THE LEADING PRACTICE
OWNER MODELLING REFERENCE CONTENT
#LEAD-ES20012BC

A Owner Ontology & Owner Semantic Description, Views, Stakeholders and Concerns

Version Status: LEAD 3.0

Content of Owner Modelling Reference Content (#LEAD-ES20012BC)

Overview of the Owner Reference Content

Introduction

The LEADing Practice Owner Reference Content provides owner ontology with its owner description, specific owner semantic relations and correlations. It is based on a collection of best and leading practice around how to work with owners within enterprise management, enterprise management, enterprise modelling, enterprise engineering, enterprise architecture as well as in the various IT disciplines as well as in the various IT disciplines. The Owner Reference Content is therefore an essential part for any practitioner working with and around owner aspects. It provides a structural way of thinking, working, modelling, implementation and governance around owner definitions and how owners are applied within business functions, process, services as well as applications. The Owner Reference Content also provides an overview of the key owner aspects of the organisation and how they relate to the various business aspects e.g. goals (e.g. business, application, technology), organizational construct, business area, business group, business functions the services they provide process as well as associated cost..
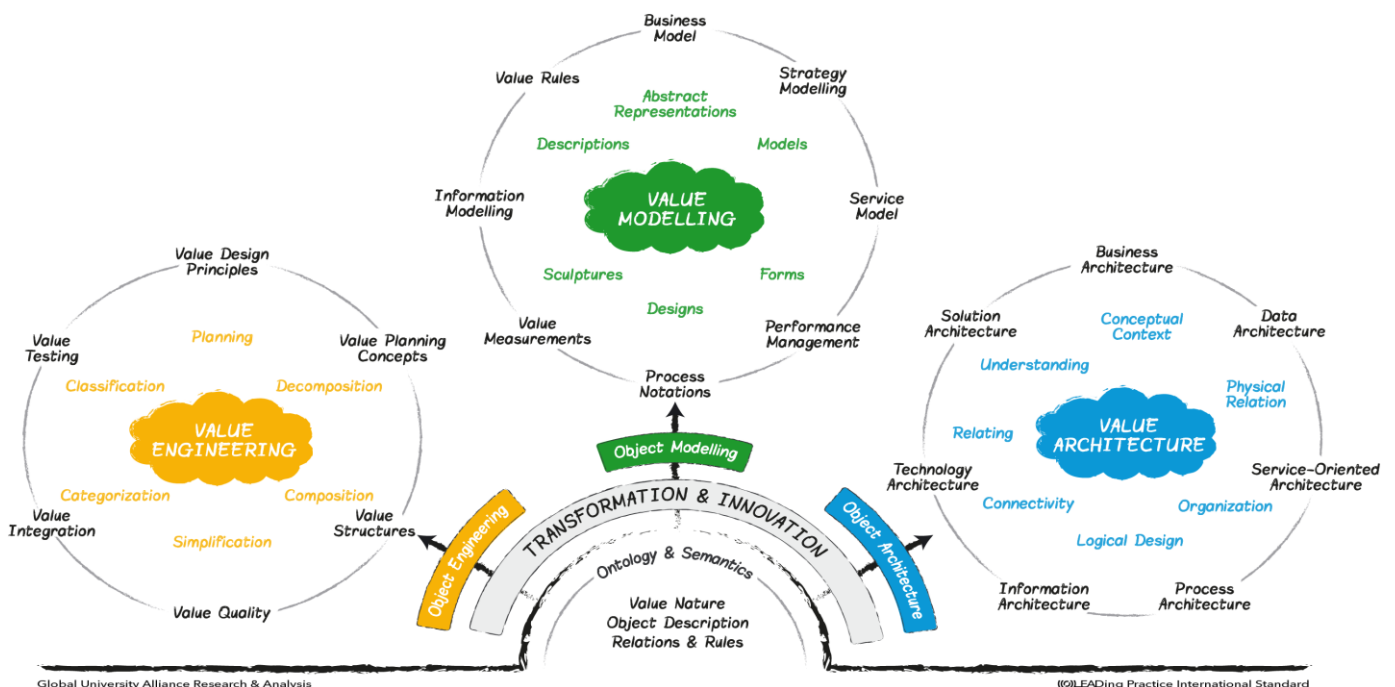

Figure 1: The Owner Objects are the ones of many semantic relations between the enterprise engineering, enterprise modelling, and enterprise architecture enabling transformation and innovation.

Why use the Owner Reference Content?

- It provides owner ontology with its specific owner descriptions, semantic relations and correlations.
- It defines how to organize and structure the viewpoints and objects associated with owner management.
- It offers established guiding principles for creating, interpreting, analysing and using owner objects within a particular domain and/or layers of an enterprise or an organization.
- Using the owner reference content is done through a set of principles e.g. how and where can the owner objects be related.
- It is vendor neutral and agnostic and can therefore be used with most existing frameworks, methods and or approaches that have objects related to owners.
- It has captured a repeatable pattern for owner related objects, structures as well as artefacts (the basis of our standards).
- Defined pattern with description
- Behavioural construct specification of tasks to use the owner objects.
- It has fully integrated and standardized owner maps, matrices and models that allow for advanced ways of owner thinking, working, modelling and implementation.
- It has owner standards that increase the level of re-usability and replication for owner management.

