Ripose

Ripose technique
Knowledge, business and dungeons and dragons

The purpose of this document is to identify the similarities between business, a game and the knowledge a person requires to play a role in either

Contents

Version 0.01/30

Date 8 March 2001

Author Charles Richter

Date printed 8 March 2001

This document was prepared using Word for Windows 97.
Printed in Australia.
1/2001

Preface

Purpose

The purpose of this document is to identify the similarities between business, a game and the knowledge a person requires to play a role in either

Intended audience

General

Document structure

Introduction	Sets the scene as to why a business simulator is the correct course of action.
Choices	Provides a number of different business simulation models.

Associated documents

Ripose technique savings - fact sheet v0.05

Ripose technique savings2 – fact sheet v0.05

Ripose Technique seven steps – white paper v0.02

Ripose compiler – Getting started guide v0.03a

Overview

'What has knowledge got to do business and dungeon and dragons?'

First I will answer the question 'what has business got to do with dungeons and dragons', Then I will tackle the knowledge issue.

What has business got to do with dungeons and dragons?

To answer this question it will be necessary to understand what the game of dungeon and dragons is all about as well as what business is all about.

No small task, after all it can take a lifetime to come to grips with either. However in the next few paragraphs I will endeavor to explain both and to show why the game of dungeons and dragons in fact mimics business.

I will start of by first tackling the game of dungeon and dragons, then business and finally what they have in common.

Dungeons and dragons

Most people today have either heard of, played or watched others play dungeons and dragons. The simple aim of the game is to reach the heart of the dungeon, uncover all it's secrets and obtain the treasure.

To play the game you needed the following participants:

- A dungeon master - to build the dungeon, set the traps, develop the defenders properties (strength, ability, wisdom), develop the incentives along the way and decide on the ultimate treasure
- The players - to create their characters providing them with the properties of strength, ability and wisdom. They would then work together as a team to help one another through the maze

Games could take quite some time (depending on the skill of the dungeon master) and not every participant would see the game out to the very end.

With the advent of technology, a number of variations of dungeons and dragons have been developed, but the format seldom varies. They run on a computer, which overcomes the need for one of the participants to play the role of the dungeon master. In addition, a single player can now play the game and is capable of saving the game whenever he/she feels the need.

Once the player has mastered the various levels developed by the developer (dungeon master), he/she can sometimes choose to use the internet to join others. This helps develop teamwork, however, it introduces the same problem as the manual game, i.e. what happens when a person is disconnected from the net or simply wants to quit.

Business

Just about every person has been involved with a business in one form or another. The simple aim of a business is to develop an offering, find a market, identify the sales channels and survive.

To be in business you need to have the following participants:

- Stakeholders - to fund, create ideas, design, develop and operate the business
- Purchasers - to buy what the stakeholders have developed

Business development can take a long time and not every stakeholder will be there over the life of the business.

Over the centuries a number of techniques (also called methodologies) have been developed to help stakeholders understand their businesses better. Some of them have been computerised to help speed up the processes.

Business and dungeons and dragons

So, is there a similarity between business and dungeons and dragons?

The simple answer is yes.

- The dungeon master is the market
- The players are the stakeholders in the business

You may say "But the 'art of playing' at business is somewhat more complicated than playing a computer game"!

You are quite right, but the rules are basically the same:

- The market decides on the ultimate treasure (starts off as a dream or wish) then sets the traps (incomplete specifications, red herrings and blind alleys) and creates the defenders (laws and regulations)
- The stakeholders in the business hire personnel to examine the idea, test whether it is viable by designing prototypes, develop the end product and present the product back to the market place

And think about it, stakeholders often end up buying the offerings from the business.

Business hypothetical

If businesses were as simple as dungeons and dragons there would be no real problems. But problems there are and in abundance. So what are the major problems that face stakeholders?

Having a good idea or offering is not enough to survive. Let me ask you the following:

- If you sold expensive cars, would you allow a learner driver to demonstrate the car to a potential buyer?
- If you owned a number of multi million dollar, state of the art aircraft, would you risk the lives of your passengers by allowing a trainee pilot to fly it without the proper training?
- If you owned a business, would you allow a business analyst to propose solutions to your business problems without them first demonstrating their abilities to do so?

The only logical answer to both these questions is '*no*'.

Before assigning responsibility to a learner of any vehicle the person should be capable of displaying his/her level of competence. In today's technological world, there are a number of sophisticated computer and physical simulators that enable a person to train without fear of mishap costing any physical damage to your valuable resources - personnel, money, plant and equipment.

Perhaps if you provided them with a simulator, they could use it to demonstrate their prowess.

