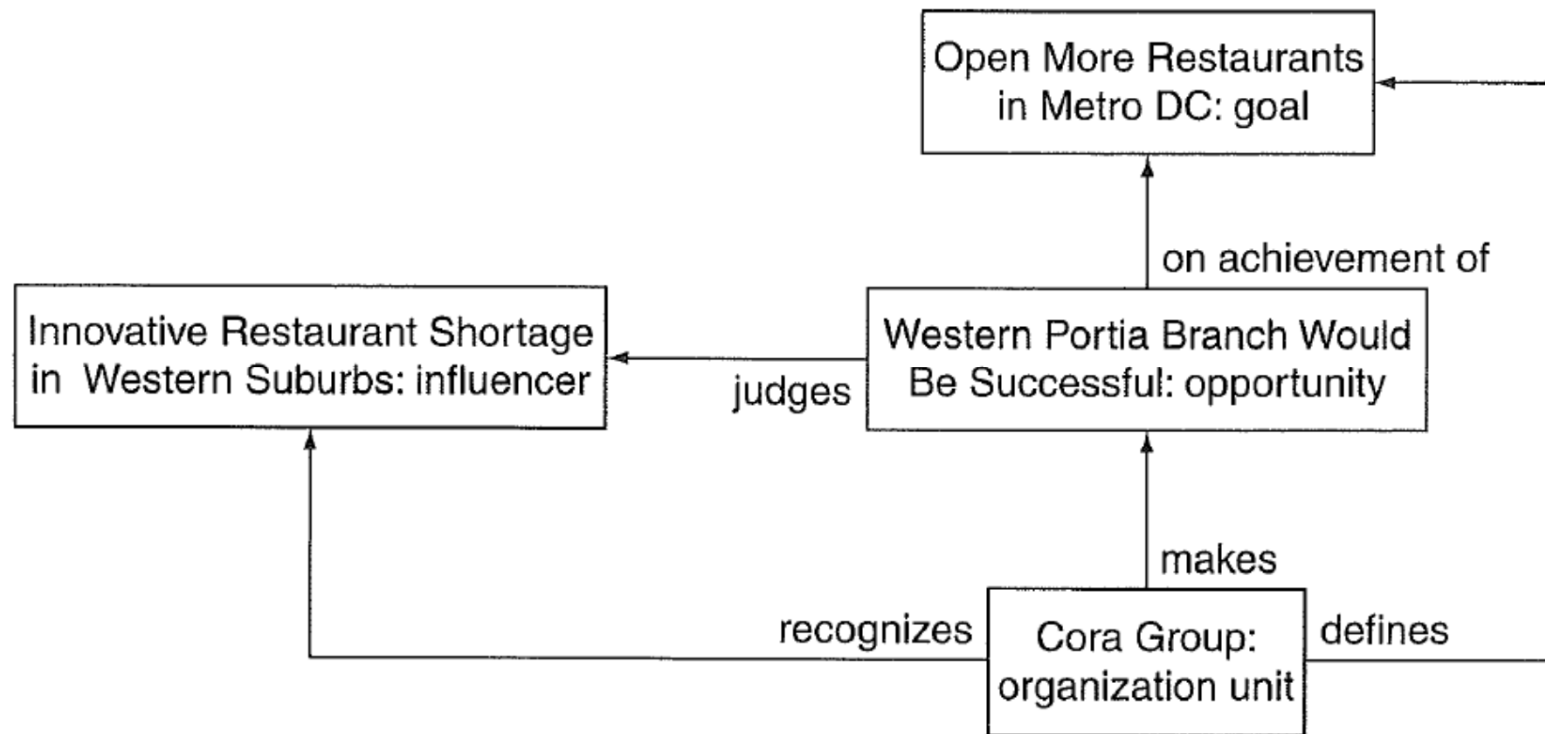
	Internal	External
Positive	Strength	Opportunity
Negative	Weakness	Threat



Opportunities

- An opportunity is a favorable situation for a business for achieving its goals
- Someone may judge that an influencer presents an opportunity
 - ◆ the influencer is a simple statement of the situation
 - ◆ the opportunity is the claim that the situation can be exploited for business advantage
- Example:
 - ◆ Assume that for a restaurant chain there is an Influencer **Innovative Restaurant Shortage in Western Suburbs**
 - ◆ This influencer could be judged as an opportunity to open a new restaurant: **Western Portia Branch Would Be Successful**

