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Interviews and Video Clips

- A Ken North Interview of Clive Finkelstein discussing the *History and Evolution of Information Engineering* is available on the SQL Summit web site at <http://www.sqlsummit.com/CFinkelstein.htm>. This interview can be viewed online with video, or in audio only if preferred for dial-up connections. Published on **IES Web Site**, March 2004.

- Video Clips of John Zachman discussing aspects of the *Zachman Framework for Enterprise Architecture* are available for online viewing from the [Intervista Institute](http://www.intervista-institute.com/) web site at <http://www.intervista-institute.com/>. Visit this web site also for Course Outlines and the latest Schedule of John Zachman's North American seminars. Published on **IES Web Site**, March 2004.

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- Video Clips of Stan Locke discussing *Enterprise Architecture* are available for online viewing from the [Intervista Institute](http://www.intervista-institute.com/) web site at <http://www.intervista-institute.com/>. Visit this web site also for Course Outlines and the latest Schedule of Stan Locke's North American seminars. Published on **IES Web Site**, March 2004.

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- Video Clips of Stan Locke discussing Clive Finkelstein's approach for *Rapid Enterprise Architecture Delivery* in 3-month increments are available for online viewing from the [Intervista Institute](http://www.intervista-institute.com/) web site at <http://www.intervista-institute.com/>. Visit this web site also for Course Outlines and the latest Schedule of Clive Finkelstein's North American seminars. Published on **IES Web Site**, March 2004.

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Project Descriptions

- ***Strategic Information Systems Plan for Bank Completed in 3 Weeks*** by Linda Marquis and Clive Finkelstein, Visible Systems Corporation. Published on **IES Web Site**, January 1998

This article is a success story. It describes the development of a Strategic Information Systems Plan (SISP) in 3 weeks. Using powerful modeling tools and a refined technique from Visible, Kwangju Bank accomplished in a month a task that usually takes at least 6 months: building a top-down strategic

information plan that aligns all systems with business goals. Accessible from this link is a News Article that describes the project, as well as the complete SISP Report -- which can be read online or downloaded as a Word document for offline use.

- *The News Article of this project can be downloaded as a compressed ZIP file:*
 - *Click on [kjb-news.zip](#). This expands to a Word 6.0/95 document (531K bytes).*
- *The SISP Report can be downloaded as a compressed ZIP file as follows:*
 - *Click on [kjb-sisp.zip](#). This expands to a Word 97 document (184K bytes), which supports hyperlinks from the Table of Contents in the downloaded document.*
 - *Click on [kjb-sisp95.zip](#). This expands to a Word 6.0/95 document (170K bytes), with the full report detail but without support for hyperlinks from the Table of Contents.*

- **IHRIS Data Reverse Engineering Project**

This web site describes a human resources project to reverse engineer legacy data bases with Visible Advantage and integrate them with a PeopleSoft Human Resources package. The project was reported in InformationWEEK May 29, 1997 in the article titled "*Data Reengineering Fits The Bill*" (pages 8A-12A) as part of a larger focus on reverse engineering legacy applications.

- **Peter Aiken's "Data Reverse Engineering" Web Site**

This web site describes the McGraw-Hill book, "*Data Reverse Engineering: Slaying the Legacy Dragon*" by Peter Aiken. This is an excellent book which you will find useful for any Reverse Engineering projects. Peter Aiken was also the joint project manager for the "*IHRIS Data Reverse Engineering Project*" described in the link above. Many Reverse Engineering principles used in the IHRIS project were based on material in this book.

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Internet and Intranets

- ***"The Competitive Armageddon: Survival and Prosperity in the Connected World of the Internet"*** by [Clive Finkelstein](#), Managing Director, IES. Published on **IES Web Site**, December 1996.

This paper is written for CEOs and CIOs. In the years ahead we will witness a massive transformation of business. As with a giant earthquake, it will bring with it the most dramatic and rapid business changes we have ever experienced. The corporate landscape will change in ways never before thought possible. The paper emphasizes the critical need for action now, to ensure survival and eventual prosperity in the connected world of the Internet and Intranets.

Download as a ZIP file [ceo.zip](#) (13,847 bytes), expanding to a Word 6.0 document: CEO.doc .

