**Business Assessment: A Quick-Reference Summary**

**Intro to MIKE2 methodology and phase 1**

The methodology that will be used throughout the specialist track is based on the MIKE2 methodology. MIKE stands for the Method for an Integrated Knowledge Environment. It is a methodology which was originally developed by BearingPoint and has been released as Open Source at mike2.openmethodology.org. MIKE2 has been used by BearingPoint in a number of engagements, for information management systems of all kinds, including content management, portals, knowledge management, business intelligence, and others.

MIKE2 is constantly evolving, and while the core of MIKE2 is expected to remain relatively stable, there will be changes. The benefit of the “evergreen” Open Source methodology is that it IS constantly evolving, with refinements and additions being added on a regular basis.

If you uncover content that should be added to the methodology, feel free to jump in and edit, refine, correct and add extra information as you like. You will be contributing content to help other organisations in the implementation of ECM, based on your own experiences and insights. Participation is open on the wiki platform which hosts the MIKE2 methodology.

As described on the MIKE2 site, the idea of the methodology is not to re-invent the core methodology of implementation.

The conceptual framework overall should be quite familiar to anyone who has done technology implementation. Implementation work happens in a number of stages or phases, as MIKE2 discusses, with activities happening in a specified order to help ensure that the systems built are targeted at specific business drivers of your organisation.

The primary purpose of MIKE2 is to have a methodology that is a standard process that you can run in a repeatable way, and make use of practices in implementation which have already been vetted by others.

We will be using the high-level, five-phase framework of MIKE2 as the guiding principles for ECM implementation:

- Phase 1 - Business assessment
- Phase 2 - Technology assessment
- Phase 3 - Information management roadmap
- Phase 4 - Design increment
- Phase 5 - Incremental development, testing, deployment and improvement

Source: http://mike2.openmethodology.org
Phase one is what the creators of the MIKE2 methodology call the business assessment and which will be broken apart into two modules in this course, to give this phase sufficient coverage, as it does form the basis of the strategy for the entire implementation.

Phase two is the technology assessment and is a dedicated module. The purpose of this phase is to understand where you stand with current technology in your organisation, where you want to go with the technology that will ultimately be deployed and where the gaps are between the current and future states of your technology infrastructure.

Phase three is the information management roadmap. This is where you begin to gather everything that has been assessed in Phases one and two, and move forward into building working systems. At this point you have already decided what needs to be accomplished from a business standpoint, what technology is already in place, and what will need to be acquired and modified for the purposes of your project. Foundation activities take place in Phase 3 as well, which form the basis of the prioritised activities that will need to take place through each iteration of MIKE2’s Phases 3-5.

Phases three, four and five are looped together in the MIKE2 methodology.

The end result of this loop is that as you are building out the solution, you create a design increment in phase four that builds the system based on the roadmap and foundation activities. The design phase breaks apart the design

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of your ECM system into small pieces in order to make meaningful designs available for quick turnarounds into working code.

Phase five is the incremental actual development, testing, deployment, and improvement phase.

Until the project is complete, phase 5 will have a feedback loop back to phase 3 to analyse what did not work from the previously deployed iteration of the loop and allow the implementation team to focus on any fixes that need to be deployed, as well as what new capabilities will be layered in the next design, deploy, and test iteration.

The MIKE2 methodology differs from the traditional implementation methodologies, often known as the “waterfall” implementation method, which have long-time frames between when the upfront requirements gathering is done, and when a working system is produced. The traditional delays can be weeks, months, or in extreme cases, years.

With MIKE2, by building in continuously working models, the expectation is that any problems that arise in continuously building and improving the system can be addressed as part of the process of BUILDING the system. This in contrast to finding out at the end of a prolonged implementation period of 6-18 months that the business requirements were not adequately captured or that the needs/expectations have changed over the course of the project.

**Strategic mobilisation**

The first activity of MIKE2 is the Strategic Mobilisation activity. This kicks off any ECM project, gathering sponsors, stakeholders, and the ECM project team in general, to understand what the vision of the sponsor of the project is. This activity also tries to understand where gaps or issues with stakeholders’ expectations or concerns may be, and begin to plot the path forward from the "Current-State" of the organisation, from a technology and cultural perspective.