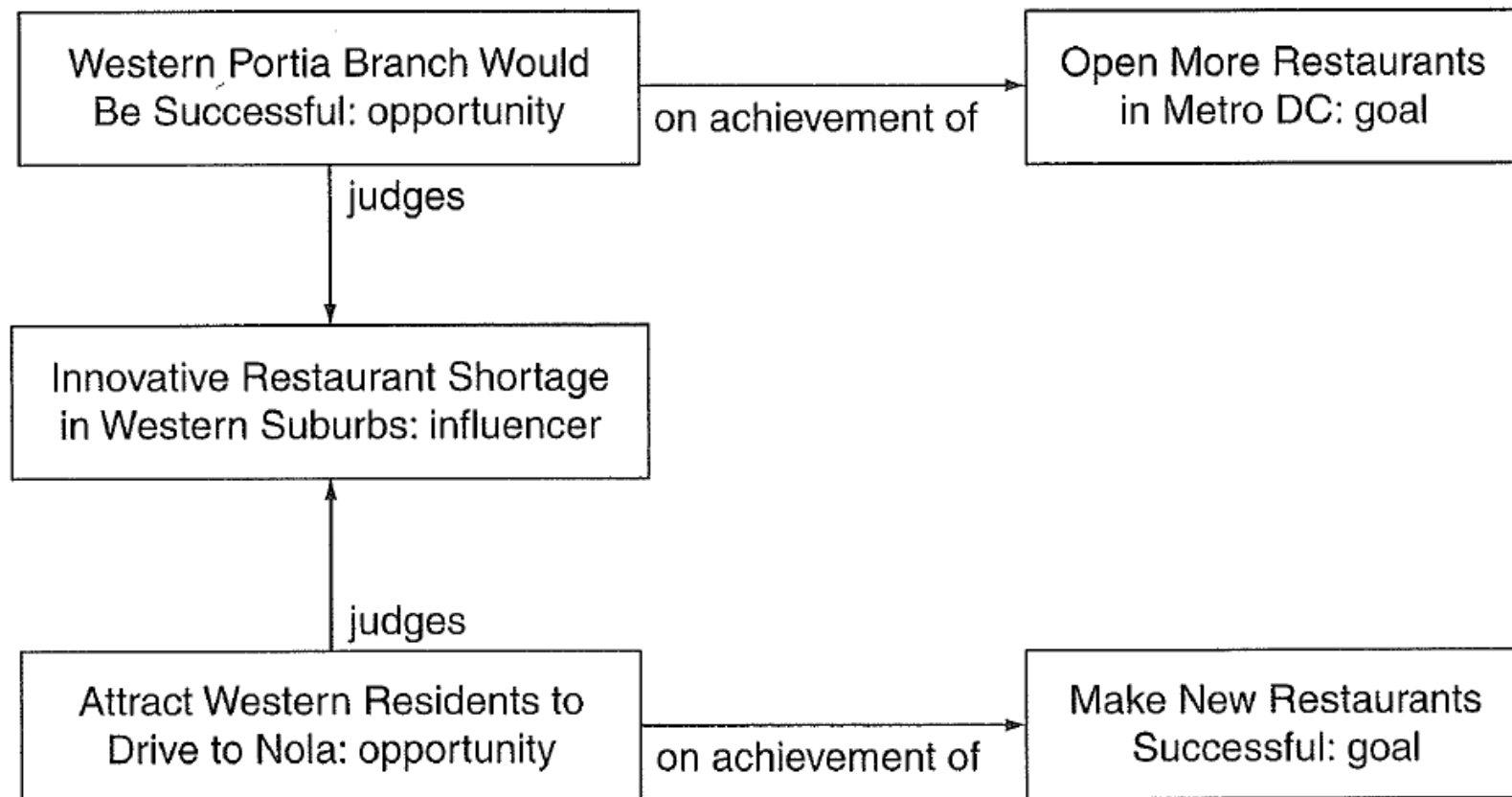
Example: An Influencer and an Opportunity



It is important to indicate which person or group of people makes which Assessment of an Influencer at which point in time, so that an audit trail exists for future reference. In the above example the judgement is made by the Cora Group organisational unit