Over the years, a number of techniques to have been developed to assist simulate a business before actually committing the ideas to 'bricks & mortar'.

The problem is, which simulator do you choose?

Without understanding all the techniques on the market, the answer is which ever your advisors feel most comfortable with. The problem is, does the technique offer the best value for your money?

Over the past 2 decades we have come into contact with, studied, analysed a number of techniques, as well as having designed and constructed one of our own. The following represents the four major classes:

- Traditional - a straight forward approach
- Best practice - provides you with a number of choices of tried and tested approaches
- Business process reengineering - provides you with a number of approaches to getting the business flow correct
- Ripose - a hybrid of all the above

To help explain how these techniques work (and without going into too much technical detail), we have created a number of simulators that should help you make up your mind as to which one to choose, regardless of what your advisors say. After all, you are the one that 'owns' the business

Your choice

Which simulator do you choose?

The only logical answer is the one that provides the best-cost effective approach.

To identify that one may take a bit of time. You may need to work through each model to uncover the answer and this may take some time.

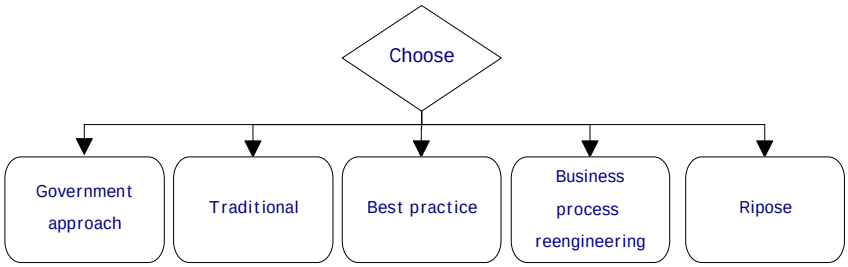
For a detailed explanation of each simulator, please refer to the Ripose Technique - Comparisons document.

We are developing a costing application to assist you with this endeavor. In the meantime we have provided you with templates that can be used. The format can be easily copied and pasted into any commercial spreadsheet program to make the calculations easier.

Simulators

The four major simulators provided are as follows

- An Australian government department approach
- The traditional approach - Plan-analyse-design-construct
- The use of best practices
- Business process reengineering
- The Ripose technique



Each simulator provides a number of common items. They are

- The phase the simulator uses - e.g. Planning
- The strategic elements - e.g. Critical success factor
- Count - The number of objects collected
- Days - The number of elapsed days to complete the collection of strategic elements
- Cost - The costs associated with time spent by at least 3 categories of personnel (external and internal consultants and your own management). For this item, you will need to estimate the following
  - An average daily rate for each of the 3 categories of personnel
  - How many of each category you think will be required for each task

The problem is, which one will you choose?

The time has now come for you to choose,

Government approach

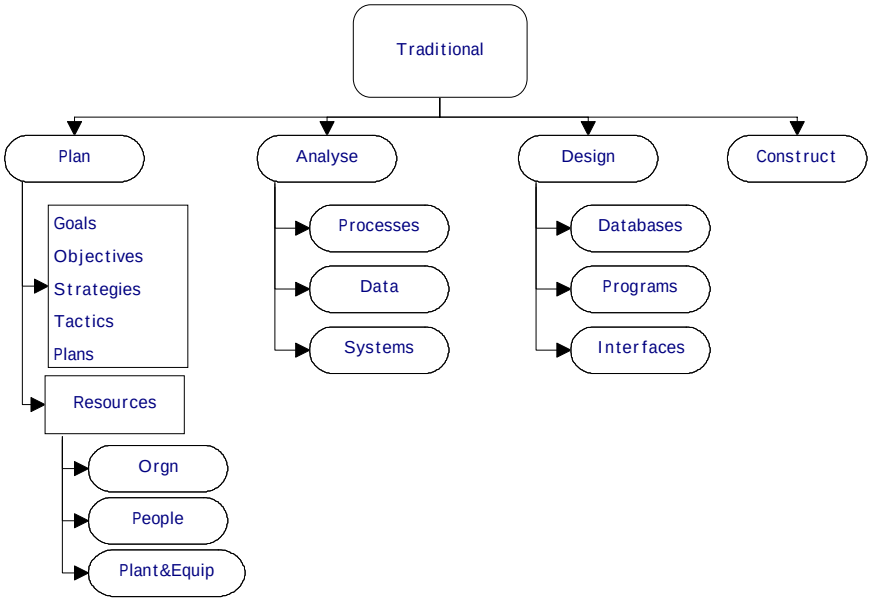
In 1991 the Australian commonwealth Department of Finance issued a corporate information technology planning approach as a guide to developing a business driven IT Strategy (ISBN 0 642 16643 9). Please refer to this document for the detailed flow chart depicting the steps you will need to go through in order to achieve the outcome.

