

Assets and Resources in The Next Normal

WHO NEEDS ASSETS?

For most people, an asset is simply a fancy label for something that they have decided is both important and privately retained.

Retention doesn't have to be exclusive, but it does have to offer uncontested availability -- which inspires the attitude that it is "my" asset.

Less obvious is that many "assets" sit "on the shelf" -- appearing to be largely unused. But the notion of "use" is tricky; an asset may have a "value" that changes several times a day because it is available for use but the current conditions from one moment to the next would dictate how useful it would be.

Sharing is one way that an asset may have a more consistent value: the asset can be passed around from one user to another, where the users are being selected because they are in the conditions where the asset is most likely to have the desired value. And another way to "pass the asset around" is to simply make the conditions of the user a prerequisite to making the asset available to the user, and then leave it available only for all of those qualified users.

The most obvious way to do that kind of sharing is to put a price on the asset. The price tag is simply a description of the prerequisite condition for getting access to the asset. The prerequisite could be a password, a promise, an identity, or of course another asset.

So what happens if there is no price on the asset? It can mean two different things. It can mean that there is no prerequisite. Or it can mean that there is no existing offer to share it.

In the latter case, preventing sharing would require unconditional exclusivity, and there are various ways to accomplish that. The differing ways might make the asset undetectable, unavailable, or unusable to any party that does not already have access. However, making the asset exclusive doesn't mean that it automatically has much importance nor much duration of retention by the party that does have access.

In the former case, the asset is considered to be "free".

But whether the asset is free or not, the **interest** in the asset is usually about **what it can be used for**.

RESOURCES

A simple way to keep track of the interest is with the idea of "**resource**". A resource is simply "an asset with a job" -- as soon as the asset is assigned to a purpose, it becomes a resource.

What we wind up caring about is whether the asset is going to reliably show up for work.

In a world of "free" assets, three strategies for **resource assurance** are plainly visible, with interesting differences in their point of view and in their idea of what controls are relevant. Here, they are listed in sequence of increasing control.

One strategy for resource assurance -- a "pull" strategy -- is sharing, through Crowd Sourcing.

- One characteristic of this is the expectation that sharable assets will be **requested** for duty as resources, without high predictability of the availability.
- Typically, this is recognizable as a "**loan**"
- In the web era there is dramatically *greater access to assets that virtually have no price other than their delivery, and the abundant supply of them makes exclusivity irrelevant.*
- In this scenario, **asset quality may not even have priority over asset availability**. There is a notion of "*minimum viable qualifications*" in effect, represented by a **profile**.

A second strategy for resource assurance -- a "push" strategy -- is also sharing, through Open Sourcing.

- This option is comparatively distinguished by the expectation that shareable assets will be **offered** for duty as resources even if their assignment is not fixed.
- Typically, this is recognizable as an "**option**".
- There is a definite possibility that *changes in the timing and direction of utilization of assets will occur.*
- That possibility presents **expectations of both flexibility and uncertainty**, which may be tolerable with either a **framework or a policy**. There is a notion of "*adequate propriety*" in effect, sometimes referred to as "necessary and sufficient".

The third strategy for resource assurance -- a "hold" strategy -- is to enforce exclusive retention, through Ownership.

- This removes most competition for the asset while keeping it in reserve, which allows **re-purposing** and re-use.
- Typically this is recognized as a "**property**".

- There is a definite possibility that the kind of *impacts needed from assignments to the assets will change* the idea of what capacity must be maintained.
- The issue in this scenario is to preserve the "internal market" value of the asset just in case the asset needs to be traded for a different one. It calls for **maintaining much more attention to the complete set of asset qualities** (properties and attributes) that come with its being retained. There is a concept of "*being redeemable*" in effect, backed by a **configuration**.

Managing Assets to Assure Availability of Resources

Resource assurance strategy	Asset acquisition method	Asset acquisition mode	Resource capacity basis	Key value preconditions	Asset value criteria	Assurance Requirement	Description of record
Pull	Crowd Sourcing	Request	Loan	Abundance of supply	Availability over quality	Minimum viable qualifications	Profile
Push	Open Sourcing	Offer	Option	Changes in utilization	Flexibility vs. uncertainty	Adequate propriety	Policy or framework
Hold	Ownership	Re-purpose	Property	Impacts of assignments	All qualities of the asset	Being redeemable	Configuration

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PRODUCTIVITY

Some parties or organizations routinely face demand from other parties, to:

- immediately *deliver creativity (ad hoc production)*
- immediately *create delivery (rapid development)*
- create *immediate deliverables (provision on demand)*

Those have important and interesting correspondences to the assurance strategies that "supply" resources into the lifecycle stages of production:

- **Crowd Sourcing** typically supports ad hoc production by removing the barrier of limited asset capacity. In general, this is facilitated by a **broker** who represents the request of the producer. In particular it helps with creating critical capacity in **synch with the occasion** of opportunity. Under management, this also aims to optimize consumption of achieved capacity.
- **Open Sourcing** typically supports rapid development by removing the restriction of requiring proprietary assets. In general, this is facilitated by an **agent** who represents the offer of the asset donor. In particular it helps with **timely realignment** to requirements imposed on production objectives. Meanwhile, under management, a high priority here is to calibrate capabilities to acceptable risks.
- **Ownership** (self-sourcing) typically support provision on-demand by maximizing the certainty of

asset availability. In general, this is facilitated by an **administrator** who represents the underwriter of the assets. In particular it helps with **compliance to quality** based on regulated design for controlled impacts. However, under management, one of the most important benefits is to *proactively* provide sufficient choice.

With the above perspective on assets and resources in mind, the differences between types of resources can be logically mapped to production objectives based on the **type of effectiveness** that is needed instead of on the type of asset.

For example:

- Asset types can be objects, data, and actions.
- Corresponding resources can be tools and products; communications and instructions; procedures and other labor. In effect these are role assignments for the assets.
- Resource effectiveness includes the considerations of efficiency, timing, relevance, alignment and so on reflected as solution objectives in the assurance strategies.

Because this set of correspondences follows the **derivation** of resource utilization from assets, it does not arbitrarily include nor exclude any asset type from being committed to an assignment that distinguishes the type of a resource.

Managing Derived Resources

Asset acquisition method	Asset acquisition mode	Acquisition objective	Asset value criteria	Management objective
Crowd Sourcing	Broker	Synch with Opportunity	Availability over quality	Optimize capacity consumption
Open Sourcing	Agent	Timely realignment	Flexibility vs. uncertainty	Calibrate capabilities to risks
Ownership	Administrator	Compliance to Quality	All qualities of the asset	Provide sufficient choice

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In turn, that logic, and the objectives of resourcing, explains how assets apply to innovation, XaaS, collaboration, “freemiums”, services, and many of the other defaults that have collectively and concurrently become “the next normal” of production.