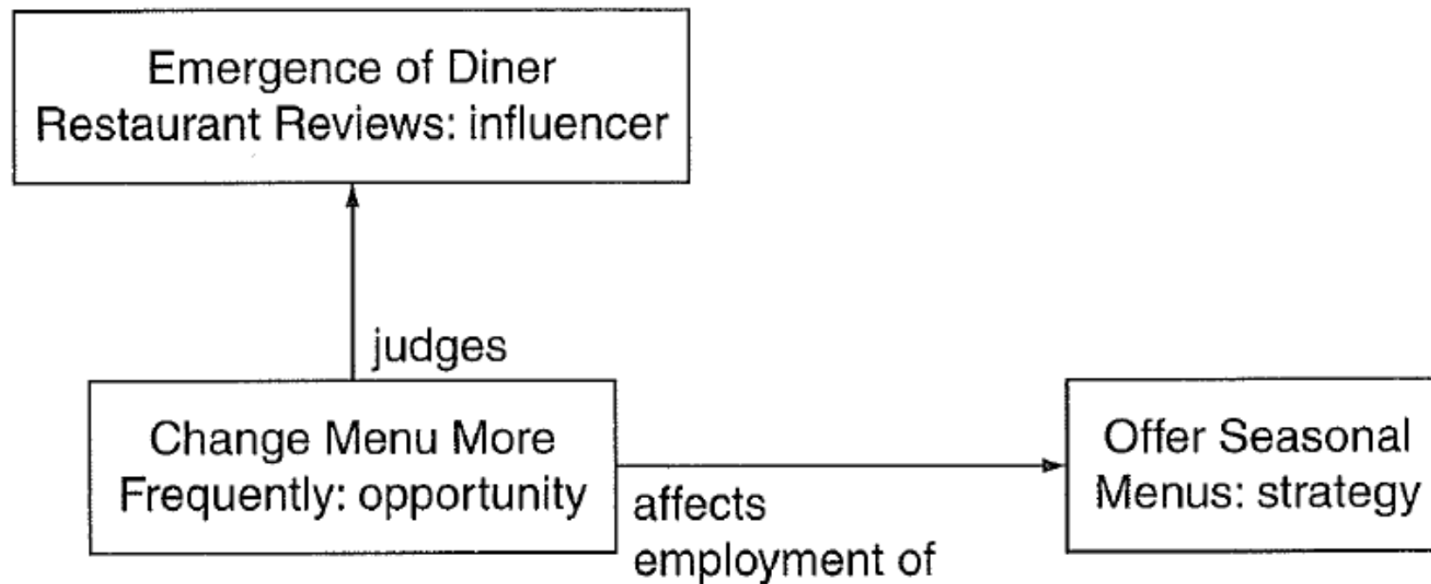
Example: An Influencer and Two Opportunities

Sometimes a single influencer can help achieve more than one goal and so it is judged to be more than one opportunity



