Business Motivation Model Explained

Business Motivation Model Explained: Means

The Business Motivational Model provides a scheme or structure for developing, communicating and managing business plans in an organized manner

Define the means to achieve the ends

Before you can set out and start putting your plans into actions, you will first need to determine the **Means** to achieve those objectives.

Means

This is an important stage because it elicits whether you are actually prepared to commence, or whether there are organizational changes or investments that need to be carried out beforehand. Ultimately, defining the Means will be an exercise in better understanding what the business is ready to commit to, in order reach the desired ends. The Business Motivation Model defines three types of Means:

The First Type
and it is optional

Mission

It simply describes the enterprise's a primary activity.

This can be formulated in a range of ways, from an objectively and straight to the point paragraph, to an inspiring catch phrase –

e.g. **"Spreading the Power of Optimism".** The way the mission is defined in more detail further on.

The second type

Course of Action

A path the organization will follow in support of its goal(s). There are two kinds:

- **Strategies** are major components of the plan to accomplish the mission. They usually span long periods of time, are high-level, and have a decisive influence on the way a business operates. Examples of strategies: "Focus on increasing the customer base in well-established markets", or "Become the only environment-friendly company in our market".

- **Tactics** are low-level courses of action that support one/several strategies. As opposed to strategies, tactics are narrower in scope and tend to happen in a shorter, well-defined time frame. They are the specific actions that will happen in order to enable the strategy. Here are a few examples: "Provide new customers with a 50% discount on their next purchase", "Offer free delivery for the first month", or "Offer a cash incentive for changing provider".

The third type

Directives

Govern what courses of action can or should be adopted, and the way in which they may materialize. Another way of looking at it is – they define the playing field for what courses of action are viable and which are unviable:

- A **Business Policy** is a directive that has a broad scope and therefore needs to be further interpreted in order to produce actionable results.

- A **Business Rule** is a reference to a rule in the operational business. Their role is to make policies applicable, and act as a guide for defining business processes.

Business Motivation Model Explained: Identifying Influencers

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Identifying Influencers

When putting together a business motivation model for your enterprise, you will need to account for **Influencers**.

Poster Series Key

1 Means	**4** End
2 Influencer	**3** Assessment
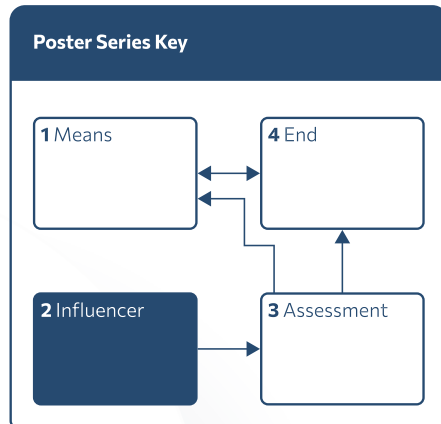
Influencers

An influencer is any entity that is believed to have the power to affect the organization.
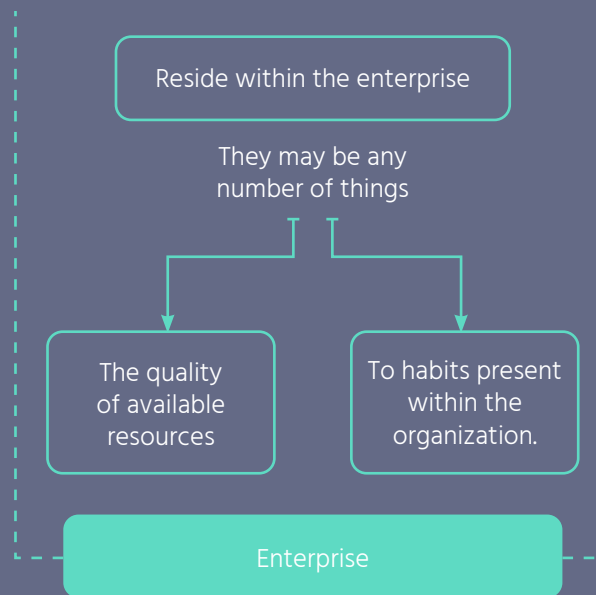
As you might expect, influencers are key to its overall **successful** running.

After all, there is little point in putting together a plan if **management is blatantly ignoring** the very things that will – almost undoubtedly – **influence and alter the eventual implementation**, which is why documenting them is so important.

