# ArchiMate Motivation and Strategy

Knut Hinkelmann

Motivation and Strategy in ArchiMate

The Motivation aspect and the Strategy layer together correspond to what is covered by the OMG Business Motivation Model

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	Passive structure	Behavior	Active structure	Motivation
Strategy				
Business				
Application				
Technology				
Physical				
Implementation & Migration				

Motivation and Strategy Elements Metamodel
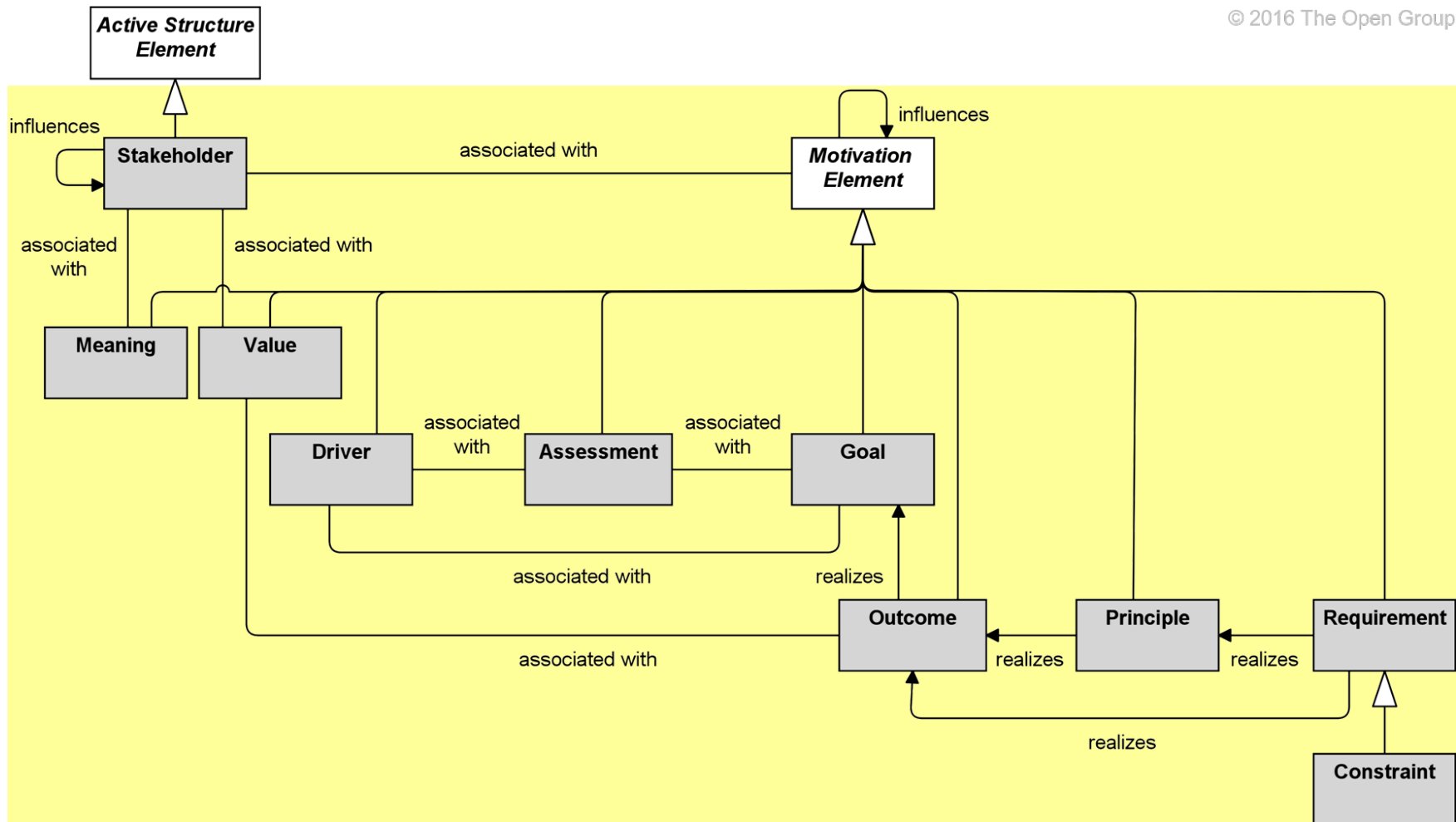

