



Enterprise Architect

User Guide Series

# Business Motivation Model (BMM)

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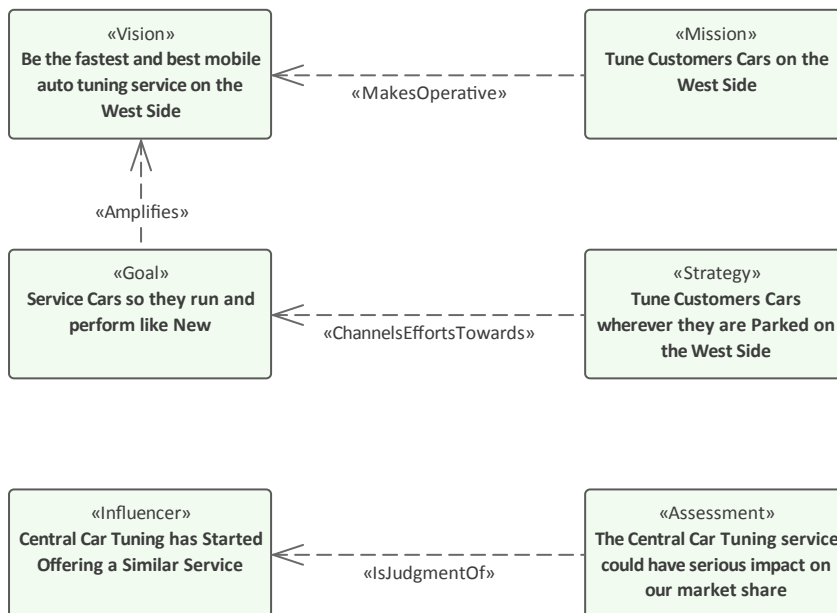
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# Business Motivation Model (BMM)

## **Create Models Visualizing Ends ( Missions), Means (Strategies), Influencers and Assessments**

A Business Motivation Model (BMM) effectively describes a Business Plan visually. The elements and relationships that make up an enterprise BMM are developed from a business perspective and will be meaningful to corporate executives, strategists and business line managers. You develop a BMM as a precursor to detailed business analysis of a system, or the design or technical implementation of a project. Using Enterprise Architect's handy element tracing capabilities the elements created in these down-stream activities can be traced (linked) back to elements in the BMM. This ensures that solutions are firmly connected to the business intent.

The Business Motivation Model provides the scaffolding for creating business plans that can be communicated to the entire business and technology staff so everyone understands the overall direction of the business and what events and influencers are important in the scope of an organization's operation. The scope of an enterprise BMM might be the entire enterprise, or an organization unit such as a division, department or branch within it. You can also model governance for and guidance to the business using Business Policies and Business Rules, which can be linked to other models in the tool such as Business Processes created with Business Process Model and Notation (BPMN).



*BMM showing how Means support Ends and also the Assessment of an Influencer*

Enterprise Architect's rich and effective collaboration features allow you to discuss, chat and review the models with other team members - both business and technical. The Cloud-based products that can be used with the Pro Cloud Server allow you to disseminate the models and their intent to a wide audience inside and outside your organization.

The Business Motivation Model (BMM) is integrated with Enterprise Architect and provided with the Enterprise Architect installer.

# Getting Started

## Selecting the Perspective

Enterprise Architect partitions the tool's extensive features into Perspectives. This ensures that you can focus on a specific task and work with the tools you need without the distraction of other features. To work with the Business Motivation Model features you first need to select this Perspective:

 <perspective name> > Business Modeling > Business Motivation

Setting the Perspective ensures that the Business Motivation Model diagrams, their Toolbox pages and other features of the Perspective will be available by default.

## Example Diagram

An example diagram provides a visual introduction to the topic and allows you to see some of the important elements and connectors that are created in specifying or describing the things that motivate a business.