- ***"Business Re-Engineering and the Internet: Transforming Business for a Connected World"*** by [Clive Finkelstein](#), Managing Director, IES. Published in **Proceedings of First Australian DAMA Conference, Melbourne: Australia**, December 1996.

The Internet and corporate Intranets present opportunities to re-engineer business processes for direct access between customers and suppliers. Re-engineering for this environment requires close integration of business plans, business processes and business information, to ensure that systems are built that are closely aligned with strategic directions. A new generation of I-CASE tools is also emerging that can automatically analyse data models to identify cross-functional processes. These present re-engineering opportunities that benefit from the emerging open

architecture environment of the Internet and Intranets.

*Download as a ZIP file [bri.zip](#) (81,751 bytes),
expanding to a Word 6.0 document: [BRI.doc](#).*

- **"Data Administration and the Internet: A Critical Contribution for the Future"** by [Clive Finkelstein](#), Managing Director, IES. Published in **Data Base Newsletter, Boston: MA**, September/October 1996.

This paper discusses the Internet and Intranets, the new opportunities they present, and the impact that they will have on the role of Data Administrator - as DAs help their organizations prepare for an environment of direct access to customers, suppliers and business partners.

*Download as a ZIP file [da.zip](#) (17,643 bytes),
expanding to a Word 6.0 document: [DA.doc](#).*

- **"Information Engineering for Intranets and the Internet: Methodologies for a Connected World"** by [Clive Finkelstein](#), Managing Director, IES. Published in **Dialogue**, Dallas: TX, August 1996.

This paper discusses corporate Intranets and the Internet, and shows how organisations can use the methodologies of Information Engineering to gain competitive benefit from these new delivery channels.

*Download as a ZIP file [ienet.zip](#) (19,959 bytes),
expanding to a Word 6.0 document: [IENet.doc](#).*

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Extensible Markup Language (XML)

- **"XML - The Future of Metadata"** by Clive Finkelstein,
Published on **IES Web Site**, September 1999.

This paper is based on an extract from Chapters 1 and 11 of the book: "[*Building Corporate Portals with XML*](#)", by Clive Finkelstein and Peter Aiken, published by McGraw-Hill in September 1999. The paper addresses one of the most significant developments of the Computer industry for the future. It shows how Metadata and Data Administration will shortly move into the mainstream and become one of the most important aspects of the WWW, and of systems development in general. The paper introduces the Extensible Markup Language (XML) – the successor to HTML for the Internet, for corporate Intranets and for Extranets.

XML incorporates Metadata in any document, to define the content and structure of that document and any associated (or linked) resources. XML has the potential to transform integration of structured data (such as in relational databases or legacy files) with unstructured data (such as in text documents, reports, email, graphics, images, audio and video files) for innovative application integration opportunities. The paper describes the content and structure of Document Type Definition (DTD) files for XML. It defines the format and syntax of XML Element, Attribute and Entity definition statements, to define XML metadata tags for structured and unstructured data.

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- **"XML and Corporate Portals"** by Clive Finkelstein,
Published on **IES Web Site**, August 1999.

This paper is an extract from Chapters 1 and 15 of "[*Building Corporate Portals with XML*](#)" by Clive Finkelstein and Peter Aiken, published by McGraw-Hill in Sep 1999. It discusses metadata and the emergence of XML to integrate structured data in relational databases with legacy files and systems. It integrates this structured data also with unstructured data in text documents, reports, email, graphics, images, audio and video files. It discusses the evolution of Data Warehouses to Corporate Portals, also called Enterprise Portals (EPs) and

Enterprise Information Portals (EIPs). EIPs were identified by Merrill Lynch in Nov 1998 as: "*Enterprise Information Portals are applications that enable companies to unlock internally and externally stored information, and provide users a single gateway to personalized information needed to make informed business decisions.*"

- "***The Role of XML in Business Re-Engineering***" by [Clive Finkelstein](#), Managing Director, IES. Published on **IES Web Site** March 1999.

The Internet and corporate Intranets present opportunities to re-engineer business processes for direct access between customers and suppliers. Re-engineering for this environment requires close integration of business plans, business processes and business information, to ensure that systems are built that are closely aligned with strategic directions. A new generation of I-CASE tools is also emerging that can automatically analyse data models to identify cross-functional processes. These present re-engineering opportunities that benefit from the open architecture environment of the Internet and Intranets. The emergence of the Extensible Markup Language (XML) as a recommendation by the World Wide Web Consortium (W3C) provides a technology that offers significant opportunities for business re-engineering.