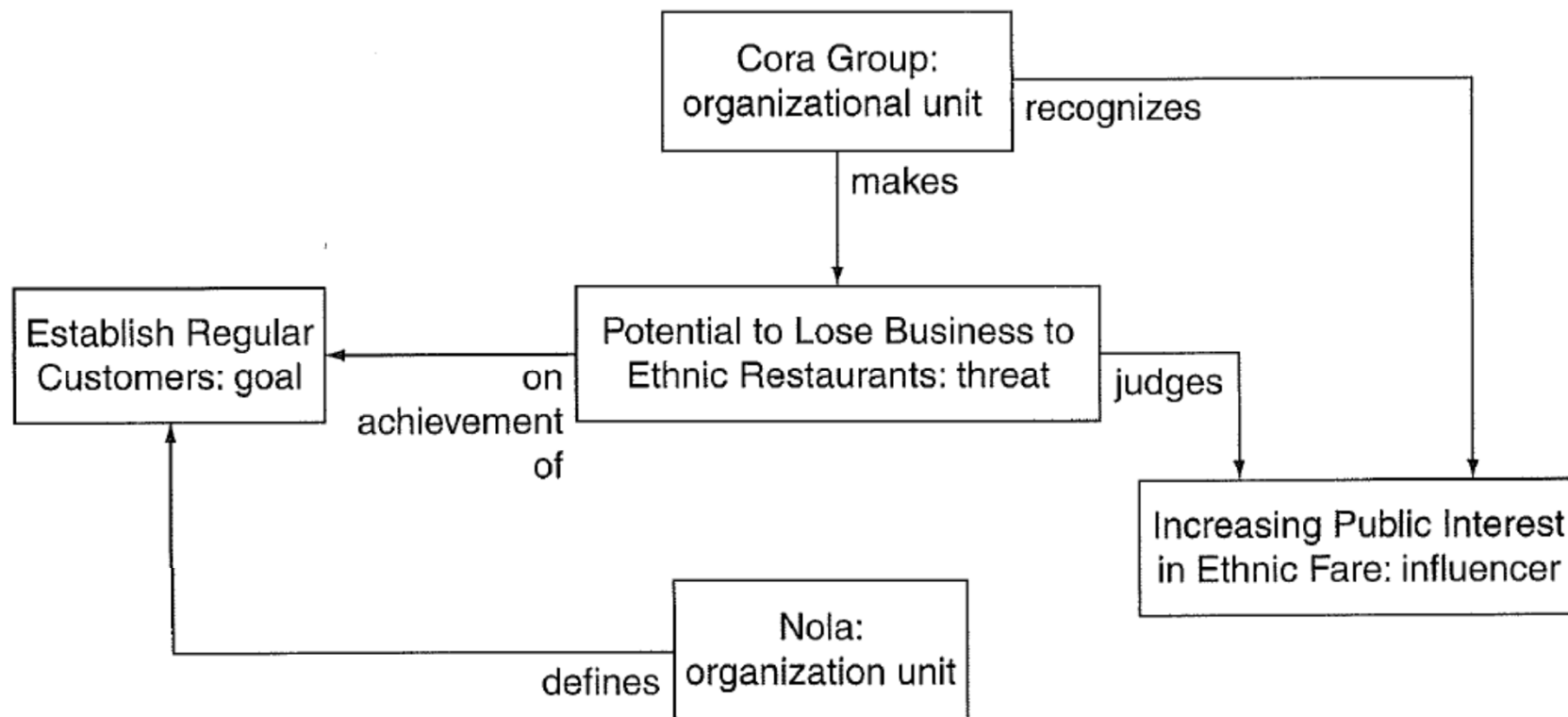
Opportunities and Strategies

An opportunity can affect the application of a strategy as well as directly affect the achievement of a goal.



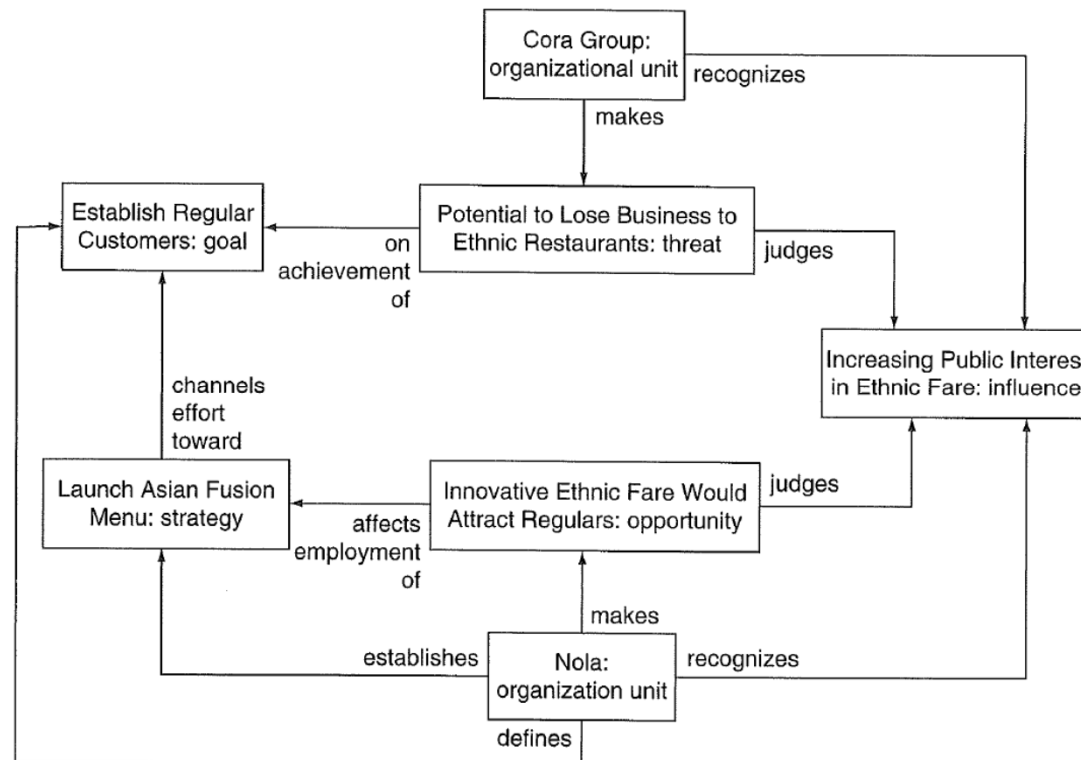
Threats

- Threats are just like opportunities except they are negative instead of positive
- A threat is modeled like an opportunity: a threat judges an influencer