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Motivation Elements

Strategy Elements
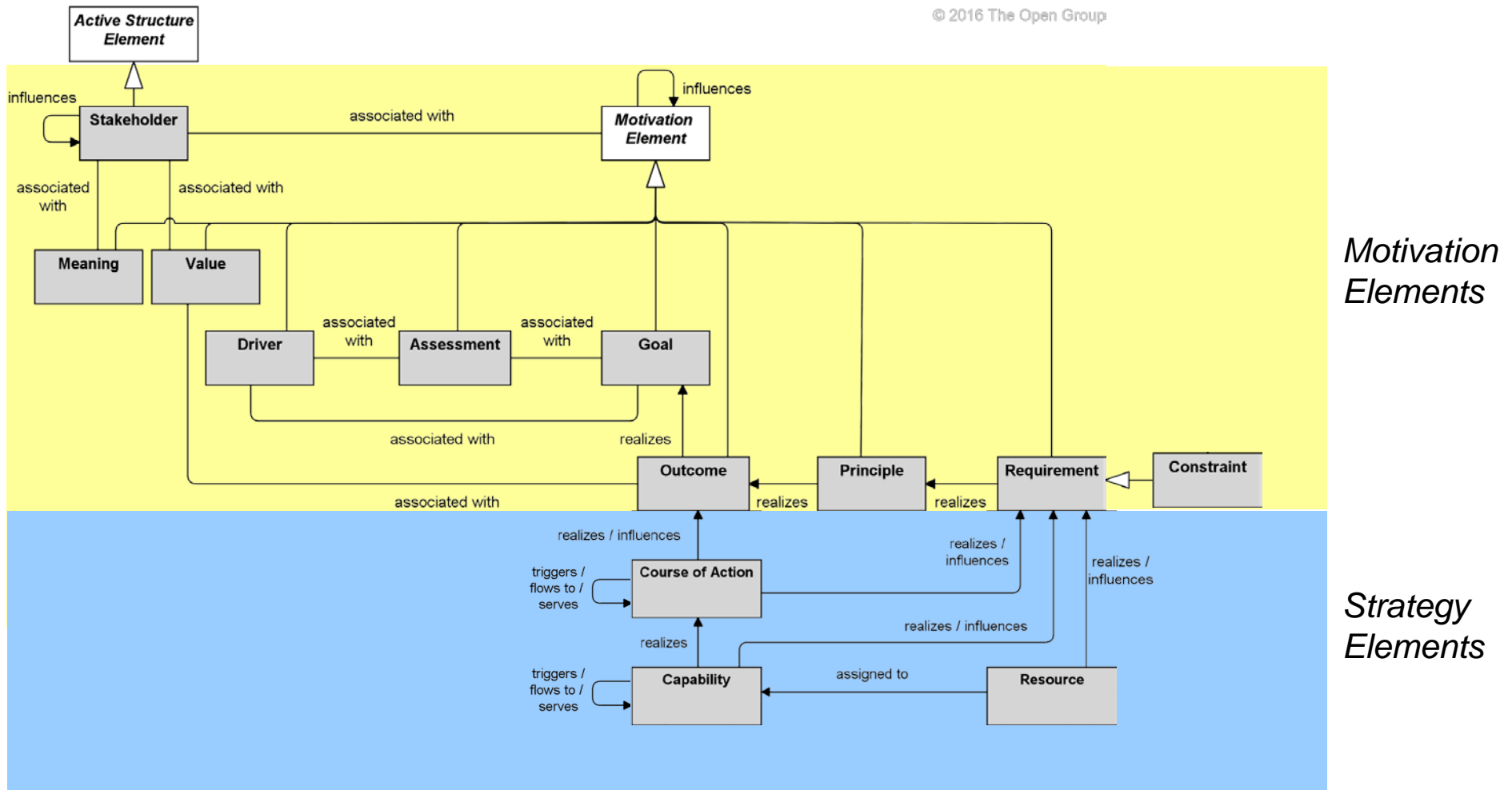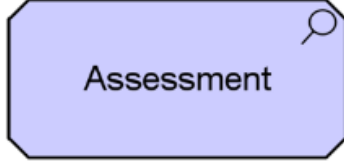
Motivation Elements

Motivation Elements Metamodel

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Motivation Elements (I) – Drivers and Assessments

Element	Definition	Notation
Stakeholder	The role of an individual, team, or organization (or classes thereof) that represents their interests in the outcome of the architecture.	Stakeholder
Driver	An external or internal condition that motivates an organization to define its goals and implement the changes necessary to achieve them.	Driver
Assessment	The result of an analysis of the state of affairs of the enterprise with respect to some driver.	Assessment

ArchiMate 3, section 6.5

Drivers

■ Drivers are usually associated with a stakeholder

■ Often called "concerns"

■ Examples

♦ Internal drivers: Customer satisfaction and Profitability

♦ External drivers: economic changes or changing legislation.

■ The name of a driver should preferably be a noun.