Owner related Meta-Object Ontology and Main Characteristics

Using ontology principles to understand the very nature, the basic categories, as well as using semantic principles to identify which parts relate or should relate, exposed sixteen areas that together provide a starting point that can be used to guide the analysis, decomposition, composition and construction of owner. The Sixteen main areas are presented in figure 2 below.
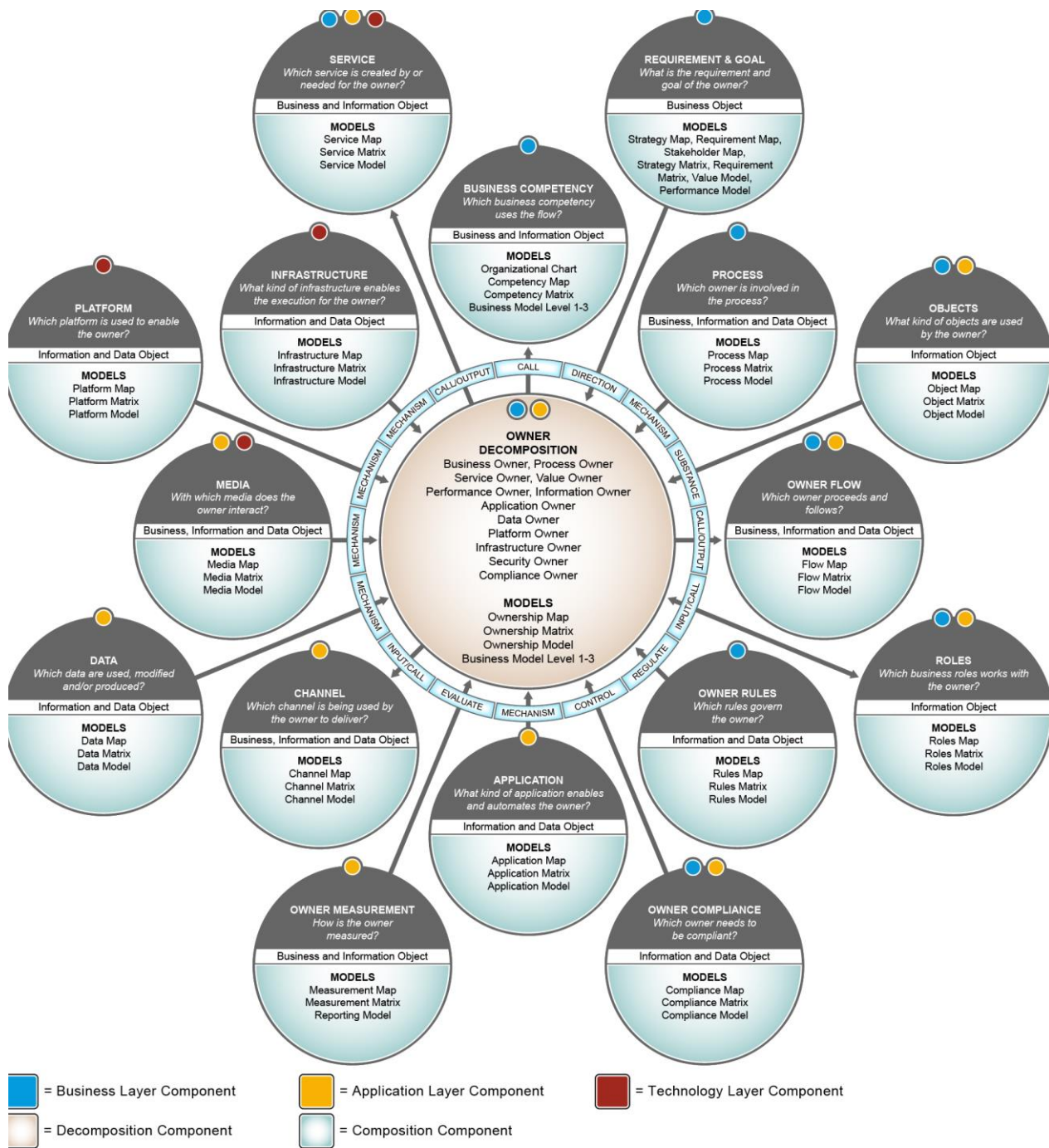
Figure 2 The 16 LEAD Owner Decomposition and Composition objects

In order to have a structured way of thinking, working and modelling within the Owner Reference Content, the three main properties characterizing the meta-object relevant to modelling and architecture principles are applied:

1) **Identity:** the decomposed owner objects that distinguishes it from other object areas.

2) **State:** describes the purpose of the composed object.

3) **Behaviour:** describes how the decomposed or composed objects can be used with other meta-object's relations across other modelling disciplines and architectural layers.

Owner Object(s) - Definition

In the context of LEADing Practice modelling principles, ownership typically refers to ether owner of something (ownership) or related responsibility e.g. process-, business competency-, business function-, compliance-, data- information-, performance-, process-, program-, requirement-, resource-, security-, value- and service owner.

The definition of owner therefore depends on the type of ownership that is applicable. A general LEAD definition of ownership could be the following: an owner is a role performed by an actor with the rights, rules, competencies, and capabilities to take decisions for the business area, service, process, application, data, platform and/or infrastructure for which stewardship responsibilities (accountability) have been assigned.

Owner Object(s) - Decomposition

Owner can be **decomposed** into the following objects:

- Business Owner, Process Owner, Service Owner, Value Owner, Performance Owner, Information Owner, Application Owner, Data Owner, Platform Owner, Infrastructure Owner, Security Owner, Compliance Owner.

Figure 3 below shows the decomposition objects of Owner:

OWNER DECOMPOSITION
Business Owner, Process Owner
Service Owner, Value Owner
Performance Owner, Information Owner
Application Owner
Data Owner
Platform Owner
Infrastructure Owner
Security Owner
Compliance Owner

MODELS
Ownership Map
Ownership Matrix
Ownership Model
Business Model Level 1-3
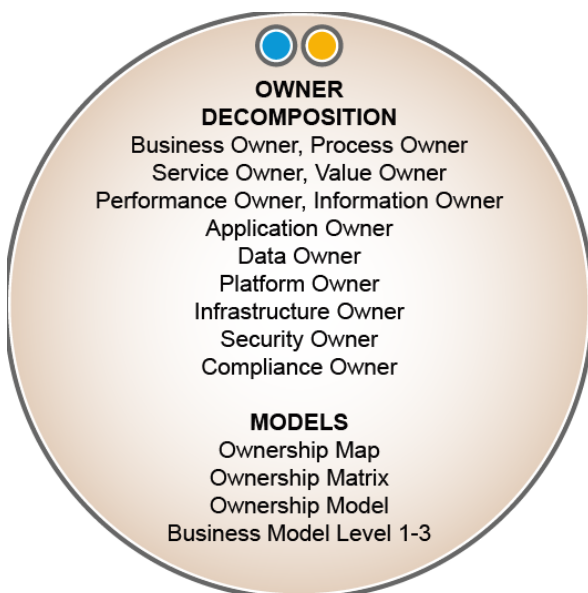
■ = Business Layer Component