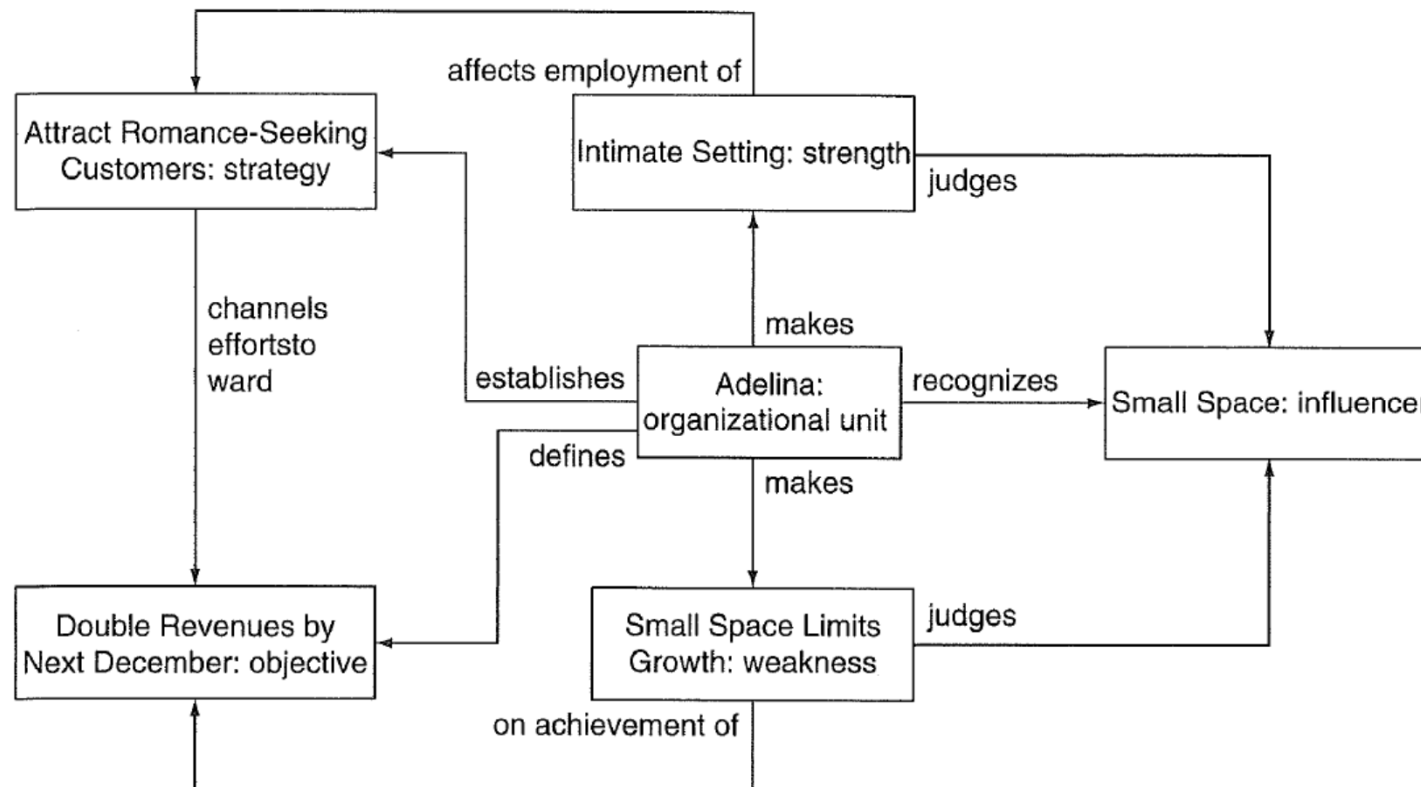
Influencers judged as Threat and Opportunity

- It can happen that a single influencer is judged as both both positive and negative, i.e. be an opportunity and a threat
- A motivation model can make these differences of opinion explicit
- Example:



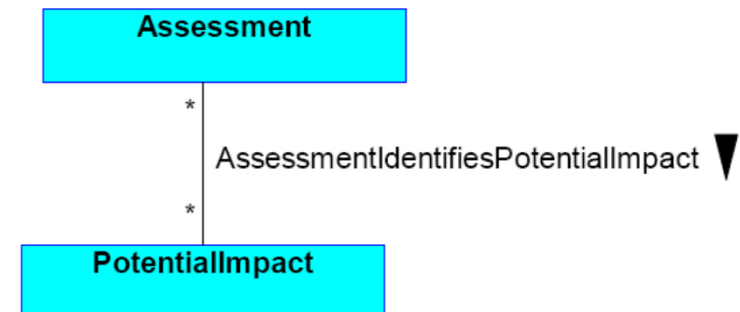
Strengths and Weaknesses

- Internal influencers can be judged as
 - ◆ strength if it helps the organisation to achieve its goals and strategies
 - ◆ weakness, if it inhibits the organization from such achievement



Potential Impact

- An Assessment records judgements about the impact (or potential for impact) of some Influencer on Ends and/or Means.
- An Assessment can
 - ◆ directly affect the achievement of an end or the employment of means
 - ◆ indirectly provide impetus on a Directive by identifying some Potential Impact that *is significant to* that Assessment.
- Potential Impacts are categorized as
 - ◆ Risk: negative impact indicating probability of loss
 - ◆ Potential Reward: positive impact indicating the probability of gain



