Business Motivation Model submitted to OMG

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

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

Progress

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

- Critical feedback: this was all concerned with detail - requests and suggestions for clarifications of definitions of concepts and fact types that connect them. There was no criticism of the BMM overall as a metamodel or of its proposed positioning with respect to other OMG specifications.
- Requests for extensions to be added to the BMM.

This outcome will be discussed at the next OMG technical meeting, in December 2005. It leaves the way open for the OMG to accept the BMM for finalization and adoption over the coming months.

The Business Motivation Model

The Business Motivation Model (BMM) is a metamodel of the concepts essential for business governance. Its focus is on why enterprises run their businesses the way that they do, and its underlying principle is “Businesses are driven, not by change, but by how they decide to react to change”. The BMM provides:

- A vocabulary for governance including such concepts as “influencer”, “assessment”, “business policy”, “strategy”, “tactic”, “goal”, and fact types 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 processes, business rules and organization responsibilities.
- The basis for logical design of a repository for storage of BMMs for individual businesses.

The BMM was first published by the BRG in 2000, under the title “Organizing Business Plans ~ The Business Rules Motivation Model”. It was updated in 2005 with a new title “The Business Motivation Model - Business Governance in a Volatile World”. It is publicly available, without charge, from the BRG at: www.businessrulesgroup.org.

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 three years, the OMG has been extending its remit into business modeling - creating models of businesses as well as 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) recently 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**

If progress continues as anticipated and the OMG adopts the BMM, it would have two effects on the OMG’s business modeling developments.

First, the BMM would bring 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 would provide a high-level structure that supports fundamental associations with three aspects of business models:

• Business Processes: these are being addressed by the OMG’s RFP for “Business Process Definition Metamodel”; final responses are scheduled for 2006.
• Business Rules: these are addressed (along with business vocabulary) in “Semantics of Business Vocabulary and Business Rules” (SBVR), adopted by the OMG in September 2005, and scheduled for finalization in August 2006.
• Organization Roles: these are addressed by the OMG’s RFP for “Organization Structure Metamodel”; final responses are scheduled for 2006.

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 fact types 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](http://www.businessrulesgroup.org)
• OMG members, check the OMG web site: [www.omg.org](http://www.omg.org)
• Each month, check BRG Dispatches at BR Community: [www.brcommunity.com](http://www.brcommunity.com)