■ = Application Layer Component

■ = Technology Layer Component

((O))LEADing Practice Decomposition & Composition Method
Source: www.LEADingPractice.com

Figure 3: Components of an Initial Owner Decomposition

Owner Object(s) – Overview all Owner related Meta-objects

The following LEAD objects are the most relevant to owner aspects within the Owner Reference Content and its templates:

	Decomposition related meta-objects->
Business Owner	A role performed by an actor with the rights, rules, competencies, and capabilities to take decisions for the part of enterprise for which stewardship responsibilities have been assigned.
Service Owner	A role performed by an actor with the rights, rules, competencies and capabilities to take decisions for the business service for which accountability has been assigned.
Process Owner	A role performed by an actor with the fitting rights, competencies, and capabilities to take decisions to ensure work is performed.
Application Owner	A role performed by an actor with the rights, rules, competencies and capabilities to take decisions for the application for which accountability has been assigned.
Data Owner	A role performed by an actor with the rights, competencies, and capabilities to take decisions about the aspects of data for which stewardship responsibilities have been assigned.
Platform Owner	A role performed by an actor with the fitting rights, competencies, and capabilities to take decisions about the platform devices for which stewardship responsibilities have been assigned.
Infrastructure Owner	A role performed by an actor with the rights, competencies, and capabilities to take decisions about the components within the infrastructure for which stewardship responsibilities have been assigned.
	Composition related meta-objects->
Goal (e.g. business, application, technology)	A desired result considered a part of the organizational direction, aims, targets, and aspirations.

Value Indicator (Critical Success Factor)	Any of a series of metrics used by an enterprise, to indicate its overall ability to achieve its mission.
Value Driver	A factor which is based on benefit or merit which pushes some aspect of an enterprise in a specific direction.
Value Expectation	The anticipated benefits that are of worth, importance, and significance to a specific stakeholder.
Performance Driver	Those variables that are critical to develop the means and overall performance of an enterprise.
Performance Expectation	The manner in which, or the efficiency with which, something reacts or fulfils its intended purpose as anticipated by a specific stakeholder.
Business Measure	Any type of measurement used to gauge some quantifiable component of an enterprise's performance
Timing	A plan, schedule, or arrangement when (something) should happen or be done or to take place.
Quality	A state of excellence or worth, specifying the essential and distinguishing individual nature and the attributes based on the intended use.
Risk	The combined impact of any condition or events, including those cause by uncertainty, change, hazards, or other factors that can affect the potential for achieving these objectives).
Report	The exposure, description, and portrayal of information, about the status, direction or execution of work within the functions, services, processes, and resources of the enterprise.
Organizational Construct	The components of the organization and how they are assembled.
Business Area	The highest level meaningful grouping of the activities of the enterprise.
Business Group	An aggregation within an enterprise which is within a enterprise Area.

Business Competency Type	The classification of competencies is into Core Differentiated Competencies, core competitive competencies or non-core competencies. Sorting the role played by each competency in the creation of value and in the execution of the enterprise's strategy.
Business Function	A cluster of tasks creating a specific class of jobs.
Object (Business & Information)	A real world thing of use by or which exists within the enterprise and information objects reveal only their interface, which consists of a set of clearly defined relations. In the context of the business competency, the relevant objects are only those which relate to the enterprise's means to act.
Cost	An amount that has to be paid or given up to obtain the use or access to something.
Revenue	The realised income of an enterprise or part thereof.
Product	A result and output generated by the enterprise. It has a combination of tangible and intangible attributes (features, functions, usage).
Contract	An agreement between two or more parties that establishes conditions for interaction.
Location	A facility, place, or geographic position.
Service Area	A high level, conceptual, aggregation of provided business services.
Service Group	An aggregation of services based on a common factor or domain which exist within a common service area.
Process Area	The highest level of an abstract categorization of processes.
Process Group	A categorization and collection of processes into common groups.

Figure 4: The 33 owner related meta-objects.

Owner Objects and their usage in the Owner Templates

The Owner Reference Content templates consist of both owner maps, owner matrices and owner models that capture the relevant owner meta-objects. Each of these is based on a specific view to a related owner topic and thereby with particular stakeholder concern, modelling and architecture rules related to enable owner identification, creation, and realization in achieving the outlined needs and wants. For this the Owner Reference Content templates identify the relevant stakeholders, their requirements and their concerns, the owner object descriptions and their modelling and architecture rational, the corresponding rules, architecture views and viewpoints; each of these artefacts are built as templates to support a particular need and want. Fully integrated and standardized owner templates enable the strategist, owner expert/practitioner or architect (owner or business architect) to work with the relevant owner meta-objects throughout all the architectural layers (business, application and technology). Advanced owner modelling and relating the relevant objects throughout the layers is one of the strengths of the Owner Reference Content. Not only are the owner objects governed by its connection modelling rules, but also how and where the owner templates interlink and share common objects is defined and standardized.

