

INFORMATION DEVELOPMENT USING MIKE2.0

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MIKE2.0 *Method for an Integrated
Knowledge Environment*

The open source standard for Information Management

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Information Development Using MIKE2.0

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CONTENTS

Credits	xi
About the Book.	xiii
Introduction	xv
<i>Technology Isn't the Panacea That Futurists Expected</i>	<i>xvi</i>
<i>The Information and Digital Revolutions</i>	<i>xvii</i>
How Can MIKE2.0 Help?	xix

CHAPTER 1

WHAT IS MIKE2.0?	1
<i>Who Created MIKE2.0?</i>	<i>1</i>
<i>MIKE2.0 Leadership Team</i>	<i>2</i>
<i>MIKE2.0 Governance Association</i>	<i>3</i>
<i>Key Concepts of MIKE2.0</i>	<i>5</i>
<i>Content Model for MIKE2.0</i>	<i>7</i>

CHAPTER 2

OVERALL IMPLEMENTATION GUIDE.	15
<i>Overview and Key Concepts</i>	<i>15</i>
<i>Rationale.</i>	<i>25</i>
<i>The Five Phases of MIKE2.0</i>	<i>30</i>
<i>Summary of the Overall Task List Across the Five Phases.</i>	<i>46</i>
<i>Usage Model</i>	<i>98</i>

CHAPTER 3
MIKE2.0 SOLUTIONS OVERVIEW 101

Core Solution Offerings 101
Business Solution Offerings 107
Product Solution Offerings 107
Vendor Solution Offerings 108
Composite Solutions Offering 109

CHAPTER 4
SELECTED MIKE2.0 SOLUTIONS 111

Enterprise Information Management Strategy 111
Data-Driven IT Transformation 115
Information Governance 121
Semantic Enterprise 136
Enterprise 2.0 159
Networked Information Governance 166
Big Data 174

CHAPTER 5
SAFE ARCHITECTURE 193

Executive Summary 193
How SAFE Relates to the Complete Enterprise View 195
How SAFE Relates to the MIKE2.0 Methodology 198
Overview of the Major Components of the SAFE Architecture 203
Metadata Management Architecture 205

CHAPTER 6
SUPPORTING ASSETS IN MIKE2.0 209

Tools and Technique Papers 209
Deliverable Templates 270
Capability Statements 272
Software Assets 274
Engagement Management Assets 276
Project Examples 278

CHAPTER 7
POPULAR BLOG POSTS 279

DQ vs. BI 279
Systems Thinking 281
CIOs Need to Measure the Right Things 282
Information Overload and Innovation 284
Master Data Management: Does an Effective Solution Exist? 285

CHAPTER 8
MIKE2.0 IN ACTION 287

References for MIKE2.0 287
References for the Open Methodology Concept 289

Bibliography. 293

Index. 295

About the Authors 307

Members of MIKE2.0 Governance Association 309

CREDITS

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Brenda Somich has been our community manager since 2009 and has been the heart and soul of our community engagement.

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INFORMATION DEVELOPMENT USING MIKE2.0

At the time of writing, more than 7,000 people are part or have been part of the MIKE2.0 online community, many of which also deserve recognition for their contributions. Here is a list of top users to take credit on behalf of the full MIKE2.0 community:

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ABOUT THE BOOK

The Information Development concept and the MIKE2.0 Methodology have been available in a collaborative online fashion since 2006. MIKE2.0 was developed online so that it would be freely available, editable by a global community, and take advantage of web techniques for linking and organizing content. A print version has advantages as well, however, so this book was born!

That said, it is important for information professionals to still use the online version because it continues to evolve and provides a much greater depth of content.

The online version is available at www.openmethodology.org.

INTRODUCTION

*Information is not new, but managing
it in large quantities is.*

WHILE INFORMATION HAS been around since the dawn of time, humans have only in the past few thousand years managed to accumulate it in such large quantities that it needed management. And we accelerated that accumulation beyond anything imaginable just a few decades ago.

Over these pioneering years, many people came to the Information Management (IM) challenge from different angles. There are those who built the early database systems and evolved structured techniques such as relational data modeling. There are others who came from traditional library science disciplines that have evolved into more general content management. Finally, there are the record managers who have maintained responsibility for semistructured data.

Each of these disciplines has its own approaches, language, and perspective. However, modern technology and associated business needs make no distinction, and all three groups are being forced to bring their capabilities together and come up with a common approach.

This is where MIKE2.0 (Method for an Integrated Knowledge Environment) comes in. Born of a need for consistent terminology, it has grown to provide a common method, architecture, and techniques. In its early days, there was an enormous temptation to seek a mandate as a standard, but the community has recognized that the most successful techniques win their place in common use through their inherent usefulness rather than seeking the mandate of authority.

TECHNOLOGY ISN'T THE PANACEA THAT FUTURISTS EXPECTED

In the 1970s and 1980s, many writers mused that the increasing computing capability available to business and government was going to greatly reduce the work required to run our economy and society. We were told that in the twenty-first century, our biggest challenge would be to decide what to do with all our leisure time!

Books such as Alvin Toffler's *Future Shock* and contemporary magazines accurately predicted many aspects of a twenty-first century knowledge society. However, almost all futurists included in their predictions an anticipation of a huge reduction in the time dedicated to our work. *Mechanix Illustrated* published an article in 1968 titled "40 Years in the Future" that confidently stated:

People (will) have more time for leisure activities in the year 2008.
The average work day is about four hours.

The reality has turned out to be very different. The issue is not that computers didn't achieve the levels of process automation that were anticipated. Rather, the flexibility of automation has generated vast quantities of data and information at every step that its stakeholders expect to integrate with information from every other step in every other process.