Internal Influencers
Inside the enterprise

Reside within the enterprise

They may be any number of things

The quality of available resources

To habits present within the organization.

Enterprise

External Influencers
Outside the enterprise

Are elements outside the enterprise

The most common ones are

Competitors in the marketplace

Regulators

The customers themselves

The examples provided account for the most frequently encountered influencers. However, they may vary considerably, according to every enterprise's individual situation.

Business Motivation Model Explained: Assessment of Impacts, Risks & Rewards

The Business Motivational Model provides a scheme or structure for developing, communicating and managing business plans in an organized manner.

Assessments are closely related to influencers

This is because influencers ultimately manifest themselves through change, and while some changes may be negligible, others are significant.
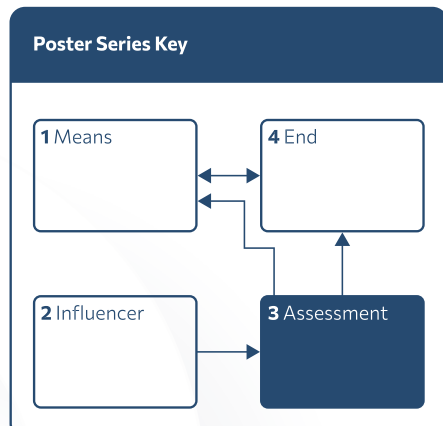
When an influencer causes such a change **the enterprise needs to make an assessment** of its impact

This involves identifying the potential risks and opportunities afforded by it.

Of course, with such a wide range of stakeholders within an enterprise.

| Top management | Business unit leaders | Technical experts |

It may be well advised to conduct multiple assessments and account for all the different viewpoints.

Poster Series Key

1 Means
4 End
2 Influencer
3 Assessment

An assessment should take into consideration **earlier assessments** and **decisions recorded in the BMM**, as well as any **other influencers** that are connected to the one that caused the change.

Because there is no definitive way of conducting an assessment, companies are free to make use of any tools they find useful.

It is good practice to include in the BMM assessment entry references to the facts supporting it

(dashboards, reports, any commissioned studies etc.), not the details themselves.

Business Motivation Model Explained: The Ends (Vision and Desired Results)

- The Business Motivational Model provides a scheme or structure for developing, communicating and managing business plans in an organized manner.

The ends (vision & desired results)

In the **BMM**, an **End** refers to a future state in which the organization wishes to find itself; ends constitute targets it is striving to reach. Ends have three different levels:

Poster Series Key

1 Means   **4** End

2 Influencer   **3** Assessment
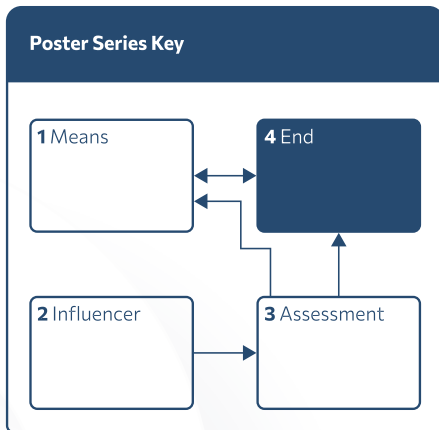
The Vision

Is a simple and succinct statement of what the enterprise considers itself to be, or desires to be at some point in the future. In order to achieve the vision...

The goals and objectives the enterprise sets for itself must align with the vision.

Otherwise, great costs may be incurred by the organization (bad investments, misallocation of people, misuse of resources etc.), as different departments and initiatives keep contradicting themselves.

The Other Two Types Of Ends Can Be Thought Of As **Desired Results**:

The first type goals

Goals are states the business needs to either maintain or meet in the medium to long term. Here are some examples:

> "To be one of the top five retailers in the country"

Or

> "To become listed on the stock market"

The desired results are supported by whatever progress management system the organization has in place.

The second type objectives

On the other hand there are measurable, time-targeted actions that a company can take in order to reach its goal(s).

For instance, these may be:

> "To increase market share in Ireland by 9% by the end of Q3"

Or

> "To increase sales in India by 45% this financial year"

Or

> "To enter two new European markets this quarter"

Required or expected values of key performance indicators are recorded as objectives, but this doesn't mean every objective is automatically based on KPIs.

Again, it is recommended the BMM entry for a desired result links to the detail that supports it, and doesn't contain the detail itself.

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