



Strategy linked to Forces & Drivers

Based on best practice Enterprise Modelling & Architecture principles

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Introduction

Strategy is a complex subject that interlinks with multiple components within the organization. In order to capture the (external and/or internal) forces and drivers to strategy, the Strategy linked to Forces & Drivers is built as a matrix. The matrix is a representation that shows the relationship of captured information between specific decomposed and/or composed force, driver and strategy objects. The core idea of a Strategy linked to Forces & Drivers Matrix is that it typically consists of force and driver aspects in a list of columns, and another aspect is a set of performance columns (taken from the map), while the third and final aspect being the cross product between the rows and the columns.

This allows for the Strategy linked to Forces & Drivers Matrix to relate (un)familiar objects to familiar objects in the different layers of an enterprise (composition discipline), usually in the form of a diagram, a table or a chart (e.g. rows and columns), thereby outlining direct (and possibly indirect) connection points between different kinds of objects while showing a common pattern of the objects and the relationship between them.

Strategy linked to Forces & Drivers

The Strategy linked to Forces & Drivers Matrix provides you with a detailed overview of the cross relationships between (external and/or internal) forces and drivers and the strategies (each identified with a unique name and ID number) that has been identified through the Strategy Map, and then associated with the value indicators (CSFs), strategic business objectives (SBOs), objectives, organizational units, organizational areas and/or groups, service areas and/or groups as well as the process areas and/or groups.

How to use Strategy linked to Forces & Drivers

Identify, document and relate (external and/or internal) forces and drivers to the value indicators (CSFs), strategic business objectives (SBOs), objectives, organizational units, organizational areas and/or groups, service areas and/or groups as well as the process areas and/or groups.

For example:

1. A force or driver may have multiple yet specific associations with strategies, value indicators (CSFs), strategic business objectives (SBOs), objectives, organizational units, organizational areas and/or groups, service areas and/or groups as well as the process areas and/or groups.
2. Multiple forces and drivers may have associations with any single specific strategy, value indicator (CSF), strategic business objective (SBO), objective, organizational unit, organizational areas and/or group, service area and/or group as well as the process area and/or group.

Why (external/internal drivers and forces)	Why				Where			
	Strategy #	Value Indicator	Strategic Business Objective	Objective (plan, forecast, budget, etc.)	Organizational Unit	Organizational Area/Group	Service Area/Group	Process Area/Group
Force & Driver 1	#							
Force & Driver 2	#							
Force & Driver N	#							

Table 1: Strategy linked to Forces & Drivers.

Please note that the objects we have listed here are the most typical components that are commonly used within a Strategy linked to Forces & Drivers Matrix, but there may be more (or fewer) relevant aspects that are used within your organization. If that is the case, feel free to either add new ones, or remove any objects that are not relevant, or are otherwise unimportant, for this particular matrix.

Also note that the objects might have a different name in your organization, so make sure to adapt the objects of this artefact so that it fits to the taxonomy of your organization.

The objects used with Strategy linked to Forces & Drivers is shown in table 2.









Objects used within Strategy linked to Forces & Drivers		
Notation	Name	Description
	Strategy (SBO)	The direction and ends to which the enterprise seeks as well as the means and methods by which the ends will be attained.
	Objective	The purpose or target of one's efforts or actions.
	Measure (Value Indicator/CSF)	Any type of measurement used to gauge some quantifiable component of an enterprise's performance.
	Organization (units, areas and/or groups)	An arrangement or formation of resources that has a set of collective goals.
	Business Service (service area and/or group)	The externally visible [logical] deed or effort performed to satisfy a need or to fulfill a demand that is meaningful to the [business] environment.
	Business Process (process area and/or group)	A set of structured activities or tasks with logical behaviour that produce a specific service or product.
	Force	An external or internal factor that forces or pushes some aspect of an enterprise in a specific direction.
	Driver	An external or internal factor that drives, establishes motivation for or influences the direction of an enterprise.

Table 2: Objects typically associated with Strategy linked to Forces & Drivers.

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