LEAD Templates & LEAD Meta Object Relations: Owner Specific (*)	Owner (O)
Goal (e.g. business, application, etc.)	2,3
Value Indicator (Critical Success Factor)	2
Value Driver	1,2,3
Value Expectation	2
Performance Driver	2
Performance Expectation	2
Business measure	2,3
Timing	2
Quality	2
Risk	1,2,3
Reporting	1,2
Organizational Construct	2,3
Business Area	2,3
Business Group	2,3
Business Function	2,3
Location	2,3
Contract	1,2,3
Product	1,2,3
Business Owner	1,2
Service Area	2,3
Service Group	2,3
Service Owner	1,2
Process Area (categorization)	2,3
Process Group (categorization)	2,3
Process Owner	1,2
Application/System Owner	1,2
Data Owner	1,2
Platform Owner	1,2
Infrastructure Owner	1,2

LEADing Practice Owner Reference Content ((#LEAD-ES20012BC)

Legenda: 1 = Map 2 = Matrix 3 = Model

(*) For a full overview of the Owner LEAD Templates & LEAD Meta
   Object Relations: see Appendix 1.

Figure 5: The owner objects and their Maps, Matrices & Models.

The owner templates are maps, matrices and models. The maps are often in the form of a list and are a representation of the decomposed owner objects, while the matrices are the continuity of, and interconnection between, a map (a representation of decomposed objects) and a representation of interconnected and related objects. Models often show the graphical representation of the relations and connections. The maps, matrices and models are used in the decomposition and composition work within and throughout the layers. The specific templates do not only show which objects are within what template, thereby specifying if it is a map, matrix or model, it furthermore shows where the object of one template can be reused in another template.

Way of Thinking around Owner aspects

The Way of Thinking around Owner disciplines is essential, as it is the basis of the guiding principles around the Owner reference content. It provides a structural concept for the value specification around Owner definitions e.g. wants, needs, goals, issues and problems. The way of thinking around working with owners, furthermore postulates about what ought to be, including specifying the right owner abstraction level. The way of thinking does the following; it analyses, appraises, approximates, assesses and captures all relevant aspects of a owner's objects and artefacts; their idea, -design, -plan, -scheme and –structure. This is all done in order to understand the underlying owner concept, thought, view, vision as well as perspective, philosophy and belief.

The purpose of having a common way of thinking around owner concepts is to define how to organize and structure the viewpoints and owner objects associated with the various disciplines e.g. business owner, process owner, service owner and or application owner applying the concepts. The owner reference concept has proven to help companies with some of the most common and complex advanced owner principles, dilemmas and challenges that companies has to confront today. This includes, but is not limited to:

- Most companies do have owners for business areas, costs and revenues. For other areas such as processes, services, information and value however these assignments quite often are not in place. This creates an unbalance system of ownership where these important aspects are still 'orphan'.
- Clear interlinks between ownership and its related business function, goal, performance, measurement and reporting.

What many organizations do not realize is that there is something common within all the mentioned areas where owner aspects need to be applied. The common things are the owner objects. We have through research and analysis identified the semantic relations of the various owner objects and how they can be applied within different disciplines. The relations of the owner objects are built into our owner templates e.g. owner maps, owner matrices and or owner models.

Usage of Owner Maps

A owner map is an accurate list and representation of the decomposed and/or composed owner objects. Therefore the owner map provides an overview of the key owners of the organisation and whether they are business owner, service owner, process owner, system owner, data owner, platform owner or infrastructure owner, including the reporting aspect. The owner maps are often portrayed in the form of a list, which can range from a simple row to a catalogue of owner objects. It has the purpose of building an inventory or index list of the owner objects that are to be decomposed and/or composed and thereby applied in the different Layers (business, application and technology).

The Owner Reference Content Architecture & Modelling Rules

The owner map should capture the key owners of the organisation and their type; business owner, service owner, process owner, system owner, data owner, platform owner or infrastructure owner.

The Owner Map

Owner #	Who/whom specification:							
	Reporting	Business Owner	Service Owner	Process Owner	System Owner	Data Owner	Platform Owner	Infrastructure Owner
#								
#								
#								

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Figure 6: Owner map with decomposed owner objects.

The owner map's capturing should be based on enterprise modelling- and architecture rules and is related to Tasks of the practitioner. Therefore for each individual column of the owner map their applicable decomposition- (D), primary- (P) and secondary (S) relationship related rules (Rule) as well as the related tasks (Task) are described below:

The owner	
The 'who/whom' specification in terms of the related report	
Rules	(S) Owner relates to (Measurement &) Reporting.
Tasks	• Identify, classify and sort the reports (/report owners).
The 'who/whom' behavioural construct specification in terms of Business Owners.	
Rules	D) Owner relates to Owner Type (Business Owner)
Tasks	• Identify, classify and sort the business owners.

The 'who/whom' behavioural construct specification in terms of Service Owners	
Rules	(D) Owner relates to Owner Type (Service Owner)
Tasks	• Identify, classify and sort the service owners.
The 'who/whom' behavioural construct specification in terms of Process Owners	
Rules	(D) Owner relates to Owner Type (Process)
Tasks	• Identify, classify and sort the process owners.
The 'who/whom' behavioural construct specification in terms of Application/System Owners	
Rules	(D) Owner relates to Owner Type (Application/System Owner)
Tasks	• Identify, classify and sort the application/system owners.
The 'who/whom' behavioural construct specification in terms of Data Owners	
Rules	(D) Owner relates to Owner Type (Data Owner)
Tasks	• Identify, classify and sort the data owners.
The 'who/whom' behavioural construct specification in terms of Platform Owners	
Rules	(D) Owner relates to Owner Type (Platform Owner)
Tasks	• Identify, classify and sort the platform owners.
The 'who/whom' behavioural construct specification in terms of Infrastructure Owners	
Rules	(D) Owner relates to Infrastructure Type (Infrastructure Owner)
Tasks	• Identify, classify and sort the infrastructure owners.

Figure 7: How owner is based on rules and relates to Tasks of the practitioner.

Way of Working around Owner aspects

Description

The Owner Way of Working is critical discipline of translating both strategic planning and effective execution. Structure the arrangement of effort and work, by translating the "Way of Thinking" into a structural way of working. The Way of Working organizes, classifies, aligns, arranges, quantifies, recommends and selects the owner objects and with it the relevant owner template in a systemized and categorized way they need to be de-composed (broken down) or composed (related) together.