The following table can be used to calculate the total cost of carrying out this approach.

Phase	Strategic elements		Count	Days	Cost
Plan	Corporate	Mission	1		
		Objectives			
		Performance indicators			
		Critical success factors			
		Programs			
	IT	IT mission	1		
		Skills			
		Critical success factors			
		Limitations & risks			
		Performance indicators			
	Resources	Organisation chart			
		People			
		Plant			
		Equipment			
Analyse	Information	Data flow diagrams			
		Entities			
		Value matrices			
	Systems				
	Projects				
	Applications				
	Technical requirements	Framework			
		Policies			
Design	Systems				
	Data base				
	Programs				
	Graphical interfaces				
		Totals			

Traditional approach

This approach provides the basic building blocks. The following flow chart depicts the steps you will need to go through in order to achieve the result you want.



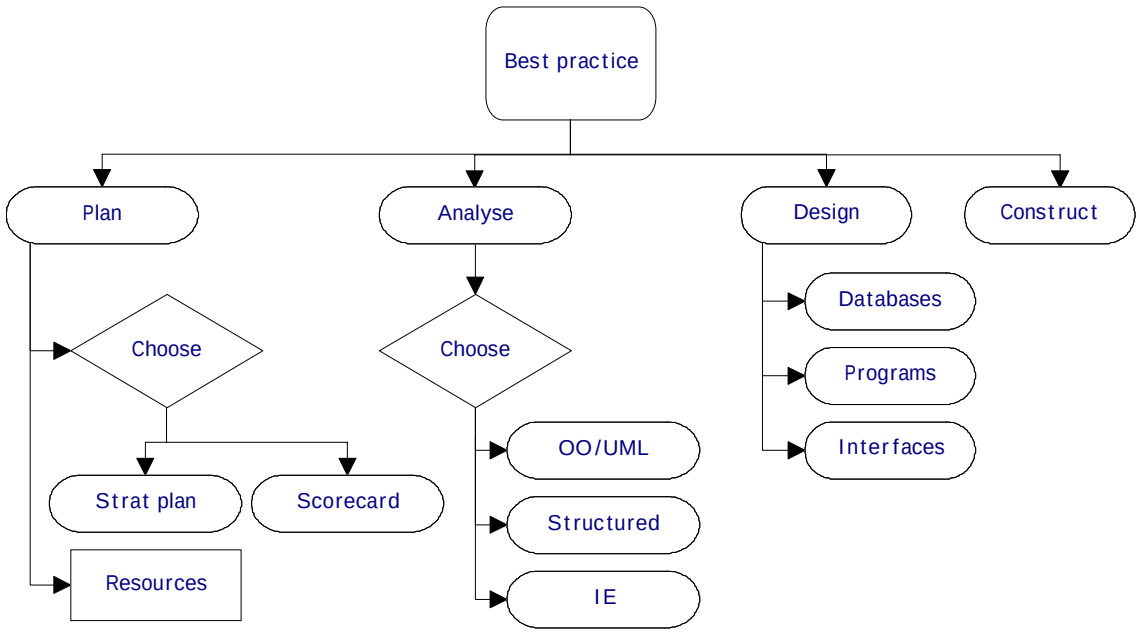
The following table can be used to calculate the total cost of carrying out this approach.

Phase	Strategic elements		Count	Days	Cost
Plan	Business objects	Goals			
		Objectives			
		Strategies			
		Tactics			
		Plans			
		Measures			
	Resources	Organisation chart			
		People			
		Plant			
		Equipment			
Analyse	Processes				
	Data				
	System				
Design	Data base				
	Programs				
	Graphical interfaces				
		Totals			

Best practice

This approach provides you with a number of techniques regarded as being 'best of breed'. One of the strengths of this approach is that you get to choose the approach you feel most comfortable with.

The following diagram shows choices you can make:



You may want to repeat this exercise for the following cases:

Planning phase	Analysis phase
Business balanced scorecard	Object orientation - UML
	Information engineering
	Structured
Strategic planning	Object orientation - UML
	Information engineering
	Structured

Balanced scorecard and object orientation

The following table can be used to calculate the total cost of carrying out this approach using the above combination.