## Modeling with BMM

This topic introduces the Business Motivation Model (BMM) profile, which covers the diagrams, Toolbox pages and elements that you will work with, including Missions, Desired Results, Goals, Objectives, Strategies, Tactics, Influencing Organizations and more. You are able to select the BMM perspective from the Business group, which will set the tool up for modeling Business Motivation such as is prevalent in large and medium-sized enterprises needing to understand the basis for their business activities and the parties they interact with.

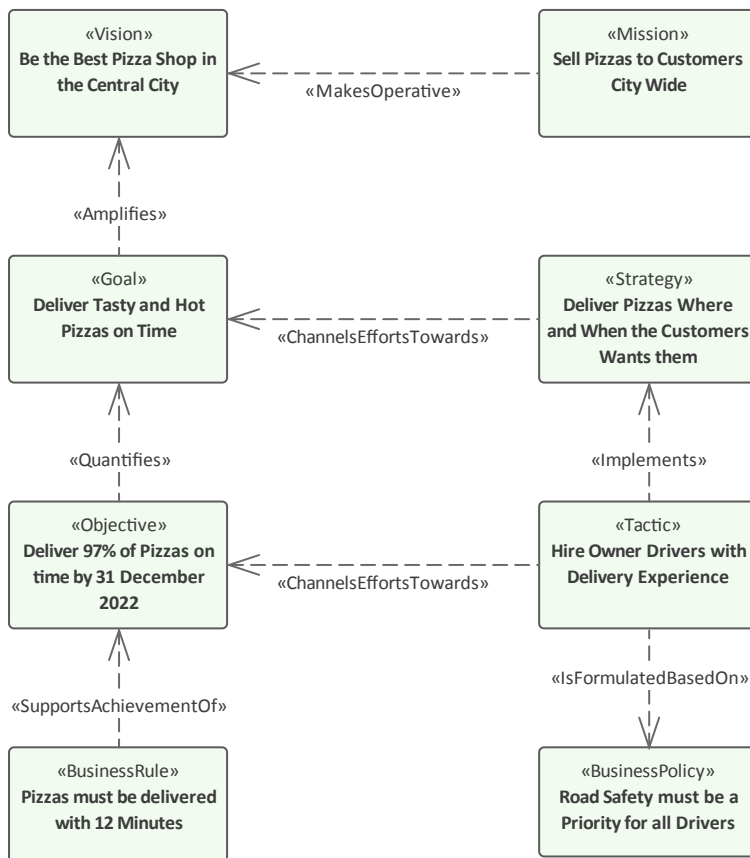
## More Information

This section provides links to other topics and resources that you will find useful when working with the Business Motivation Model tool features.

## Example Diagram

Using a Business Motivation Diagram diagrams you can model the things that motivate a business including Means Ends Influencers and Assessments. You can describe what the organization is wanting to achieve (Ends) using Visions, Goals and Objectives. So in this example the organization wants to 'Be the Best Pizza Shop in the Central City'. Goals and Objectives are added to further qualify this statement. Means are added to show the effort that is needed to make rich these ends - these are called the Means. In this example the Mission is to 'Sell Pizzas to Customers City Wide'. Strategies Channel Effort for Goals and in a similar way Tactics represent the Effort that is required for Objectives.





BMM showing how Means (*Mission, Strategy, Tactics*) are used to channel effort to obtain an End (*Vision, Goal Objective*)

You can re-create a similar diagram from the 'BMM Example - Pizza Company' Pattern on the 'Business Motivation' page of the Model Wizard (Start Page 'Create from Pattern' tab).

# Modeling with BMM

## Access

Click on the 'Perspective' icon (top right corner of the display) and select 'Business Modeling > Business Motivation'; the Model Wizard (Start Page 'Create from Pattern' tab) displays.

