

4 Application to financial planning

The example of this section concerns the process of portfolio management of financial instruments.

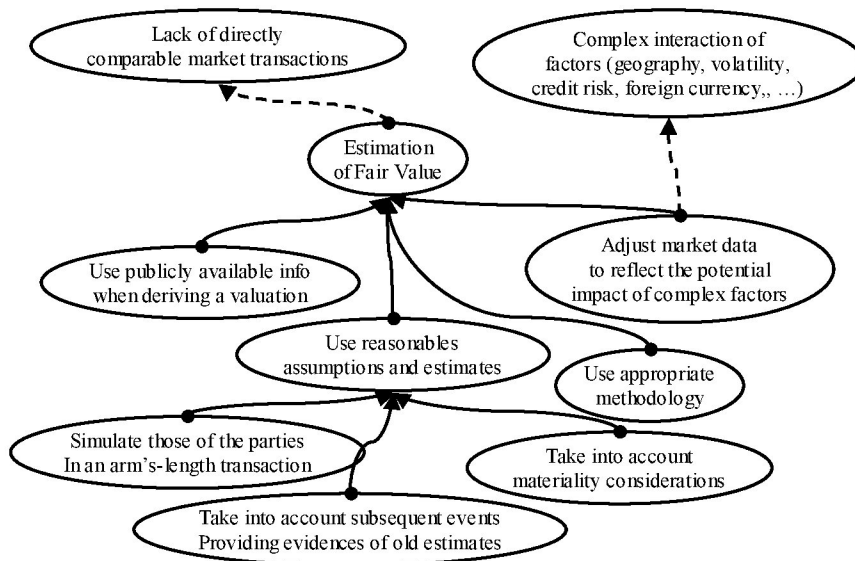


Abb. 3. The goals analysis of the Fair Value concept is the basis of the processes definitions.

The management of unquoted financial instruments is especially difficult. In order to define the process model of unquoted financial instruments, a goal-oriented analysis of the process is done, as can be seen in Figure 3. This analysis helps to structure the content of international standards, such as the IAS 39 « *Financial Instruments: Recognition and Measurement* » [2], into a process model compliant to ISO/IEC 15504. This results into a description of the different processes useful for the management of a portfolio of unquoted financial instruments: the process of *recognition, derecognition, impairment, measurement method selection, measurement method application* (i.e. measurement), *information collection and validation*, ... are described through their goals they have to fulfill, instead of their operational or regulatory details. This will be the cornerstone of the *Business Unit Manager* to define the process performance indicators. For instance, he can define the effectiveness of the measurement process by assessing the number of subsequent events invalidating previous estimates. Note that the indicators that can be given by the ISO/IEC 15504 process models concerns both performance and operational risks. This implies that they can be used to evaluate the incentives given to the employees,