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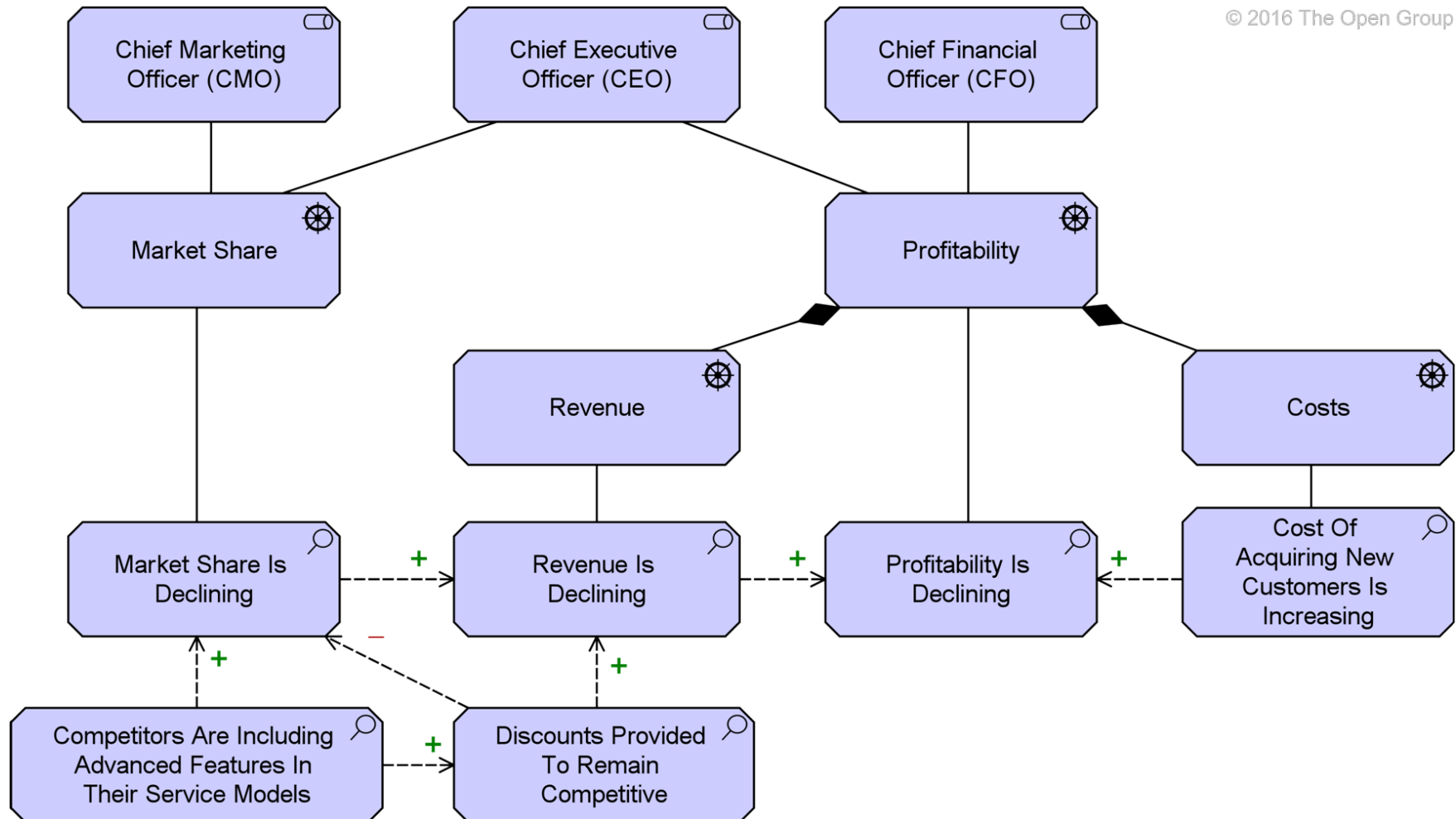Prof. Dr. Knut Hinkelmann   ArchiMate 3 - Motivation and Strategy   7

Assessment

■ An assessment may reveal strengths, weaknesses, opportunities, or threats for some area of interest.

♦ **External driver** can be assessed as

● *Opportunity* – favorable (positive)

● *Thread* – unfavorable (negative)

♦ **Internal driver** can be assessed as

● *Strength* – favorable (positive)

● *Weakness* – unfavorable (negative)

	Internal	External
Positive	Strength	Opportunity
Negative	Weakness	Threat

■ Strengths and opportunities may be translated directly into goals

■ Weaknesses and threats can be considered as problems that need to be addressed by goals that "negate" the weaknesses and threats
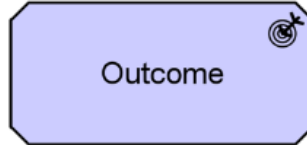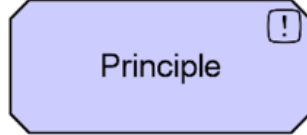
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Example: Stakeholders, Drivers, Assessment

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Motivation Elements (II): Goal, Outcome, Principle, Requirement, Contraint

Goal	A high-level statement of intent, direction, or desired end state for an organization and its stakeholders.	Goal
Outcome	An end result that has been achieved.	Outcome
Principle	A qualitative statement of intent that should be met by the architecture.	Principle
Requirement	A statement of need that must be met by the architecture.	Requirement
Constraint	A factor that prevents or obstructs the realization of goals.	Constraint

ArchiMate 3, section 6.5

Goals

■ Goals are typically used to measure success of an organization

■ Examples of Goals:

♦ to increase profit, to reduce waiting times at the helpdesk, or to introduce online portfolio management.

■ Goals are generally expressed using qualitative words; e.g., "increase", "improve", or "easier".