Note: This is an update of an earlier paper: "[*Business Re-Engineering and the Internet: Transforming Business for a Connected World*](#)" which discussed conceptually what can be achieved with the Internet. This paper provides the technology foundation to achieve the full potential of re-engineering using XML for the Internet and Intranets.

Download as a ZIP file [bri-xml.zip](#) (1,031,750 bytes), expanding to a Word 97 document: [bri-xml.doc](#).

- ***OK, So What is this XML Thing?*** by David Hay, Essential Strategies, Inc. Published on **IES Web Site** June 1999.

A brief introduction to some of the basic concepts of XML and its relation to HTML.

- ***An Introduction to the Extensible Markup Language (XML)*** by Martin Bryant, The SGML Centre. Published on the **SGML Centre Web Site**

A more detailed introduction to the concepts of XML and its relation to HTML.

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Corporate Portals and Enterprise Portals

- ***"XML and Corporate Portals"*** by Clive Finkelstein and Peter Aiken, Published on **IES Web Site**, August 1999.

This paper is an extract from Chapters 1 and 15 of "*Building Corporate Portals with XML*" by Clive Finkelstein and Peter Aiken, published by McGraw-Hill in Sep 1999. It discusses metadata and the emergence of XML to integrate structured data in relational databases with legacy files and systems. It integrates this structured data also with unstructured data in text documents, reports, email, graphics, images, audio and video files. It discusses the evolution of Data Warehouses to Corporate Portals, also called Enterprise Portals (EPs) and Enterprise Information Portals (EIPs). EIPs were identified by Merrill Lynch in Nov 1998 as: "*Enterprise Information Portals are applications that enable companies to unlock internally and externally stored information, and provide users a single gateway to personalized information needed to make informed business decisions.*"

- ***"The Portal is the Desktop"*** by Gerry Murray, Director of Knowledge Technologies research at IDC. Published on

Intraspect Web Site.

Corporate portals (also called Enterprise Portals) provide a single, personalized entry point or gateway to information and systems that staff need to do their job. Gerry Murray says that *"Corporate portals must connect us not only with everything we need, but with everyone we need, and provide all the tools we need to work together. This means that groupware, e-mail, workflow, and desktop applications - even critical business applications - must all be accessible through the portal. Thus, the portal is the desktop, and your commute (to work) is just a phone call away. This is a radical new way of computing. It's much more effective for companies than traditional approaches, since they can outsource the entire infrastructure as a monthly service. Corporate Portals will provide access to everything from infrastructure to the desktop, so portal vendors will be the Microsofts of the future."*

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Data Warehousing

- *"[Database Solutions White Paper](#)"* by Michael Burwen, Palo Alto Management Group. Published on **IES Web Site**, November, 1998.

Discusses a recent study carried out by Palo Alto Management Group which addresses *"Market, Competitive and User Trends and Issues for Data Warehousing, Decision Support, Business Intelligence and Knowledge Management"*. The study focused on three areas: 1) an in-depth market forecast through 2002; 2) competitive analysis focused on companies with 10% or greater market share; 3) an in-depth web based user survey on future plans and budgets, procurement, implementation, and technology issues and perceptions of vendors. Available in Adobe Acrobat PDF format for reading online.

Download as an Adobe Acrobat PDF file: [pamg.pdf](#) (278,341 bytes).

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- "***Strategic Information Warehouse Development***" by Alan Perkins, Vice President, Consulting Services, Visible Systems Corp. Published on **IES Web Site**, October, 1997.

The business-driven, data-centric Enterprise Engineering methodology pioneered by Visible provides an effective, productive, common sense approach to developing strategic data (information) warehouses. An "Information Warehouse" is a collection of computer-based information that is critical to successful execution of enterprise initiatives. This paper describes the characteristics and benefits of an information warehouse and our approach for designing, developing, and implementing a true strategic information warehouse.

Download as a ZIP file: [iw.zip](#) (50,932 bytes), expanding to a Word 6.0 document: [IW.doc](#).

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- "***Developing a Data Warehouse***" by Alan Perkins, Managing Principal, Visible Systems Corporation. Published on **IES Web Site**, June 1996.

Describes the concepts, benefits, components, structure and the development of a successful Data Warehouse.