Select either:

- One of the Patterns to add a template BMM model to the selected Package, or
- The 'Add Diagram' tab and select 'BMM > BMM Diagram' to add an empty Business Motivation Model diagram to the selected Package; the 'BMM' page displays in the Diagram Toolbox

## Business Motivation Model Elements

|                 |   |
|-----------------|---|
| Business Policy | <p>A <i>Business Policy</i> is a Directive that is not directly enforceable whose purpose is to govern or guide the enterprise.</p> <p>Business Policies provide the basis for Business Rules. Business Policies also</p> |
|-----------------|---|

|                  |  |
|------------------|--|
|                  | govern Business Processes.   |
| Business Process | <p><i>Business Processes</i> realize Courses of Action; they provide detail of activities, plus sequencing, control, and synchronization that enable the enterprise to undertake its Courses of Action.</p> <p>Business Processes are guide by Business Rules which provide the basis for decisions that need to be made within Business Processes.</p>  |
| Business Rule    | <p>A <i>Business Rule</i> is a Directive, intended to govern, guide, or influence business behavior, in support of Business Policy that has been formulated in response to an Opportunity, Threat, Strength, or Weakness. It is a single directive that does not require additional interpretation to undertake Strategies or Tactics. Often, a Business Rule is derived from a Business Policy and guides a Business Processes.</p> |
| Course of Action | <p><i>Courses of Action</i> are what the enterprise has decided to do. A Course of Action is more than simply a resource, skill, or competency that the enterprise can call upon. It is a way of configuring some</p>  |

|                          |  |
|--------------------------|--|
|                          | <p>aspect of the enterprise (things, processes, locations, people, time) to channel efforts towards Desired Results - the result of a decision by the enterprise about the best way to use its resources, skills, and competencies.</p>  |
| Directive                | <p><i>Directives</i> are categorized as Business Policies and Business Rules. Business policies are not directly practicable whereas Business Rules are and they need to be defined as such, and managed for consistency and completeness. Business Rules are derived from Business Policies</p>   |
| Influencer               | <p>An <i>Influencer</i> is something that can cause changes that affect the enterprise in its employment of its Means or achievement of its Ends. Alternatively, it might confirm that there are no changes where changes might have been expected. Influencers can be Internal (from within the enterprise) or External (from outside the enterprise boundary).</p> |
| Influencing Organization | <p>An <i>Influencing Organization</i> is an organization that is external to the enterprise being modeled in a given</p>   |

|                   |  |
|-------------------|--|
|                   | enterprise BMM, and that influences that enterprise. An Influencing Organization is the source of Influencers.   |
| Means             | A Means is some “device, capability, regime, technique, restriction, agency, instrument, or method that may be called upon, activated, or enforced to achieve Ends.” It does not include the tasks (business processes and workflow) necessary to exploit it, or responsibility for such tasks. Typically Means are organized into Mission, Courses of Action, and Directives. |
| Mission           | A Mission indicates the ongoing operational activity of the enterprise and describes what the business is or will be doing on a day-to-day basis. A Mission makes a Vision operative articulating the ongoing activity that makes the Vision a reality. A Mission is planned by means of Strategies.   |
| Organization Unit | An Organization Unit is usually the basis for defining the boundaries of the enterprise being modeled. The decomposition of Business Policies, Courses of Action, and Desired Results  |

|            |  |
|------------|--|
|            | and assignment of responsibilities within the enterprise is typically consistent with and often guided by the definition of units within the organization structure.   |
| Regulation | An order prescribed by an authority such as a government body or the management of an enterprise.  |
| Strategy   | A Strategy is one component of the plan for the Mission and represents the essential Course of Action to achieve Ends (Goals in particular) and usually channels efforts towards those Goals. A Strategy is more than simply a resource, skill, or competency that the enterprise can call upon; rather, a Strategy is accepted by the enterprise as the right approach to achieve its Goals, given the environmental constraints and risks. |
| Tactic     | A Tactic is a Course of Action that represents part of the detailing of Strategies and is said to implement a Strategy.  |