■ It is very common to associate concrete outcomes with goals
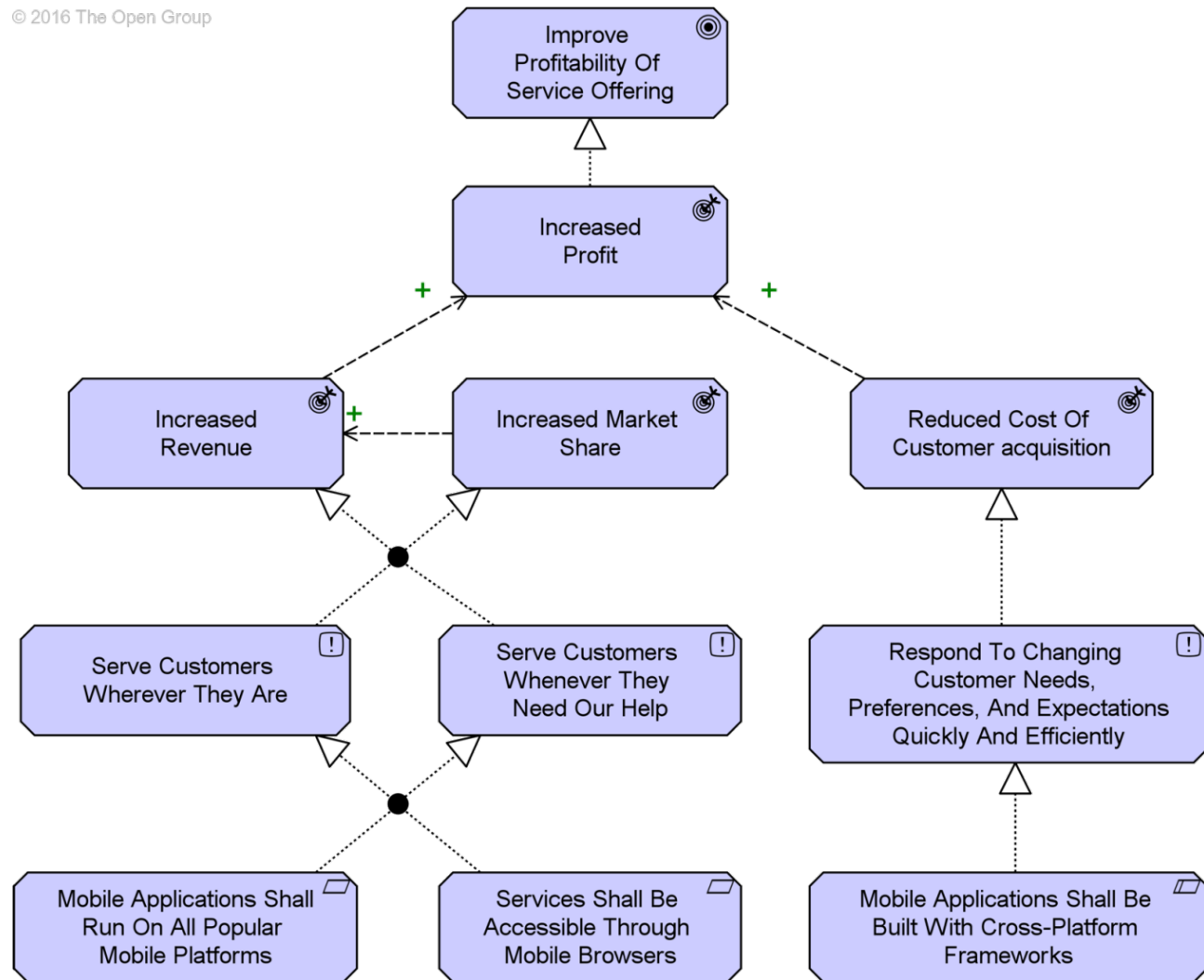
ArchiMate 3, section 6.3.1

Outcome

- Outcomes are end results
  - ♦ Goals or requirements are often formulated in terms of outcomes that should be realized.
  - ♦ Capabilities are designed to achieve such outcomes

- Outcomes are tangible, possibly quantitative, and time-related

- Outcome names should consist of a noun identifying the end result followed by a past-tense verb or adjective indicating that the result has been achieve, e.g.
  - ♦ "First-place ranking achieved"
  - ♦ "2015 quarterly profits rose 10% year over year beginning in Q3"

ArchiMate 3, section 6.3.2

Principles, Requirements, Constraints

- *Principles* are *normative guidelines.* A principle defines a general property that applies to any system in a certain context.
  - ♦ Example: The principle "Data should be stored only once" represents a means to achieve the goal of "Data consistency".

- Principles are broader in scope and more abstract than requirements.

- A *requirement* defines a property that applies to a specific system.
  - ♦ Example: the requirement "Use a single CRM system" conforms to the aforementioned principle in the context of the management of customer data.