Phase	Strategic element		Count	Days	Cost
Plan	Perspectives		4	1	16,828
	Objectives		37	6	155,659
	Measures		41	61	172,487
	Organisation chart				
	People				
	Plant				
	Equipment				
Analyse	Core elements	Meta-classes			
		Meta-associations			
		Meta-attributes			
	Auxiliary elements	Dependencies			
		Templates			
		Physical structures			
		View elements			
Design	Extension mechanisms	Dependencies			
		Templates			
		Physical structures			
		View elements			
	Data bases				
	Programs				
	Graphical interfaces				
		Totals			

Balanced scorecard and information engineering

The following table can be used to calculate the total cost of carrying out this approach using the above combination.

Phase	Strategic element	Count	Days	Cost
Plan	Perspectives	4	1	16,828
	Objectives	37	6	155,659
	Measures	41	61	172,487
	Organisation chart			
	People			
	Plant			
	Equipment			
Analyse	Entity relation diagrams	160		1,231,500
	System clusters			
	Procedure models			
Design	Data bases			
	Programs			
	Graphical interfaces			
	Totals			

Balanced scorecard and structured techniques

The following table can be used to calculate the total cost of carrying out this approach using the above combination.

Phase	Strategic element	Count	Days	Cost
Plan	Perspectives	4	1	16,828
	Objectives	37	6	155,659
	Measures	41	61	172,487
	Organisation chart			
	People			
	Plant			
	Equipment			
Analyse	Data flow diagrams			
	Data stores			
Design	Data bases			
	Programs			
	Graphical interfaces			
	Totals			

Strategic planning and object orientation

The following table can be used to calculate the total cost of carrying out this approach using the above combination.

Phase	Strategic element		Count	Days	Cost
Plan	Vision		1	0.05	8,428
	Mission		1	0.05	8,428
	Objectives				
	Strategies				
	Plans/tactics				
	Organisation chart				
	People				
	Plant				
	Equipment				
Analyse	Core elements	Meta-classes			
		Meta-associations			
		Meta-attributes			
	Auxiliary elements	Dependencies			
		Templates			
		Physical structures			
		View elements			
Design	Extension mechanisms	Dependencies			
		Templates			
		Physical structures			
		View elements			
	Data bases				
	Programs				
	Graphical interfaces				
		Totals			

Strategic planning and information engineering

The following table can be used to calculate the total cost of carrying out this approach using the above combination.

Phase	Strategic element	Count	Days	Cost
Plan	Vision	1	0.05	8,428
	Mission	1	0.05	8,428
	Objectives			
	Strategies			
	Plans/tactics			
	Organisation chart			
	People			
	Plant			
	Equipment			
Analyse	Entity relation diagrams	160		1,231,500
	System clusters			
	Procedure models			
Design	Data bases			
	Programs			
	Graphical interfaces			
	Totals			

Strategic planning and structured techniques

The following table can be used to calculate the total cost of carrying out this approach using the above combination.

Phase	Strategic element	Count	Days	Cost
Plan	Vision	1	0.05	8,428
	Mission	1	0.05	8,428
	Objectives			
	Strategies			
	Plans/tactics			
	Organisation chart			
	People			
	Plant			
	Equipment			
Analyse	Data flow diagrams			
	Data stores			
Design	Data bases			
	Programs			
	Graphical interfaces			
	Totals			

Business process reengineering

There are as many different approaches to BPR as there are organisations offering them. To analyse all of them would be time consuming and probably impractical.

This section will examine a number of BPR methods and demonstrates that BPR cannot be regarded as a unified approach to solving the problem of either gathering user requirements, or discovering what processes an organisation requires to make it more efficient.

The approaches are:

- The Davenport & Short 5 step approach
- Knowledge Based Systems, Inc. (KBSI)
- The ECOPI approach
- BPR education series
- Proforma

The Davenport & Short 5 step approach

Phase	Strategic element	Count	Days	Cost
Develop the business vision	Vision	1	0.05	8,428
Develop process objectives	Objectives			
Understand and Measure the Existing Processes	Processes			
Identify the processes to be redesigned	Selected processes			
Design and build a prototype of the new process	Databases			
	Programs			
	Graphical interfaces			
	Totals			

Knowledge Based Systems, Inc. (KBSI)

Phase	Strategic element		Count	Days	Cost
Function modelling	Business functions				
Information modeling	Information classes				
Data modeling	Data				
Process description capture method	Processes				
Analyse	Core elements	Meta-classes			
		Meta-associations			
		Meta-attributes			
	Auxiliary elements	Dependencies			
		Templates			
		Physical structures			
		View elements			
Design	Extension mechanisms	Dependencies			
		Templates			
		Physical structures			
		View elements			
	Data bases				
	Programs				
	Graphical interfaces				
Ontology description capture method	Organisation				
	People				
	Plant & equipment				
		Totals			