## Business Motivation Model Connectors

|                          |   |
|--------------------------|---|
| Acts As                  | Directive <i>Acts As</i> a Regulation                                   |
| Affects Achievement Of   | Assessment <i>Affects Achievement Of</i> an End                         |
| Affects Employment Of    | An Assessment <i>Affects Employment Of</i> means                        |
| Amplifies                | A Goal <i>Amplifies</i> a Vision  |
| Categorizes              | Broader Influencer Category <i>Categorizes</i> more Specific Influencer |
| Channels Efforts Towards | Course of Action <i>Channels Efforts Towards</i> desired result         |
| Claims                   | A Liability <i>Claims</i> a Resource                                    |
| Defines                  | An Organization Unit <i>Defines an</i> End                              |
| Delivers                 | A Business Process <i>Delivers</i> an Offering                          |
| Deploys                  | A Course of Action <i>Deploys</i> an Asset                              |
|                          |   |

|                              |   |
|------------------------------|---|
| Determines                   | Strategy <i>Determines</i> an Organization Unit                   |
| Discharges                   | A Course of Action <i>Discharges</i> a Liability                  |
| Effects Enforcement Level Of | A Tactic <i>Effects Enforcement Level Of</i> a Business Rule      |
| Enables                      | Enabling Course of Action <i>Enables</i> Enabled Course of Action |
| Establishes                  | An Organization Unit <i>Establishes</i> a Means                   |
| Governs                      | A Business Policy <i>Governs</i> a Business Process               |
| Governs Use Of               | A Directive <i>Governs Use Of</i> an Asset                        |
| Guides                       | A Business Rule <i>Guides</i> a Business Process                  |
| Identifies                   | An Assessment <i>Identifies</i> a Potential Impact                |
| Implements                   | A Tactic <i>Implements</i> a Strategy                             |



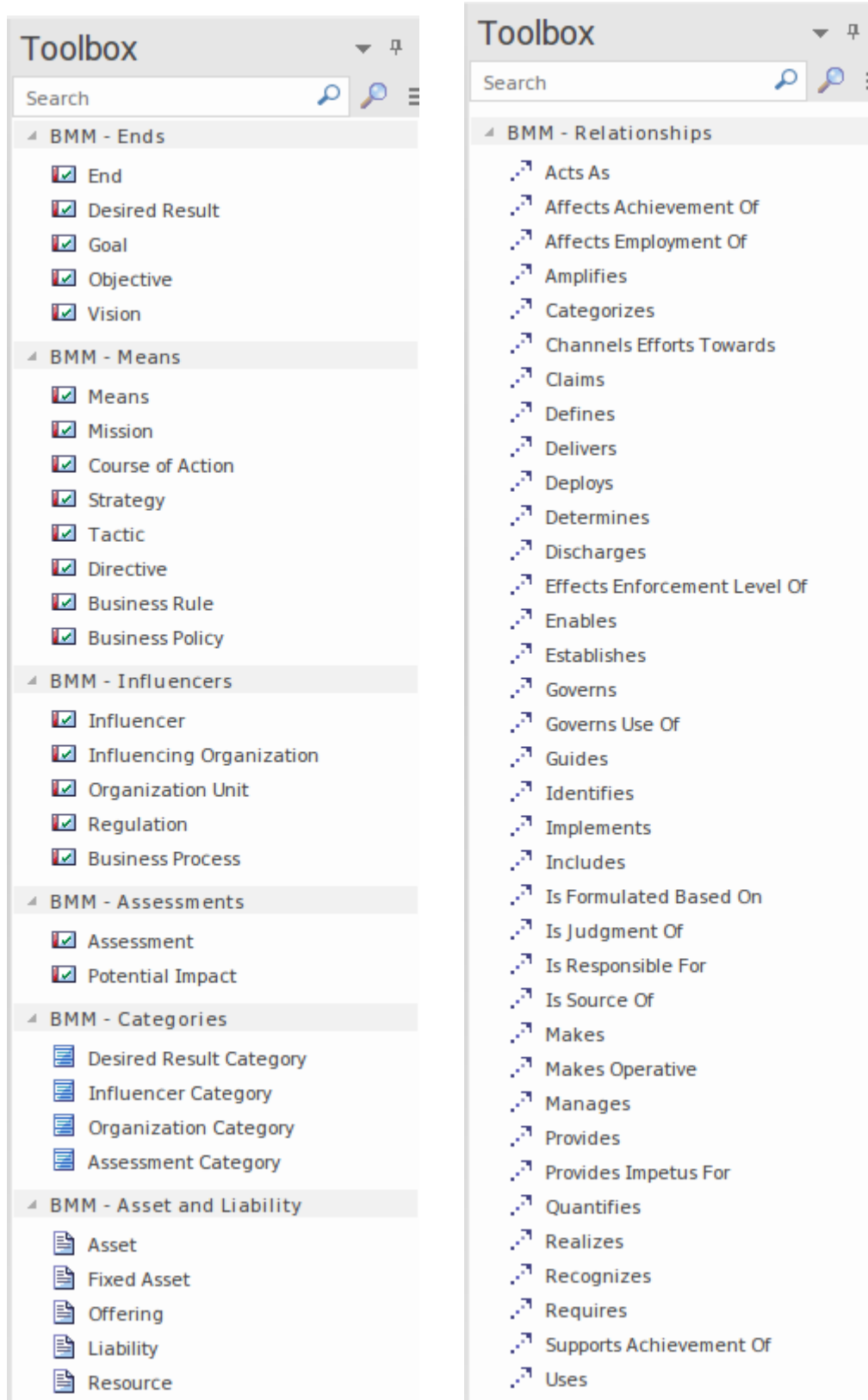
|                        |   |
|------------------------|---|
| Includes               | A Broader Business Policy <i>Includes</i> a more specific Business Policy |
| Is Formulated Based On | A Course of Action <i>Is Formulated Based On</i> a Directive              |
| Is Judgment Of         | An Assessment <i>Is Judgment Of</i> an Influencer                         |
| Is Responsible For     | An Organization Unit <i>Is Responsible For</i> an Asset                   |
| Is Source Of           | An Influencing Organization <i>Is Source Of</i> an Influencer             |
| Makes                  | An Organization Unit <i>Makes</i> an Assessment                           |
| Makes Operative        | A Mission <i>Makes Operative</i> a Vision                                 |
| Manages                | A Business Process <i>Manages</i> an Asset                                |
| Provides               | A Fixed Asset <i>Provides</i> a Resource                                  |
| Provides               | A Potential Impact <i>Provides Impetus For</i>                            |