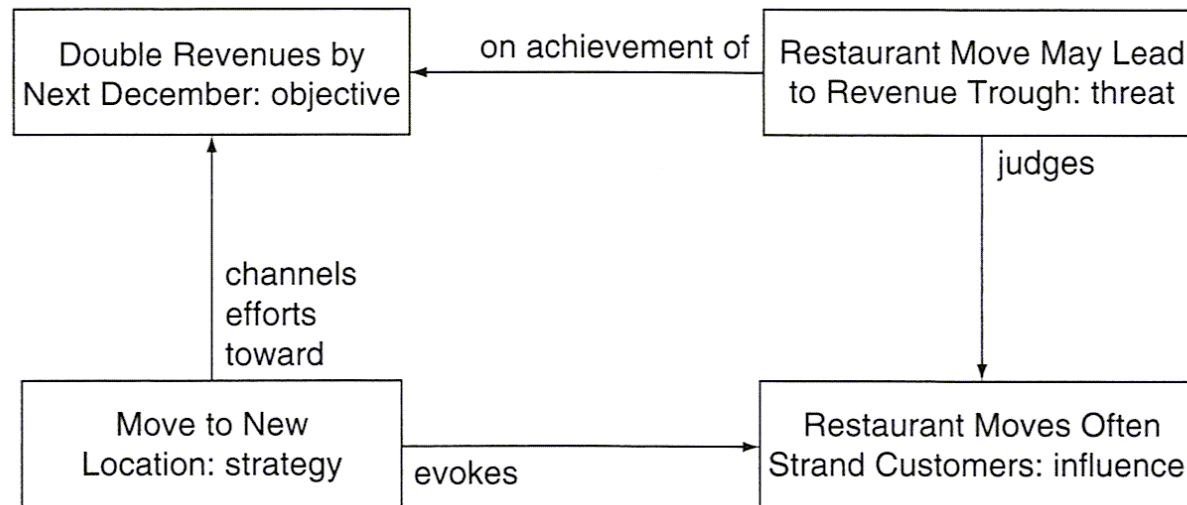
Examples of Risks and Potential Reward

Assessment	Risk
Opportunity: Innovative Ethnic Fare would attract regulars	Friends of American food might look for alternative restaurants if offers on Ethnic Fares is too high
Strength: Intimate Setting	Regular customers might be lost if they get families

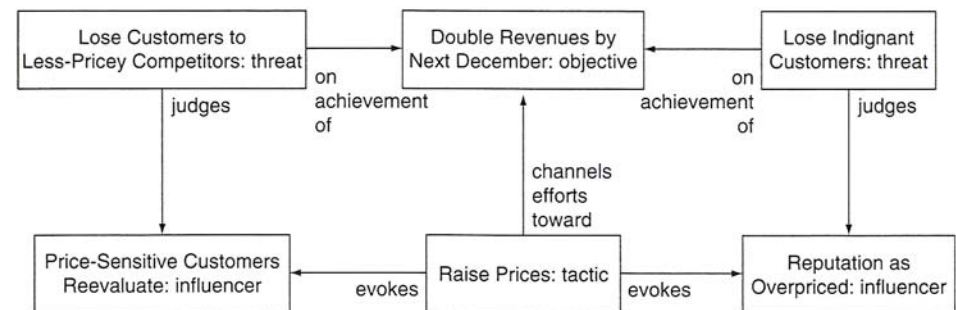
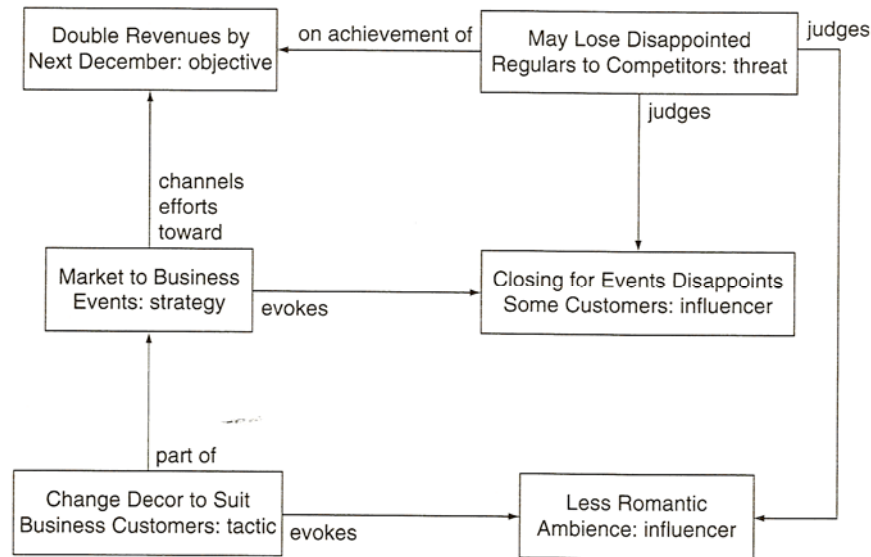
Assessment	Potential Reward
Threat: Smokers will be lost as customers Because of anti-smokers regulation	Non-smoking customers might prefer our restaurants in smoking in prohibited