- In contrast to a requirement, a *constraint* does not prescribe some intended functionality, but imposes a restriction on the way a system may be realized
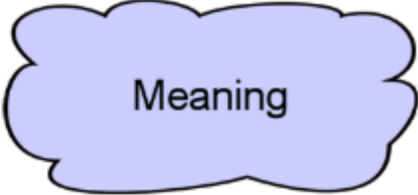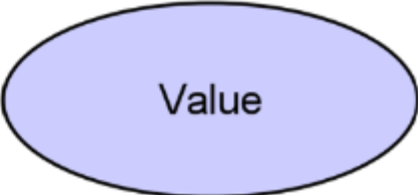
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Example: Goal, Outcome, Principle, Requirement, Contraint

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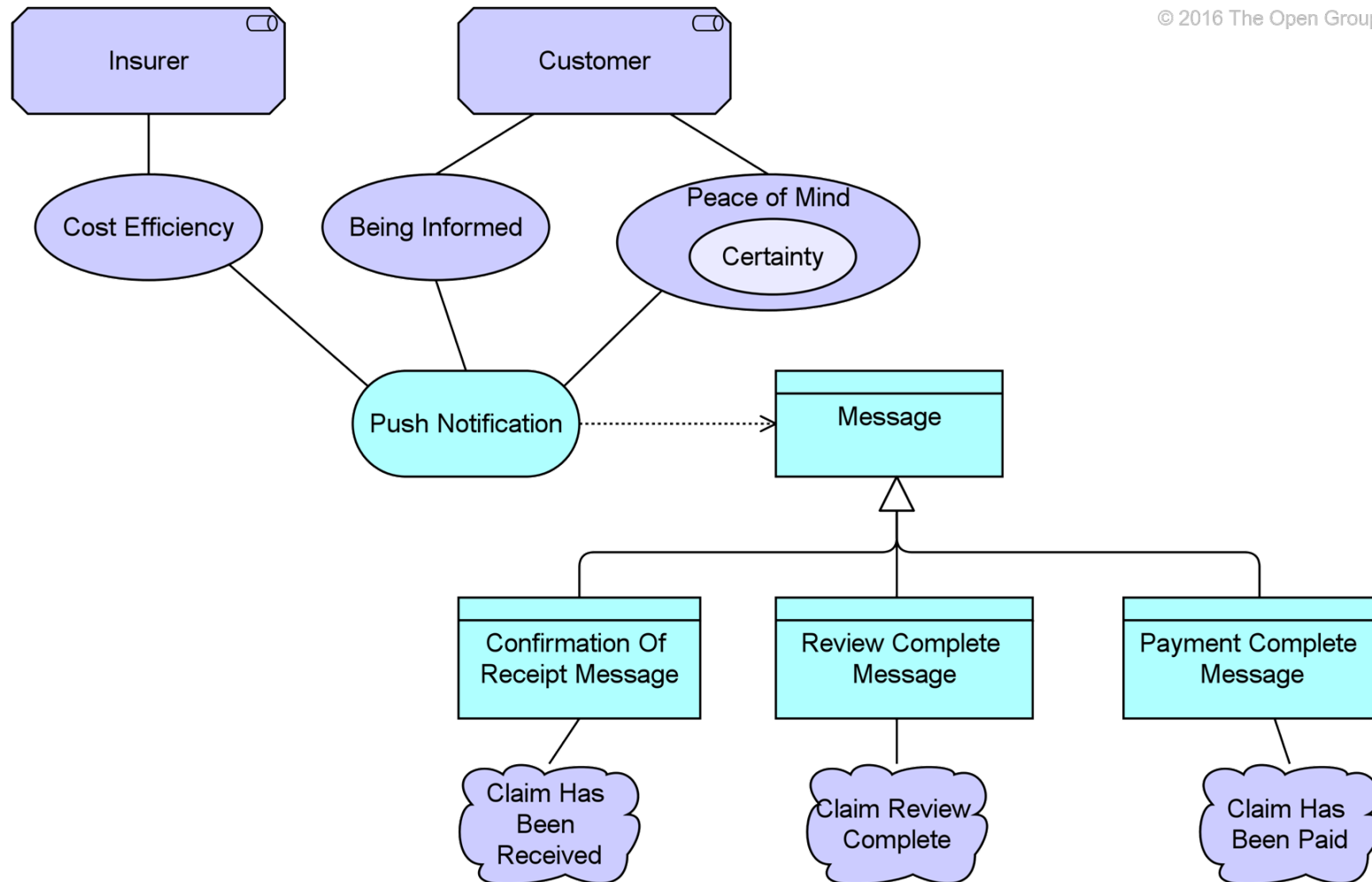
Motivation Elements (III) – Meaning and Value

Meaning	The knowledge or expertise present in, or the interpretation given to, a core element in a particular context.	Meaning
Value	The relative worth, utility, or importance of a core element or an outcome.	Value

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Example: Meaning and Value

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Relationships between Motivation and Core Elements