The Way of Working is where one defines the best suitable technique, manner, routine and method that will help the practitioner to ensure integrity, accuracy and completeness of each particular task related to the rule that ensures the right owner relation. The owner way of working is therefore a series of phases with a collection of activities that the user of the owner methods needs to follow and undertake in order to reach a specific goal/outcome. The below specified way of working therefore structures the practitioner's techniques in applying the right semantic principles, rules, procedures and practices.

Usage of Owner Matrices

The owner matrices are a representation that accurately shows the relationship between specific decomposed and composed owner objects. The core idea of a the owner matrices is that they consists of the owner objects that have primary and thereby direct natural relations, these are always in a list form (row and columns) and the owner objects that need to be related to them. This is seen in the owner matrices as the cross product between the rows and columns. This allows within the owner matrix to relate the unfamiliar to the familiar owner objects in the different layers (composition), which represents the matrix diagram (rows and columns). These ontology and semantic based owner relations have been standardized to ensure reusability and replication of success in outlining the right connection points that is actually based on a common relationship pattern of the owner objects.

The Owner Reference Content Architecture & Modelling Rules

The owner matrices should capture the key owners of the organisation and their related organisational construct (business Area- and group), service area and -group, process area and -group, requirement, business function, and goal. These are captured in separate matrixes as described below.

Owner-Business Area/Group Matrix

This matrix shows the columns of the owner map in combination with the business area & group: which business area and –group is the owner responsible for.

Business Area & Group (Which business area and -group is the owner responsible for)	Owner #	Who/whom specification:							
		Reporting	Business Owner	Service Owner	Process Owner	System Owner	Data Owner	Platform Owner	Infrastructure Owner
Business Area /Group 1									
Business Area /Group 2									
Business Area /Group N									

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Figure 8: A matrix showing how owner relates to business area and -group.

The owner matrix's capturing should be based on enterprise modelling- and architecture rules and is related to the Tasks of the practitioner as described under the owner map. In addition to those rules and tasks, the following rules and tasks are related to the business area & group:

The 'which' specification in terms of the business area – and group the owner is a part of.	
Rules	(D) Owner relates to Competency (Business Area and -Group)
Tasks	• Connect and tie the business owner(s) to each respective **business area and group.**

Figure 9: A table showing that owner objects relate to business area and -group and the tasks associated with it.

Owner-Service Area/Group Matrix

This matrix shows the columns of the owner map in combination with the services: which service area and –group is the owner is responsible for.

Service Area & Group (Which service area and -group is the owner responsible for)	Owner #	Who/whom specification:							
		Reporting	Business Owner	Service Owner	Process Owner	System Owner	Data Owner	Platform Owner	Infrastructure Owner
Service Area /Group 1									
Service Area /Group 2									
Service Area /Group N									

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Figure 10: A matrix showing how owner relates to the service area and -group.

The owner matrix's capturing should be based on enterprise modelling- and architecture rules and is related to the Tasks of the practitioner as described under the owner map. In addition to those rules and tasks, the following rules and tasks are related to the service area and group:

The 'which' specification in terms of the service area – and group the owner is a part of.	
Rules	(S) Owner relates to Service (Service Area and Group)
Tasks	• Connect and tie the service owner(s) to each respective **service area and group.**

Figure 11: A table showing that owner objects relate to service area and -group and the tasks associated with it.

Owner-Process Area/Group Matrix

This matrix shows the columns of the owner map in combination with the business process: which process area and group is the owner is responsible for.

Process Area & Group (Which process area and -group is the owner responsible for)		Who/whom specification:							
	Owner #	Reporting	Business Owner	Service Owner	Process Owner	System Owner	Data Owner	Platform Owner	Infrastructure Owner
Process Area /Group 1									
Process Area /Group 2									
Process Area /Group N									

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Figure 12: A matrix showing how owner relates to process area and -group.

The owner matrix's capturing should be based on enterprise modelling- and architecture rules and is related to the Tasks of the practitioner as described under the owner map. In addition to those rules and tasks, the following rules and tasks are related to the process area and -group:

The 'which' specification in terms of the process area and -group the owner is responsible for.	
Rules	(S) Owner relates to Process (Process Area and -Group)
Tasks	• Connect and tie the process owner(s) to each respective **process area and -group.**

Figure 13: A table showing that owner objects relate to process area and -group and the tasks associated with it.

Owner-Requirement Matrix

This matrix shows the columns of the owner map in combination with their requirement: what is the requirement of the owner.

Requirement (What is the requirement of the owner)		Who/whom specification:							
	Owner #	Reporting	Business Owner	Service Owner	Process Owner	System Owner	Data Owner	Platform Owner	Infrastructure Owner
Requirement 1									
Requirement 2									
Requirement N									

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Figure 14: A matrix showing how owner relates to requirement.

The owner matrix's capturing should be based on enterprise modelling- and architecture rules and is related to the Tasks of the practitioner as described under the owner map. In addition to those rules and tasks, the following rules and tasks are related to the requirement:

The 'what' specification in terms of what is the requirement of the owner.	
Rules	(S) Owner relates to Requirement e.g. high level and detailed (functional)
Tasks	• Associate and link the **high-level business requirements** to each individual business owner, service owner, and process owner. • Associate and link the **high-level application requirements** to each individual application/system owner and data owner. • Associate and link the **high-level technology requirements** to each individual platform owner and infrastructure owner. • Associate and link the **detailed business requirements** to each individual business owner, service owner, and process owner. • Associate and link the **detailed application requirements** to each individual application/system owner and data owner. • Associate and link the **detailed technology requirements** to each individual platform owner and infrastructure owner.

Figure 15: A table showing that owner objects relate to requirement and the tasks associated with it.

Owner-Organisational Construct Matrix

This matrix shows the columns of the owner map in combination with the cost:

Organisational Construct (What organization is the owner a part of)	Owner #	Who/whom specification:							
		Reporting	Business Owner	Service Owner	Process Owner	System Owner	Data Owner	Platform Owner	Infrastructure Owner
?									
?									
?									