The ECOPI approach

Phase	Strategic element		Count	Days	Cost
Define	Management strategies				
	Functional objectives				
	Baselines	Process			
		Data			
		Information systems			
Analyse	Activities				
	Systems				
	Data				
Execute	Data bases				
	Programs				
		Totals			

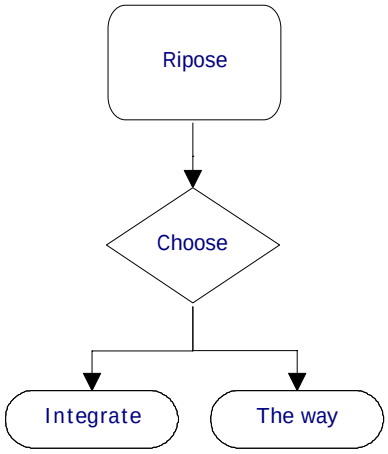
BPR education series

Phase	Strategic element	Count	Days	Cost
Plan	People			
	Boundaries			
Analyse	Vision			
	Mission			
	Objectives			
	Strategies			
	Tactics			
	Data			
	Processes			
Design	Systems			
	New processes			
	Data bases			
	Programs			
	Graphical interfaces			
Evaluate	Measures			
	Totals			

Proforma

Phase	Strategic element	Count	Days	Cost
Business modeling	Organisation chart			
	Location model			
	Goals			
	Processes			
	Business objects			
	State models			
System design	Systems			
	Data			
	Databases			
	Programs			
	Graphical interfaces			
	Totals			

Ripose



Integration with Ripose

This approach provides you with a way to integrate business statements developed using either the traditional, best practice or business process reengineering approaches with the Ripose Technique. The following table can be used to cost this approach:

Phase	Task	Strategic element	Count	Days	Cost
Mark up	Align objectives	Critical success factors	11	0.4	
	Attachment	Mission	4	0.2	
	Develop purpose	Purpose	1	0.1	
	Attachment	Measures			
Repository work	Record business objects	Purpose	1	0.1	
		Missions	4	0.1	
		Critical success factors	11	0.2	
		Measures			
		Systems			
		Actions			
Workshops	Information modelling	Knowledge			
	System modelling	Actions			
		Systems			
	Data modelling	Facts/attributes			
		Data bases			
	Procedure modelling	Processes			
		Applications			
		Totals	32	1.0	

Ripose - the way

This approach provides you with the way to develop the business using the Ripose technique.

Function	Phase	Task	Strategic element	Count	Days	Cost
Core	Conceptual design	Information	Goals	16	3	5,216
			Measures	140	4	45,640
			Knowledge	350	5	114,100
		System	Actions	7 - 10	1	3,260
			Systems	10 - 40	5	13,040
	Logical design	Data	Facts	800 – 2,000		
			Database	120		
		Process	Process	100		
			Application	480 – 1,000		
Ancillary	Plan	Business objects	Vision	1		
			Mission	1		
			Objectives			
			Strategies	7-10		
			Plans	10 - 40		
		Resources	Organisation			
			People			
			Projects			
		Metrics	Service level agreements			
Generator	Physical design	Prototype	Working model			
		Implementation	Production system			
			Totals	3,776	18	181,256


Choose
Traditional
Best practice
Ripose
Plan
Goals
Objectives
Strategies
Tactics
Plans
Resources
Orgn
People
Plant&Equip
Analyse
Processes
Data
Systems
Design
Databases
Programs
Interfaces
Construct
Plan
Choose
Strat plan
Vision
Mission
Objectives
Strategies
Plans
Scorecard
Perspectives
Objectives
Measures
Analyse
Choose
OO/UML
Busn obj
System obj
Structured
Data flows
Data stores
IE
ERD
Systems
Proc models
Choose
Integrate
Mark up
Record Obj
Business
Systems
The way
Plan
Busn statements
Resources
Orgn
People
Assignments
Concepts
Information
Systems
Design
Logic
Data
Processes
Construct

Index

Identification

General

Title	Business simulator
Subject	Ripose technique
Author	Charles Richter
Version/revision	v0.02/10, 31 January 2001
Abstract	The purpose of this document is to provide its viewer with a number approaches to develop business simulation models.
Keywords	Ripose technique, Business simulator
File name	E:\RIPOSE\COURSES\BusinessSimulator\Ripose Technique - business simulator v0.02.doc

Creation details

Creation date	31 January 2001, 07:53

Modifications details

Change date	31 January 2001, 13:30
Changed by	Charles Richter
Last printed	8 March 2001, 12:20

Revision history

Version	Date	Change description
v0.02	10 March 2001	Initial release