Before getting into the initial meeting with the sponsor, it is important to think about what the overall Project Team might look like. It is also important to recognize staffing needs, strengths, weaknesses and what the skill sets of potential team members will need to be as you begin the early discovery work of the project.

In many organisations it is difficult or even impossible to do everything at once. This can be due to the organisation being too large to do an enterprise-wide project in a realistic timeframe. In this case, the ECM program could cause a substantial impact to a number of areas within the organisation. The sheer cost of attempting such a project, in terms of both hard acquisition and deployment costs, and in terms of the productivity impact of such a project, can be substantial.

It is essential therefore to start by defining the scope of the implementation programme in coordination with the sponsor, and as a separate pass, with the stakeholders of the project as well.

This will need to be done across a number of dimensions. The dimensions will probably include:

- Geographic
- Organisational
- Legacy content
- Information types
- Information classes and
- Timescales
Enterprise Content Management (ECM)

After meeting with the sponsor, key stakeholders related to the initiative should be identified, and they will be next on the list to talk to.

As with any initiative, it is vital to gain the support of key stakeholders if the initiative is to be successful. This means making the business case to key stakeholders, so they understand its importance to the organisation as a whole and to their particular sphere of influence. It also means ensuring that their concerns are identified and addressed as part of the overall project.

One way to do this is to put stakeholders, or their representatives, on the project team. Many of the stakeholders will be senior enough that they will not be on the project team, but they should be represented in some fashion.

If they are not “officially” on the project team, they should at least be met with to understand their roles and how they will be impacted, or wish to be impacted by the project.

Programme charter

A Programme Charter for an ECM-related project or program is a high-level, initial document which lays out the broad vision of the ECM-enabled organisation and some of its key components.

The Programme Charter is the foundation for the whole program. In particular, it is a communication vehicle whereby all stakeholders agree on the vision of the ECM-enabled organisation.

Limited research and analysis is involved in the development of the Programme Charter. It is a high-level document in which the proposed ECM environment is specified only in outline. The nature of the actual ECM environment to be implemented will evolve over the life of the ECM-related project or program.

The Programme Charter is usually used as the basis of a request to the Executive Board for the project or program to progress. In some organisations it may be called an initial business case or the results of a feasibility study. Producing a Programme Charter and having it agreed by all stakeholders and endorsed by the Executive Board is a key step. No ECM-related project or program should begin without completion and endorsement of a Programme Charter.

It is worth pointing out that whilst the Programme Charter could refer, in its introductory sections, to an ultimate vision of an all-encompassing integrated environment for managing the content within the organisation, given the scope and scale of such a program, it is highly recommended that the document focus on just the ECM component or components being proposed for this implementation. Of course, it should also point out the need for the results of this implementation to fit with any ECM components already implemented, and to contribute to the ultimate vision.

Several times we have mentioned that the Programme Charter is likely to undergo multiple revisions. Like MIKE2 itself, the programme charter should be viewed as an “evergreen” document. Minimally, it should be developed in three stages:

- An appreciation of the current-state Situation
- The Principles and the Future-state Vision
- The Environment

Appreciation of the ‘as is’ situation should involve a small amount of research & analysis to gain an overview of the organisation’s current situation including:

- The nature, scale and state of its information & content
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- Content management practices, those of users & content management staff
- The attitude of employees towards content management

Developing the draft Principles & Future-state is a highly consultative, and therefore time-consuming, process. It involves:

- Producing the initial model
- Identifying & consulting stakeholders across the organisation
- Review & revision

The Environment sections involve developing high-level descriptions of elements of the environment. You will need to consult three groups of people:

- The users, perhaps via a representative User Group, regarding their approaches to managing, creating and sharing enterprise content, as well as interacting with business processes.
- The CIO, and if necessary, other senior executives, regarding what kind of ECM support organisation they are prepared to resource, those currently responsible for Content Management, regarding potential changes to ECM Processes, Instruments and Practices.