Comparing Alternatives

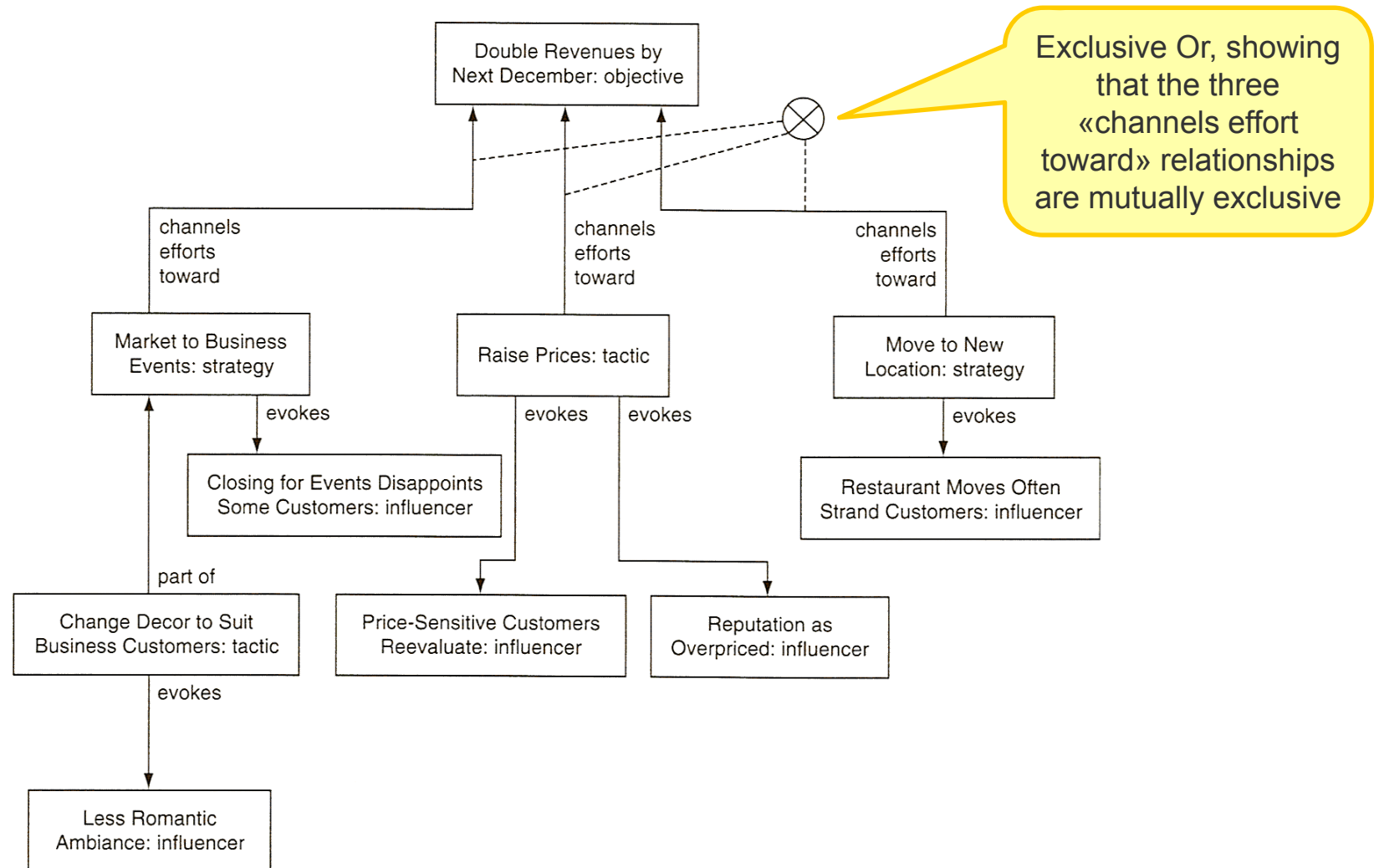
- Business Motivation Models can help in strategy creation by creating alternative models and then compare them
- Example: Management wants to increase Adalina's revenue
- Moving to a New Location would by a possible strategy:



Two Other Strategies for the same Objective



Three Alternative Strategies in one Diagram



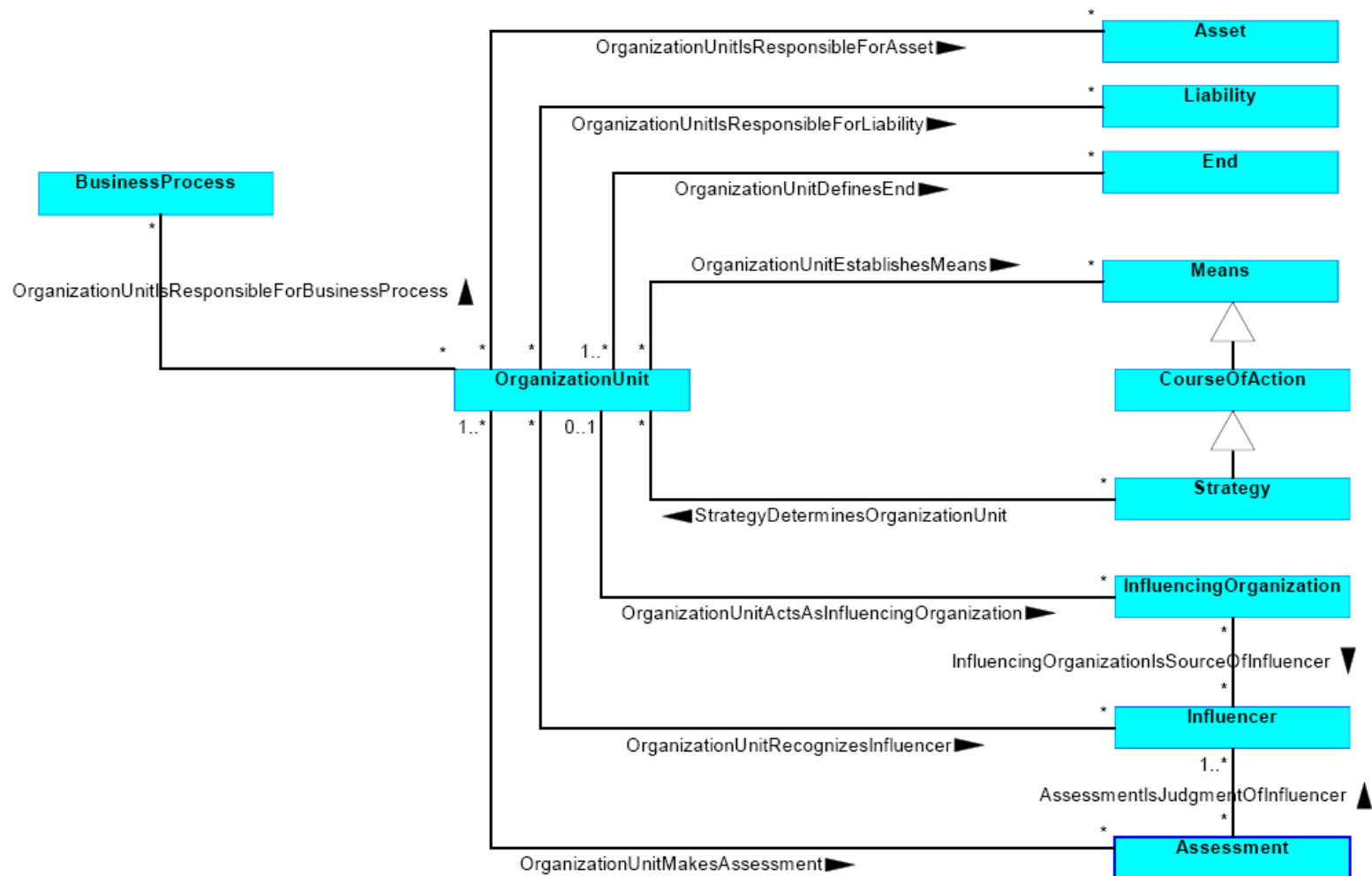
Placeholders

- Four concepts - Asset, Organization Unit, Business Process, and Business Rule - have roles in the structure of the Business Motivation Model but actually are defined in other standards,
 - ◆ Organization Structure Metamodel (OSM),
 - ◆ Business Process Definition Metamodel (BPDM), and
 - ◆ Semantics of Business Vocabulary and Business Rules (SBVR).
- Business Rule is a core concept of the BMM (albeit that its definition is adopted from SBVR).
- Organization Unit and Business Process are placeholders for association with concepts in OSM and BPDM respectively.

Organization Unit

- For each activity and resources of an organization there should be a responsible party. These parties play key roles with respect to motivation.
- In BMM this is reflected by linking Organization Units to various elements
- Logical connections: Organization Unit ...
 - ... is responsible for Assets
 - ... is responsible for Liabilities
 - ... defines Ends
 - ... establishes Means
 - ... acts as Influencing Organization
 - ... recognizes Influencers
 - ... makes Assessments
 - ... is defined by Strategies
 - ... is responsible for Business Processes

Connections of Organization Unit



Business Process

- A Business Process is

"A unit of work to accomplish a transformation of information or resources contributing to the business objective of a conventional or orchestrated process." [BPDM 'Activity']

- Business Processes have relations to several elements of a BMM, in particular to Courses of Action, Business Rules and Business Policies.
 - ◆ Business Processes *realize* Courses of Action – they provide detail of activities, plus sequencing, control, and synchronization.
 - ◆ Business Rules *guide* Business Processes – they provide the basis for decisions that need to be made within Business Processes.
 - ◆ Business Processes *are governed by* Business Policies, which provide guidance on *what* Business Processes have to do and set limits on *how* Business Processes may undertake what they have to do.

Connections of Business Process