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Figure 16: A matrix showing how owner relates to Cost.

The owner matrix's capturing should be based on enterprise modelling- and architecture rules and is related to the Tasks of the practitioner as described under the owner map. In addition to those rules and tasks, the following rules and tasks are related to the organisational construct:

The 'what' specification of the organisation the owner is a part of.	
Rules	(S) Owner relates to Organisational Construct
Tasks	• Associate and tie the owners, business owners, service owners, process owners, application/system owners, data owners, platform owners and infrastructure owners to the organizational construct.

Figure 17: A table showing that owner objects relate to organisational construct and the tasks associated with it.

Owner-Business Function Matrix

This matrix shows the columns of the owner map in combination with the business function: which business function does the owner carry out.

Business Function (Which business function does the owner carry out)	Owner #	Who/whom specification:							
		Reporting	Business Owner	Service Owner	Process Owner	System Owner	Data Owner	Platform Owner	Infrastructure Owner
Business Function 1									
Business Function 2									
Business Function N									

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Figure 18: A matrix showing how owner relates to business function.

The owner matrix's capturing should be based on enterprise modelling- and architecture rules and is related to the Tasks of the practitioner as described under the owner map. In addition to those rules and tasks, the following rules and tasks are related to the business function:

The 'which' behavioural construct specification in terms of which business function does the owner carry out.	
Rules	(S) Owner relates to Business Function
Tasks	• Associate and connect business owners to business functions.

Figure 19: A table showing that owner objects relate to business function and the tasks associated with it.

Owner-Goal Matrix

This matrix shows the columns of the owner map in combination with the goal: what is ultimately the goal of the owner.

Goal (What is ultimately the goal of the owner)		Who/whom specification:							
	Owner #	Reporting	Business Owner	Service Owner	Process Owner	System Owner	Data Owner	Platform Owner	Infrastructure Owner
Goal 1									
Goal 2									
Goal N									

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Figure 20: A matrix showing how owner relates to goal.

The owner matrix's capturing should be based on enterprise modelling- and architecture rules and is related to the Tasks of the practitioner as described under the owner map. In addition to those rules and tasks, the following rules and tasks are related to the goal:

The 'why' behavioural construct specification in terms of the goal, what is ultimately the goal of the owner.	
Rules	(P) Owner follows and is tracked against Goals.
Tasks	• Associate and relate the business owners to the business goals. • Associate and relate the service owners to the service goals. • Associate and relate the process owners to the process goals. • Associate and relate the application and data owners to application and technology goals. • Associate and relate the platform and infrastructure owners to technology goals.

Figure 21: A table showing that owner objects relate to goal and the tasks associated with it.

Way of Modelling around Owner aspects

The Owner Way of Modelling provides the means for the various practitioners working with owner aspects to assist them in defining the modelling principles required to make an objective assessment of the possible owner object relationships with other objects. It provides a uniform and formal description of the models where the owner objects and artefacts within one or more different types of models can be portrayed. The owner models are a representation that graphically represents and shows the owner relationship and the interconnection of specific composed objects and complies with a specific set of rules for what the graphical components mean, and how they are connected to the rest of the business. The key ideal of a owner model is that it is a representation, an illustration, of a composition of information intended to represent an aspect of an enterprise (e.g. business, application and/or technology), using a specific set of rules, which express a logic or grammar.

Each practitioner working with owner aspects has to be able to translate the "Way of Working" into a "Way of Modelling", which for the most part include the following:

- **Expressiveness:** the degree to which a given modelling technique is able to denote the models of any number and kinds of layered domains (business, application and technology).
- **Arbitrariness:** the degree of freedom one has when decomposing and composing different models on the same domain.
- **Suitability:** the degree to which a given modelling technique is specifically tailored for a specific kind of wanted output/result.
- **Comprehensibility:** the ease of how the way of working and way of modelling techniques are understood by participants.
- **Coherence:** the degree to which the individual sub-models of a way of modelling constitute a whole.
- **Completeness:** the degree to which all-necessary concepts of the application domains are represented in the way of modelling.
- **Efficiency:** the degree to which the modelling steps (e.g. LEADing Practice steps) use resources such as time and people.
- **Effectiveness:** the degree to which the modelling principles achieve its goals.
- **Audit:** the degree to which the end results of the models achieve its goals.

Based on already acquired information from the owner maps and/or a owner matrices (or both), a owner model is usually crafted to enable complex information to be used in different disciplines and within this to be communicated more easily to stakeholders, management and leadership. The fully integrated and standardized owner templates enable the practitioner to work and model with the owner objects throughout all the aspects of the enterprise (business, application and technology). Not only are the objects governed by its semantic relations and connection, also the specified owner modelling rules and tasks, which ensure how and where the owner templates interlink and share common owner objects is defined and standardized.

As we explore earlier is the owner matrix is the continuity of and interconnection between a owner map (a representation of decomposed and/or composed objects) and a owner model (a representation of interconnected and related objects). The owner maps, matrices and models are therefore used in the decomposition and composition work (within and throughout the layers).

By using the owner templates to manage the different kinds of highly connected information and relations, the owner creation is ensured. The owner map (which list the various related objects in order to capture the decomposed unrelated objects) is vital as well as the owner matrix (which composes in terms of relating specific objects together) and the owner model (which graphically represent the decomposed and composed objects) are both critical in integrating and standardizing the owner templates and tools of the practitioner. Furthermore, it is an essential part of supporting as well as integrating and standardizing the practitioner's Way of Thinking, Working and Modelling.

Last but not least, it ensures integration of the Enterprise Modelling and Enterprise Architecture objects and artefacts. Bringing an organization that uses the owner way of modelling templates to the highest maturity possible of working not only documented (level 3) or managed (level 4) but enabling optimization, governance and continuous improvement (level 5).

Owner Decomposition & Composition Model

The Owner Decomposition & Composition Model is already shown in Figure 2. As described there it shows the sixteen main areas that provide a starting point that can be used the analysis, decomposition, composition and construction of an owner architecture description.

