

The Business Motivation Model

The Business Motivation Model (BMM) is a concept model/vocabulary of the concepts essential for business governance. Its focus is on why enterprises run their businesses the way that they do, with an underlying principle that "Businesses are driven, not by change, but by how they decide to react to change."

The BMM provides:

- a vocabulary for understanding critical business motivation and governance issues, including such concepts as 'business policy', 'strategy', 'tactic', 'goal', 'influencer', and 'assessment', along with the verb concepts that relate them, such as 'business policy governs course of action'.
- implicit support for an end-to-end process that runs:
 - from recognition that an influencer (regulation, competition, environment, etc.) has an impact on the business
 - to implementing the reaction to that impact in business rules, organizational responsibilities, and business processes.
- the basis for logical design of a repository for storage of BMMs for individual businesses.

The BMM was first published by the Business Rules Group (BRG) in 2000, under the title "Organizing Business Plans: The Business Rules Motivation Model." That original paper was updated in 2005 with a new title, "The Business Motivation Model: Business Governance in a Volatile World." The latest version is publicly available, without charge, from the BRG at: <http://www.businessrulesgroup.org/bmm.htm>

Business Motivation Model submitted to OMG

In September 2005 the Business Motivation Model (BMM), as developed by the BRG, was accepted by the Object Management Group (OMG) as the subject of a *Request for Comment*.

This meant that the OMG considered the BMM as a de-facto standard that could be adopted as an OMG specification, subject to comment by the industry.

Early Progress

The OMG's RFC comment period for the BMM ended on 26 October 2005. Industry response was favorable; comments fell into two categories:

1. Critical feedback: this was largely concerned with detail — requests and suggestions for clarifications of definitions of concepts (the noun and verb concepts of the vocabulary). There was no criticism of the BMM overall as a concept model or of its proposed positioning with respect to other OMG specifications.
2. Requests for extensions to be added to the BMM.

This input was discussed at the December 2005 OMG technical meeting, providing a rapid path for the OMG to accept the BMM for finalization and adoption early in 2006.

Business Modeling in the OMG

The OMG is world-wide, the most influential body in IT development standards. To date it has been widely regarded as a technology-oriented organization. Its flagship Model Driven Architecture and most of its specifications (e.g., CORBA, UML) are directed to towards specification and implementation of IT systems.

Over the past decade, the OMG has been extending its remit into business modeling — creating models of businesses as well as of the IT systems that support them. There is a technology interest here, but it is directed to:

- specifications of modeling tools and repositories for development, storage, and interchange of business models;
- support for derivation of IT specifications from business models.

The OMG's Business Modeling and Integration Domain Task Force (BMIDTF) has issued several Requests for Proposals in the business modeling domain.

Also, the Business Process Management Initiative (BPMI) merged with the OMG, and in September 2005, the OMG accepted the BPMI's *Business Process Modeling Notation* (BPMN) as the subject of an RFC. Both the BPMI merger and the BPMN RFC have increased market awareness of the OMG's business modeling activities.

Impact of the BMM on Business Modeling in the OMG

OMG adoption of the BMM had two effects on the OMG's business modeling developments.

First, the BMM brings the business rationale into the OMG's business modeling scope: what the business is trying to achieve (its goals and objectives), how it intends to achieve them (its strategies and tactics), what will govern the approach (its business policies), and why it is doing what it is doing (its assessments of the impacts of influencers).

Second, the BMM provides a high-level structure that supports fundamental associations with three aspects of business models:

1. Business Processes: addressed by the OMG's [Business Process Definition Metamodel](#)
2. Business Rules: addressed (along with business vocabulary) in [Semantics of Business Vocabulary and Business Rules](#) (SBVR)
3. Organization Roles: addressed by the OMG's [Organization Structure Metamodel](#)

The BMM supports these three as externally-referenced concepts. This means that:

- They are recognized as part of the overall business model.
- They are outside the BMM, with their detail defined in other metamodels, along with other related concepts and the verb concepts that connect them.
- They are related to BMM concepts — addressing why the business has the business processes, business rules, and organization roles it has. What goals do they support? What policies govern them? What influencers caused them to be created?

The BMM also supports simple associations between business processes, business rules, and organization roles although this is likely to be superseded as the metamodels become better integrated.

Next steps

For further developments:

- Check the BRG web site: www.businessrulesgroup.org
- OMG members, check the OMG web site: www.omg.org
- Visit BMM Insider at BRCommunity: www.brcommunity.com