Boarding a flight used to involve just information associated with a plane ticket and boarding pass. Today, the flexible processes that computers have enabled result in hundreds of pieces of information associated with the passenger, purchase, itinerary, and even the technology used to check in for the flight.

While middle management has been freed up from much of the drudgery of clerical functions, the effort has been replaced many times over by the complexity of trying to assemble data and information in a usable form to make sensible business decisions.

Technology projects cost too much and are getting much more expensive despite the continual reduction in the cost of the computing capacity itself. Despite the elimination of many clerical roles from organizations, there is a shortage of available staff to run businesses. The status quo is not sustainable.

In the 1980s, most businesses had just one way to complete each major process such as bringing on new staff, registering new customers, and creating products. By the 1990s, businesses introduced call centers and online channels with many different processes—each of which was a mirror of its original process but, ungoverned, created its own unique data.

By the twenty-first century, we understood the need to bring this disparate data together in the form of master data. Unfortunately, understanding the need and implementing the necessary discipline are very different things. Few organizations today have successfully integrated the disparate stores of complex data that define their core concepts.

With these distributed instances, many additional processes are required to deal with security, customer services, and maintenance, to name just a few typical business requirements. With all these new processes, it should be little surprise that projects today cost so much more than ever before.

It is a key goal of MIKE2.0 to understand what causes this complexity of managing information so that organizations can start to change their business practices and transform their process-oriented organizations into ones that are centered on information.

THE INFORMATION AND DIGITAL REVOLUTIONS

In 1990, the price of storage dropped to the psychologically important one US dollar per megabyte. This seems to mark the point where the default position of most technology projects was to retain rather than purge data. In many ways this is when the true information revolution began, because from this time forward the volumes of information that were being held electronically exceeded current practices for its management.

A major source of this new information is the digital transformation that is sweeping through business and society in parallel. Video, images, audio, web, and myriad other electronic media are accumulating at an amazing rate. All this needs to be stitched together to achieve useful goals ranging from entertainment to electronic commerce and security.

The move of society from a range of analogue systems (media and process) to digital technology is generally called the *digital revolution*. The information and digital revolutions are inextricably linked. MIKE2.0 provides a common language and architecture to successfully navigate these changing times.

Because we are in a period of massive change through these twin, but related, revolutions, it feels like the growth of business and personal information is ongoing and without end. This is not the case, however.

Before the information and digital revolutions, business information grew at roughly the same rate as business. Since the revolution, the amount of information being held has increased both through natural business growth and through the changes in technology. And it's the changes in technology that have made the most impact.

As fast as the technology vendors can increase storage capacity, businesses are finding ways of usefully applying the data and content held within them. Moore's Law states that transistor density will nearly double every two years. This pattern also seems to hold true for technology advances in in-memory analytics and solid state storage.

It's possible that the speed with which storage capacity can be increased will not maintain its current pace (that is, Moore's Law will fail) before the end of the transition to a post-digital world. What is more likely, though, is that the quantity of useful information that is available from business processes will be largely tapped at some time in the future ahead of any technical constraint. We'll know that has happened when vendors offer more storage but businesses fail to fully use it. The big, unanswered issue is when this will happen.

In the meantime, users and contributors to MIKE2.0 are pioneering the business of the future and seeking new and better ways of handling, integrating, and engineering solutions with the masses of accumulated information.

HOW CAN MIKE2.0 HELP?

THE MIKE2.0 METHODOLOGY is an approach for improving how this information is managed across the enterprise. It is a comprehensive approach that provides a common business strategy, technology architecture, and delivery approach across Information Management (IM) projects. In summary, MIKE2.0 provides the following characteristics:

- **Established**—Derived from hundreds of successful client implementations.
- **Tool-enabled**—Utilizes tools, techniques, and templates for information management engagements, not just conceptual or abstract instructions.
- **Comprehensive**—Considers all factors contributing to data issues by taking into account people, process, organization, technology, and strategy.
- **Modular**—The overall methodology is composed of a number of smaller parts that are targeted at specific business problems. A governing framework provides continuity to the overall MIKE2.0 Methodology.
- **Enterprise capable**—By providing a cornerstone approach, MIKE2.0 offers reusable assets that can be used to build solutions across the enterprise.
- **Actionable**—Can be used to create a vision and an action plan that incorporates policies, practices, standards, and the system components to address business priorities as a continuous improvement effort instead of as a one-time event.
- **ROI-driven**—Can be used to build a business case that guides the implementation programmer, measures targeted benefits, and benchmarks realized benefits.

INFORMATION DEVELOPMENT USING MIKE2.0

Although the methodology is now in a relatively mature state, we believe an open source approach enables us to engage a process of continuous improvement by the Information Management community to deliver a model that gives information the proper focus it deserves.

<i>Open</i>	<i>Consultative</i>	<i>Accelerated</i>
Based on an open source framework	A systematic solution approach based on meeting requirements as opposed to products	Open architecture and governance frameworks
Evolves and improves over time at no cost to the user	Provides a common model to align all IM initiatives	Reduces project cost through existing assets
Supported by a large community of IM professionals	Technology independent	Leverages assets already shown to work on similar problems

- We believe an open approach to IM is the best model for an increasingly connected world.
- MIKE2.0 is a public, open source standard and delivery methodology that provides a common industry standard for IM.
- The community-based approach is being used to continuously improve the methodology and to develop new theories in IM.
- We introduce new techniques for collaborative governance where organizations can create mashups to MIKE2.0.