We now look in detail at how to approach two elements of this process:

- How to develop the new corporate culture, or what MIKE2 calls the organisational behaviours for the ECM-enabled organisation, and
- How to determine the appropriate organisation structure for the ECM-enabled organisation.

Enterprise Information Management Awareness

Enterprise Information Management Awareness is a task that MIKE2 proposes up front as a way to educate any and all participants of the project team as to the basic terminology and capabilities of the proposed ECM project. This evens out the knowledge amongst participants, helping to ensure that common understanding is more often the case than not, and that experts or specialists in particular areas are reminded that there are larger views into the ECM project than their own specific viewpoint.

The assessment phase of the enterprise information management awareness task can be quite informal, such as simply testing during an early meeting amongst the team to discuss what people mean when discussing what content is, what the risks are in exposing content, benefits of automation, and so on.

In striving to correct any perceived deficiencies, the creation of a targeted training program to “level set” the team may be warranted. The use of pre-existing training, such as the Practitioner Track of this course, or the Strategy Track offering, may provide a broader baseline set of awareness for the team.

This activity can help to head off potential fundamental misunderstandings as to what various techniques and tools can and cannot accomplish, as well as serving to point out where additional staff may be needed to fill gaps in experience and expertise.

At the least, the core project team should be the target of this assessment and awareness building, but it may be advised to begin early awareness building across the expected user base so that the users are prepped to take advantage of the changes coming as a result of the ECM project.
MIKE2 aims to provide a repeatable and modular approach to creating enterprise information management solutions, and proposes an architecture known as SAFE, or the Strategic Architecture for the Federated Enterprise, as the technology solution framework of choice.

The SAFE framework goes across applications, data, and infrastructure and was designed to accommodate the inherent complexities of a highly federated organisation. It can also be used as a “core” architecture model where solutions are centralised rather than federated.

SAFE covers a number of capabilities, varying from those that are fundamental for the majority of project implementations to advanced capabilities that are only emerging in the area of Enterprise Information Management. As a result, you should be able to pick and choose the appropriate “building blocks” of the SAFE architecture that suit your needs.
Core components of SAFE are:

- MIKE2 itself as the overall implementation guide
- The governance framework
- Tasks and activities of MIKE2 that allow an organisation to scope out an ECM project from beginning to end, in a rapid and agile way

Analysis techniques

There are a number of ways to gather requirements or to do upfront discovery work to assess the current-state of the ways that the organisation uses information, which applications are in use, how information flows via formal or informal processes and so on.

Most of the general techniques will be discussed in this section. Each technique has its own value and limitations, meaning that the organisation will probably be best served by using multiple techniques to ensure as robust and thorough a set of requirements as possible.

Many of these techniques also require a strong facilitator to be effective, so the group can be kept on track.

Techniques

- Research
- Surveys
- Workshops
- Brainstorming
- Interviews
Organisational QuickScan for information development

It is useful to have the generic toolkit of the analysis techniques - doing research, surveys, workshops, brainstorming and interviews, and to understand the strengths and weaknesses of each.

But, as part of the toolkit of MIKE2, there is a short list of highly-recommended assessments that you should take advantage of, used UP FRONT in the project to assess the current-state of the organisation across a variety of facets that will feed into the solution design and final implementation.

When comparing the results of these assessments and the CURRENT-STATE of the organisation, versus the FUTURE-STATE vision of the sponsor and key stakeholders, you will have a clearer sense for the extent of work that will need to be accomplished to make the full journey.

The assessments are:

- Application Portfolio and Functionality - Documents current applications/systems at a high-level
- Information Flow - Documents high level flow of information
- Information Delivery - Combines application portfolio and functionality and information flow assessments
- Information Maturity and Infrastructure Maturity - Maturity of organisation as whole, and sub-departments
- Economic Value of Information - Provides current-state value of the organisation’s information
- Information Processes - Focused specifically on business processes, rather than high-level information flow
- People Skills and Organisational Structure - Assesses whether current team has appropriate skills to deliver the project