

Chapter 6

Organization Identity: The Business Model

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ABSTRACT

Organizations not only play an increasingly active role in today's society but also address everyday necessities and concerns of individuals. To achieve a competitive advantage, it is becoming more and more necessary that organizations perform efficiently in order to survive. As organizations can be defined as a group of people who work together to obtain common results, it is imperative that all its constituents represent themselves as part of the whole. Essential issues belonging to self-identity such as: who is the organization, what it does, for whom it operates, and what its core values are can be answered by building a Business Model. In this context, the Business Model and artifacts like the Business Motivation Model, which help to specify the enterprise business architecture, can be complementary. This paper shows how the Portuguese Air Force developed its generic Business Model and describes two example of application in the strategic and operational levels.

INTRODUCTION

Organizations appear as a response to the needs that society presents. Since their appearance, their business practice, irrespective of their activity, should produce something in order to receive value in return.

In order to identify the feasibility of a particular business, concepts such as Mission, Objectives and Strategy (BRG, 2007), should be clearly presented and should also identify the final state seeking to be achieved and how to obtain it.

All organizations are situated in dynamic environments. It is important that both internal and external participants clearly understand

the information about the substance of “Being” (Páscoa & Tribolet, 2008).

A Business Model responds to a number of important questions about the organization, such as: “who we are”, “what we do”, “how we behave”, “what are our values”.

From the combination of Enterprise Architecture (EA) with the Business Model arises, not only the definition of the executable internal business (Páscoa & Tribolet, 2008), but also the presentation of substantial information about the organization allowing its classification, internally and externally. In fact, by way of example, it is worth mentioning that the presentation of the EA of a complete and well structured organization, together with a Business Model can answer questions about identity, regarding: (1) an understanding of the contribution of each of the internal actors to achieve the objectives, (2) an understanding of the flight plan of the organization, (3) an understanding of identity, resources and values.

Accordingly, this paper presents the concepts necessary for the definition of EA in an organization, taking as reference the Business Motivation Model (BMM) (BRG, 2007) and also the concepts that underpin the creation of a Business Model. In addition, a generic Business Model for the Portuguese Air Force and two examples of application are proposed.

The document is divided into four paragraphs. The first paragraph introduces the document. The second paragraph presents relevant literature on the mentioned concepts. The third paragraph focuses on the creation of the proposed Business Model for the Air Force. The final paragraph is a brief conclusion of all the work.

ENTERPRISE CONCEPTS

When a person meets another he introduces himself by stating what his name is. The same should be

valid for organizations, which should introduce themselves by stating who they are.

Areas of scientific knowledge are seeking to understand the organization, developing models and methodologies to apply in order to gain situational awareness.

The Center for Organizational Design and Engineering, the Technical University of Lisboa and the Portuguese Air Force (represented by the Air Force Academy) have been working together, using organizational and design engineering to further investigate and consolidate organizational concepts.

In this paragraph brief references will be made to the concepts used by organizational and design engineering while studying the organization: Business Motivation Model, Business Model, Business Strategy, Nonprofit Organizations and Values.

Organizational and Design Engineering

An organization can be defined as a group of people working together to achieve a common goal. This, too, can be seen as an aggregate of two or more people who carry out joint activities individually or coordinated and controlled within a certain environment in order to achieve a common result.

All organizations, knowing the environment in which they are inserted, must have their fundamental principles and objectives coordinating the human and material resources needed to carry out its business. Organizations should also seek excellence through efficiency and effectiveness in pursuit of quality in the services they provide, because only in this way they can continue their existence.

Universities and Institutes in the civilian world are currently going deep into investigating the integration of knowledge coming from different fields and paradigms. One of these fields of interest is Organizational Design and Engineering (ODE),

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