|                         |   |
|-------------------------|---|
| Impetus For             | a Directive   |
| Quantifies              | An Objective <i>Quantifies</i> a Goal                       |
| Realizes                | A Business Process <i>Realizes</i> a Course Of Action       |
| Recognizes              | An Organization Unit <i>Recognizes</i> an Influencer        |
| Requires                | An Offering <i>Requires</i> a Resource                      |
| Supports Achievement Of | A Directive <i>Supports Achievement Of</i> a Desired Result |
| Uses                    | A Using Assessment <i>Uses</i> a Used Assessment            |

## Modeling with the Business Motivation Model

Developing models from the Business Motivation Model is not hard; there are many types of element and connector, providing a broad and versatile platform from which to create diagrams and models. The Business Motivation

Model elements are simple in structure, consisting principally of just the name or ID and text, making it easy to quickly build up a structure.



| Facility                    | Description   |
|-----------------------------|---|
| BMM in Enterprise Architect | <p>You can develop Business Motivation Model diagrams in Enterprise Architect quickly and easily. The BMM facilities are provided in the form of:</p> <ul style="list-style-type: none"><li>• A BMM diagram type, created through the 'New Diagram' dialog ('Business Modeling &gt; BMM')</li><li>• A 'BMM' page in the Diagram Toolbox, providing BMM elements (stereotyped UML elements)</li><li>• BMM element and relationship entries in the 'Toolbox Shortcut Menu' and Quick Linker</li></ul> |

# More Information

## Edition Information

This feature is available in the Corporate, Unified and Ultimate Editions of Enterprise Architect, from Release 15.0.