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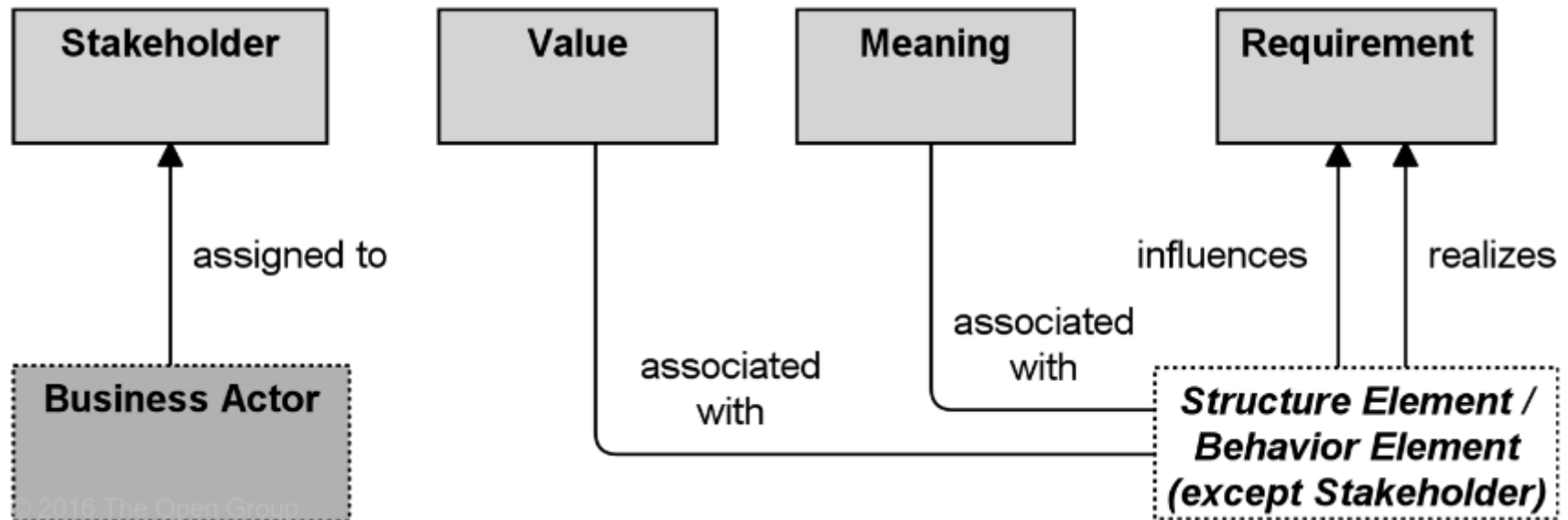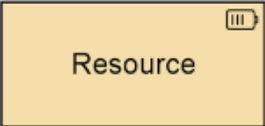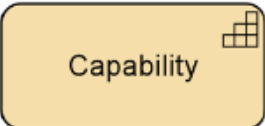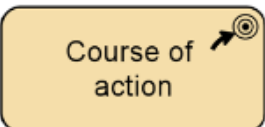
Strategy Elements

Strategy Elements Metamodel

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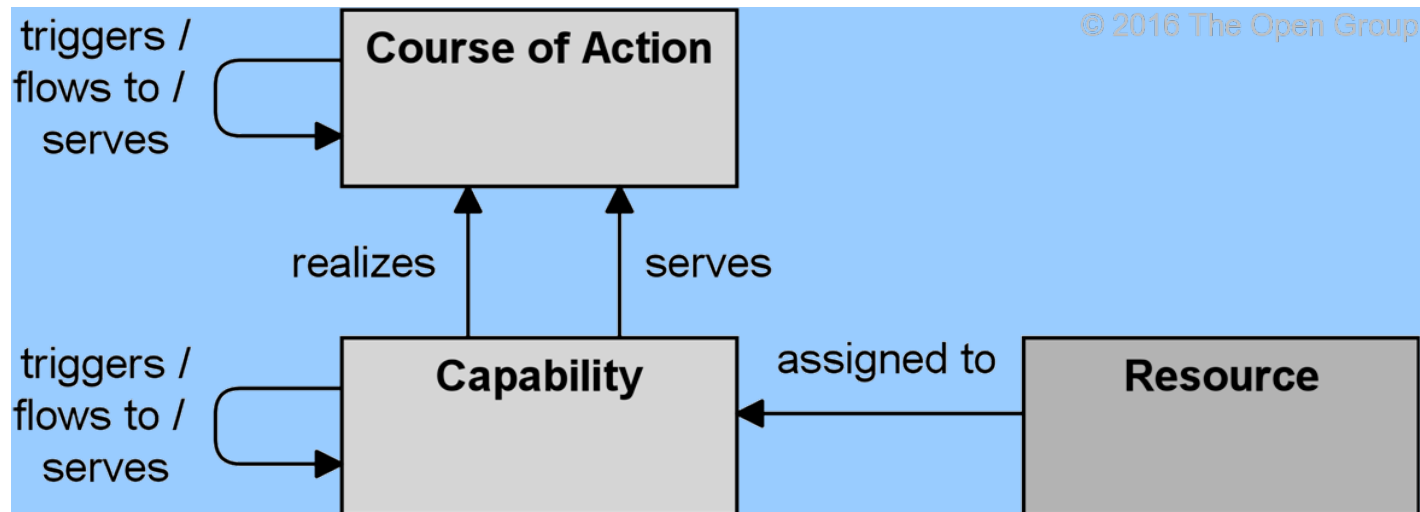
Strategy Elements

Element	Description	Notation
Resource	An asset owned or controlled by an individual or organization.	Resource
Capability	An ability that an active structure element, such as an organization, person, or system, possesses.	Capability
Course of action	An approach or plan for configuring some capabilities and resources of the enterprise, undertaken to achieve a goal.	Course of action

- All behavior elements can realize capabilities

- All structure elements can realize resource

Resources

- Resources can be classified into

  - ♦ tangible assets
    - financial assets, e.g., cash, securities, borrowing capacity
    - physical assets, e.g., plant, equipment, land, mineral reserves

  - ♦ intangible assets
    - technology; e.g., patents, copyrights, trade secrets
    - reputation; e.g., brand, relationships; culture

  - ♦ human assets
    - skills/know-how, capacity for communication and collaboration, motivation

- Resources are analyzed in terms of strengths and weaknesses

ArchiMate 3, section 7.2

Course of Action: Strategy or Tactic

- A course of action represents what an enterprise has decided to do.