Owner Model

The Owner Model illustrates the relationship between Owner and:

1. Goal
2. Value Driver
3. Business Measure
4. Risk
5. Organizational Construct
6. Business Area and -Group
7. Business Function
8. Location
9. Contract
10. Product
11. Service Area and -Group
12. Process Area and -Group

The Owner Model is developed applying the corresponding architectural modelling rules. These have been described above in chapter 'Way of Working around Owner aspects'. The corresponding tasks are included in chapter 'Way of Implementing around Owner aspects' below.

Way of Implementing

The Owner Reference Content's Way of Implementation combines the enterprise engineering, enterprise modelling and enterprise architecture principles in an order to apply the way of owner thinking, owner working and owner modelling into the physical and thereby the owner execution.

Most implementations fall short of transforming the business and creating real owner due to the fact that they automate the existing Way of Working around owner concepts. Thereby actually reinforcing a siloed and ineffective way of automation. It is about the possibility to totally rethink the owner flow within the information flow, the service flow, the process flow as well as the measurement and reporting flow. It can fundamentally rethink and transform the different ways of working within an organization.

The Way of Owner Implementation has been developed as a fully integrated part of a Blueprinting and Implementation concept. In this way, the owner aspects can be integrated to any other engineering, modelling or architecture discipline e.g. process, service, application/software, data etc. With this the Way of Implementation provides a uniform and formal implementation concept of where the Owner meta-objects and artefacts can be used. By using decomposition and composition modelling techniques within the 40 steps of the Way of Implementation, the owner objects within the templates can be applied to the relevant subjects within the different layers (business, application or technology). Below the tasks are presented of the Business Layer related implementation steps (step 1 till 8).
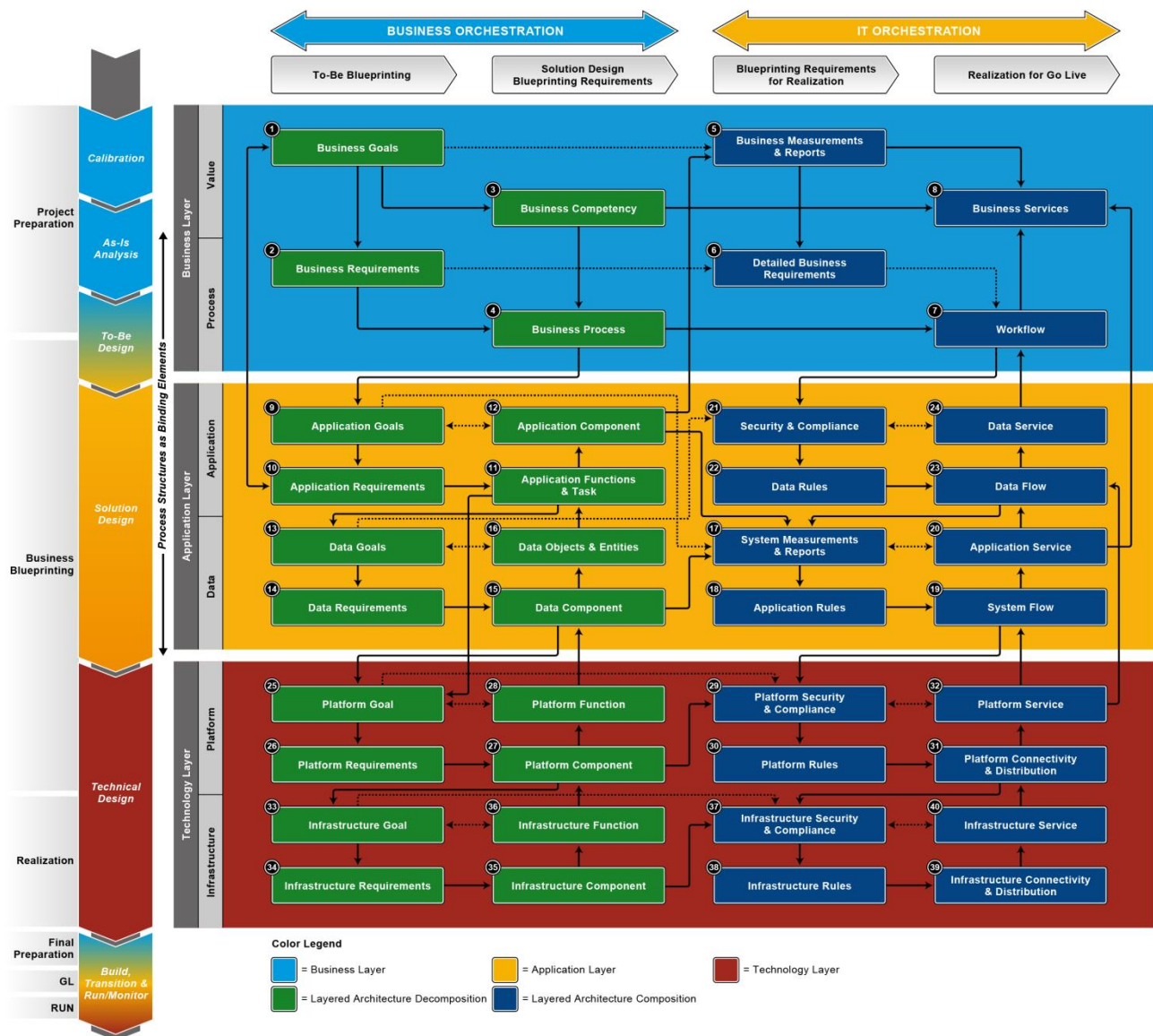
Figure 22: A model showing the 40 Blueprinting & Implementation steps across the Business, Application and Technology Layer.