- Courses of action can be categorized as *strategies* and *tactics*.

- It is not possible to make a hard distinction between the two, but

  - strategies tend to be long-term and fairly broad in scope
  - tactics tend to be shorter-term and narrower in scope.

ArchiMate 3, section 7.3.2

Capabilities

■ Long-term goals and strategies are often described on a high abstraction level and are not directly implementable.

■ Capabilities help to reduce this gap by focusing on business outcomes.

■ Capabilities are expressed in general and high-level terms and are typically realized by a combination of organization, people, processes, information, and technology
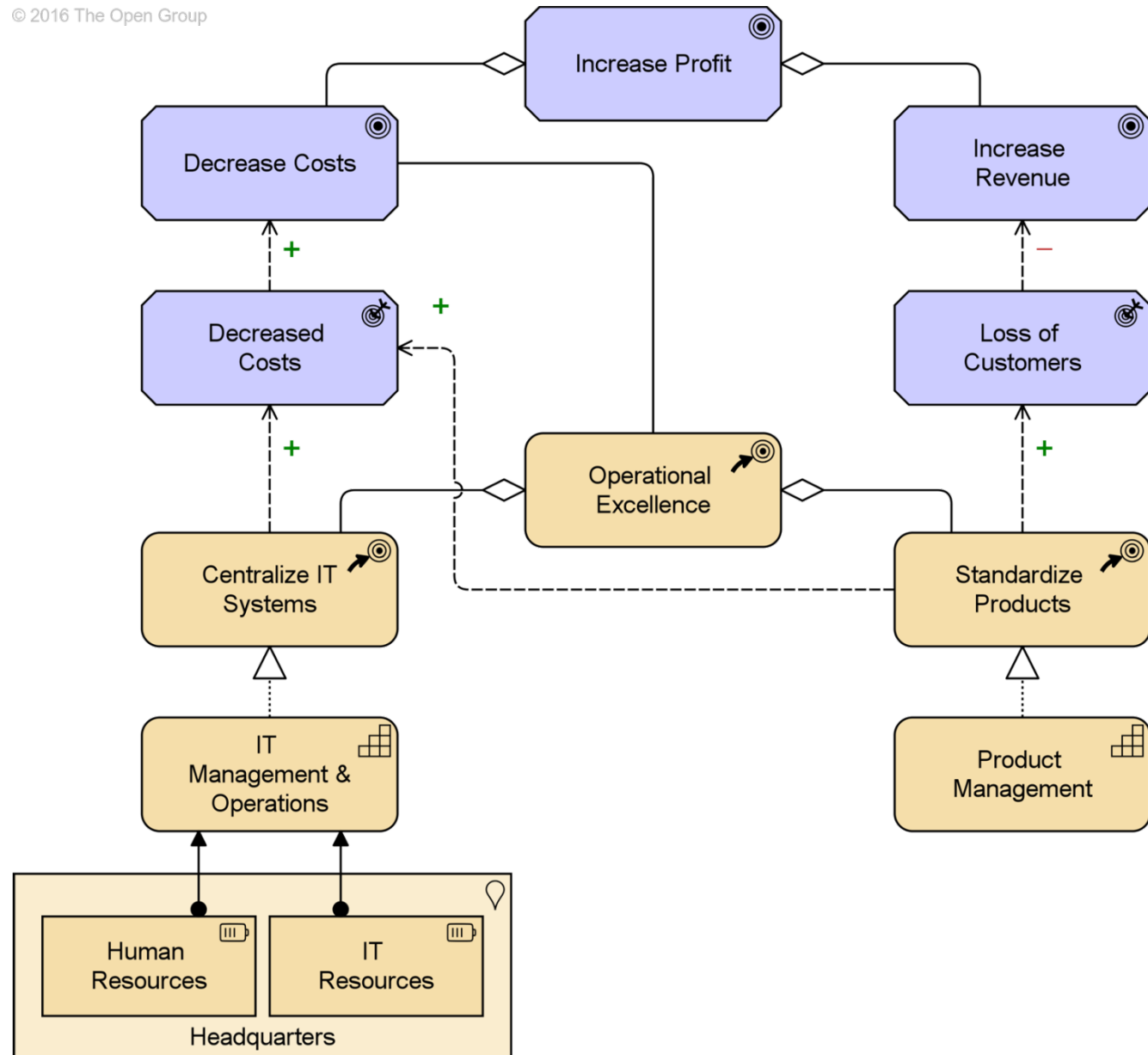
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Why are IT Projects not successful?

■ Many IT projects are less than successful even though the actual IT implementation was brilliant

♦ associated management tasks (e.g. personnel training) were not satisfactorily addressed by the enterprise architects and planners

♦ IT projects are often described in terms of technical deliverables not as business outcomes

● difficult for business to appreciate what was being delivered

● often IT architects lost sight of the ultimate business goal.

TOGAF 9, chapter 28; http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap28.html

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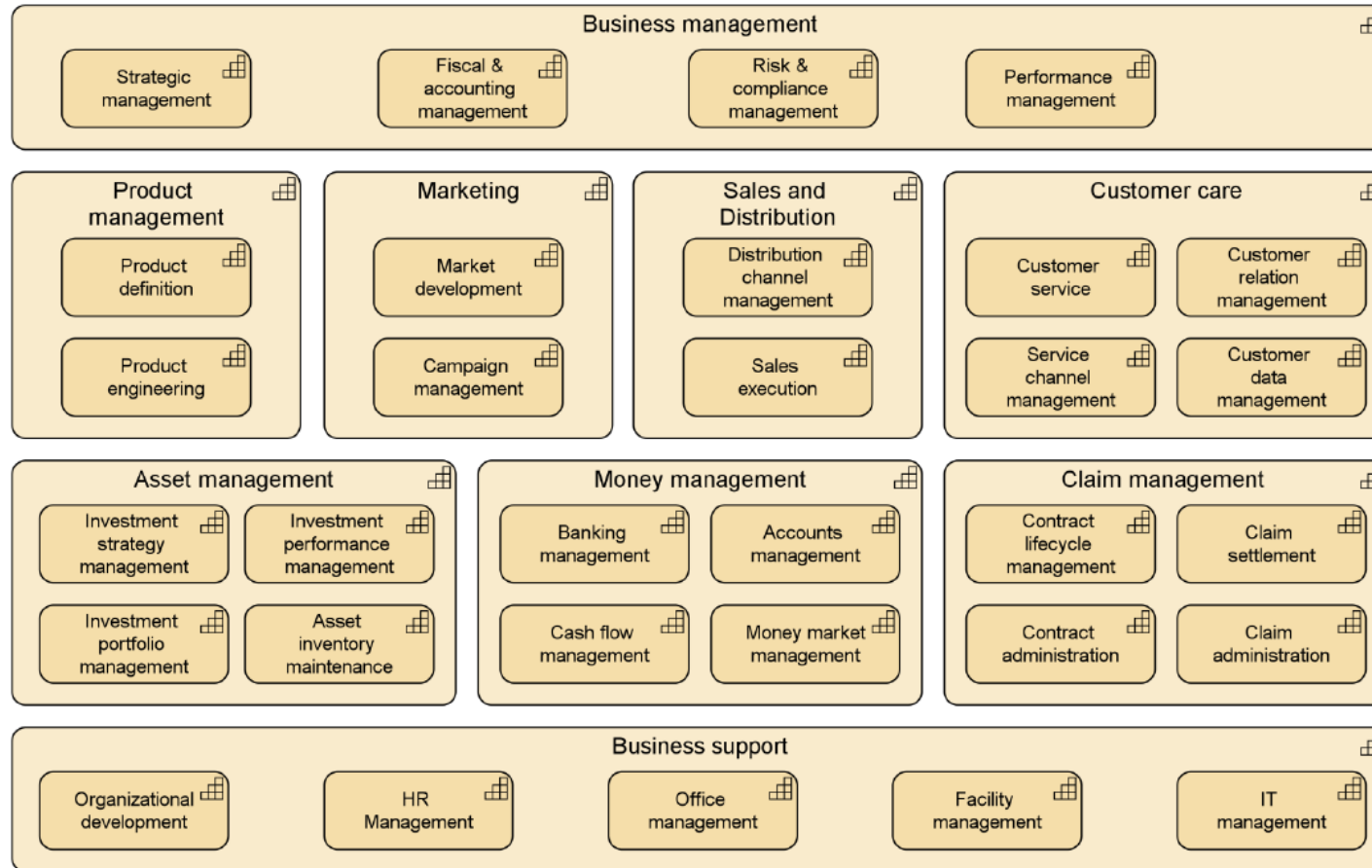
Capability-Based Planning as Key for successful Business-IT Alignment

■ Capability-based planning is a business planning technique that focuses on *business outcomes*

- ♦ It is business-driven and business-led
- ♦ It links *IT vision, architectures and implementation* with *corporate strategy and line of business plans*

■ All of the architectures are *expressed in terms of business outcomes and value* rather than in IT terms.

- ♦ Example: Setting up a data center is really about consolidating corporate data and providing the related services

■ Lead enterprise architects find themselves

- ♦ involved *IT architecture tasks* as well as
- ♦ associated *other management tasks* (business process re-engineering, personnel training, support training etc.)

TOGAF 9, chapter 28; http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap28.html

Example

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Example of a Capability Map

Inspired by Panorama360 reference model

Lankhorst, 6 Capabilities of the Adaptive Enterprise

Relationships between Strategy Elements and Motivation and Core Elements

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