Example of the Business Layer where the Owner Objects are used or applied within the implementation steps:

Step 1: Owner Objects and the tasks to apply them within the Business Goals step:

- ✓ Matrix: Associate and relate the business owners to the **business goals** (Figure 21).
- ✓ Matrix: Associate and relate the service owners to the **service goals** (Figure 21)
- ✓ Matrix: Associate and relate the process owners to the **process goals** (Figure 21).
- ✓ Matrix: Associate and relate the application and data owners to **application goals** (Figure 21).
- ✓ Matrix: Associate and relate the platform and infrastructure owners to **technology goals** (Figure 21).

✓ Model: Develop an Ownership Model that shows the connection between: 1. Business owner(s), service owner(s) and process owner(s) to **business goals**, 2 Application/system owner(s) and data owners to **application goals**, and 3. Platform owner(s) and infrastructure owner(s) **to technology goals**.

Step 2: Owner Objects and the tasks to apply them within the Requirement step:

✓ Matrix: Associate and link the **high-level business requirements** to each individual business owner, service owner, and process owner (Figure 15).
✓ Matrix: Associate and link the **high-level application requirements** to each individual application/system owner and data owner (Figure 15).
✓ Matrix: Associate and link the **high-level technology requirements** to each individual platform owner and infrastructure owner (Figure 15).

Step 3: Owner Objects and the tasks to apply them within the Business Competency step:

✓ Map: Identify the **owners**: business owner, service owner, process owner, application/system owner, data owner, platform owner and infrastructure owner (Figure 7).
✓ Matrix: associate and tie the **owners**, business owners, service owners, process owners, application/system owners, data owners, platform owners and infrastructure owners to the **organizational construct** (Figure 17).
✓ Model: Develop an Ownership Model to illustrate the relationship between owners and **organizational construct**.
✓ Matrix: Connect and tie the business owner(s) to each respective **business area and group** (Figure 9).
✓ Model: Develop an Ownership Model to illustrate the relationship between business owners and **business areas and groups**.
✓ Matrix: Connect and tie the application/system owner(s) to each individual **application/system**.
✓ Matrix: Connect and tie the data owner(s) to the specific **data**.
✓ Matrix: Connect and tie the platform owner(s) to each individual **platform**.
✓ Matrix: Connect and tie the infrastructure owner(s) to each individual **infrastructure**.
✓ Matrix: Associate and connect business owners to **business functions** (Figure 19).
✓ Model: Develop an Ownership Model to illustrate the relationship between business owners and **business functions**.

Step 4: Owner Objects and the tasks to apply them within the Business process step:

- ✓ Matrix: Connect and tie the process owner(s) to each respective **process area and group** (Figure 13)**.**
- ✓ Model: Develop an Ownership Model to illustrate the relationship between process owners and **process areas and groups**.

Step 5: Owner Objects and the tasks to apply them within the Measurement & reporting step:

- ✓ Map: Identify which **owner**, business owner, service owner, process owner, application/system owner, data owner, platform owner and infrastructure owner has **reporting functionality** (Figure 7).
- ✓ Matrix: Associate and link **reporting** with each of the different owners (business owner, service owner, process owner, application/system owner, data owner, platform owner and infrastructure owner).

Step 6: Owner Objects and the tasks to apply them within the Detailed Requirement step:

- ✓ Matrix: Associate and link the **detailed business requirements** to each individual business owner, service owner, and process owner (Figure 15).
- ✓ Matrix: Associate and link the **detailed application requirements** to each individual application/system owner and data owner (Figure 15).
- ✓ Matrix: Associate and link the **detailed technology requirements** to each individual platform owner and infrastructure owner (Figure 15).

Step 8: Owner Objects and the tasks to apply them within the Business Service step:

- ✓ Matrix: Connect and tie the service owner(s) to each respective **service area and group** (Figure 11)**.**
- ✓ Model: Develop an Ownership Model to illustrate the relationship between service owners and **service areas and groups**.

Owners involved

The following enterprise modelling, engineering and architecture owners are involved in the definition, development and maintenance of the owner templates:

ENTERPRISE MODELLERS	ENTERPRISE ENGINEERS	ENTERPRISE ARCHITECTS
Business Analyst (P)	Owner Engineer (P)	Business Architect (P)
Process eXpert (P)	Technology Engineer (P)	Solution Architect (P)
Owner eXpert (P)	Process Engineer (P)	Owner Architect (P)
Information eXpert (S)	Quality Engineer (P)	Data Architect (P)
Service eXpert (P)	Change Engineer (P)	Service Architect (P)
Transformation eXpert (S)	Software Engineer (P)	Technology Architect (P)
		Process Architect (P)
		Enterprise Architect (P)
		Information Architect (P)

(P) = Primary object/role
(S) = Secondary object/role

Conclusion

While this document should be seen and used as a detailed description of how the owner reference content can be used, it does not have all aspects of the owner reference content and thereby its owner engineering, modelling and architecture content. It attempted to build a basis of a structured way of thinking, working, modelling and implementation of owner objects. It endeavoured to provide a standardized terminology, build common understanding and make available the standardized and integrated owner templates. Enabling practitioners to use the owner reference content to:

- Identify the relevant owner objects.
- Decompose the owner objects into the smallest parts that can, should and needs to be modelled, and then compose the owner objects entities before building them (through mapping, simulation and scenarios).
- Visualize and clarify owner object relationships with the owner artefacts by using maps, matrices and models (alternative representation of information).
- Reduce and/or enhance complexity of owner modelling, owner engineering and owner architecture principles applying the owner decomposition and composition standard (see Decomposition and Composition Reference Content)
- Model the relevant owner objects through the architectural layers (see Layered Architecture Reference Content).
- Adding Owner Requirements (see Requirement Reference Content)
- Provide a structured Owner Blueprinting and Implementation (see Blueprint & Implementation Reference Content).

For further learning around semantic object relations, decomposition and composition, layered modelling, engineering and architecture or how the owner reference content can be used within the other LEADing Practice Reference Contents we refer both to the LEADing Practice Body of Knowledge document as well as the other LEADing Practice Enterprise Standards and their Reference Content on www.LEADingPractice.com.

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