Download as a ZIP file: [dw.zip](#) (16,640 bytes), expanding to a Word 6.0 document: [DW.doc](#).

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Business Process Reengineering (BPR)

- "***Software Process Improvement***" by Alan Perkins, Vice President, Consulting Services, Visible Systems Corp. Published on **IES Web Site** September 1997.

Visible helps its clients become world-class software developers. With our assistance, clients improve processes and procedures until they are able to consistently develop quality information systems that exactly meet their customers' information needs. This paper describes our approach and tools.

*Download as a ZIP file [sw-pi.zip](#) (37,526 bytes),
expanding to a Word 6.0 document: *CEO.doc*.*

-
- **"Business Re-Engineering and the Internet: Transforming Business for a Connected World"** by Clive Finkelstein, Managing Director, IES. Published in **Proceedings of First Australian DAMA Conference, Melbourne: Australia, December 1996.**

The Internet and corporate Intranets present opportunities to re-engineer business processes for direct access between customers and suppliers. Re-engineering for this environment requires close integration of business plans, business processes and business information, to ensure that systems are built that are closely aligned with strategic directions. A new generation of I-CASE tools is also emerging that can automatically analyse data models to identify cross-functional processes. These present re-engineering opportunities that benefit from the emerging open architecture environment of the Internet and Intranets.

Note: See also an update of this paper, "*The Role of XML in Business Re-Engineering*" which discusses the technology foundation to achieve the full potential of re-engineering using XML for the Internet and Intranets.

*Download as a ZIP file [bri.zip](#) (81,751 bytes),
expanding to a Word 6.0 document: *BRI.doc*.*

-
- **"Successfully Performing Business Process Reengineering"** by Michael Covert. Senior Consultant,

Visible Systems Corp, Published on **IES Web Site**, June 1996, Revised October 1997.

Details the activities needed to achieve success in Business Process Reengineering. Key BPR methods are described; and the common causes of BPR failure are also highlighted.

Download as a ZIP file: [bpr.zip](#) (30,379 bytes), expanding to a Word 6.0 document: [BPR.doc](#).

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- "***Business Re-Engineering: Three Steps to Success***" by [Clive Finkelstein](#), Managing Director, IES. Published in **Data Base Newsletter**, Boston: MA, Jan/Feb 1994; and in **MIS Magazine**, Sydney: NSW, April 1994.

Business Re-Engineering (BRE) achieves success with Business Process Reengineering (BPR) when Business Plans, Business Processes and Business Information address needs of the future, and are mutually supportive.

Download as a ZIP file: [bre.zip](#) (69,577 bytes), expanding to a Word 6.0 document: [BRE.doc](#).

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Methodologies

- "***Year 2000 -- The Real Problem***" by Alan Perkins, Vice President, Consulting Services, Visible Systems Corp. Published on **IES Web Site**, October, 1997.

Solving the two-position date problem in your old systems does not solve the real Year 2000 problem. This paper describes the true solution: your twenty-first century systems need to meet your future information needs. They should be developed using state-of-the-art technologies and languages. They should be

designed to allow rapid response to changing requirements. Your in-house development staff should be appropriately skilled and your processes and infrastructure should allow for quality rapid application development.

*Download as a ZIP file: [y2k.zip](#) (18,545 bytes),
expanding to a Word 6.0 document: Y2K.doc.*

- ***"Enterprise Engineering Methodology and Tools"*** by Alan Perkins, Vice President, Consulting Services, Visible Systems Corp. Published on **IES Web Site**, June 1996, Revised October, 1997.

This paper describes Enterprise Engineering, the Enterprise Engineering life cycle, and the Visible Enterprise Engineering "tool set." Enterprise Engineering, as it is defined by Visible, involves all the activities that organizations ("enterprises") perform to improve productivity, gain and maintain competitive advantage, optimize resources, deliver quality products and services, and meet customer expectations and demand.

*Download as a ZIP file: [eemt.zip](#) (23,202 bytes),
expanding to a Word 6.0 document: EEMT.doc.*

- ***"Computer-Based Training Courses"***, Visible Systems Corp. Published on **IES Web Site**, October, 1997.

Provides descriptions, objectives, audience and course outline for a series of CBT courses providing complete training in most methodologies. Extensive use is made of examples; several courses also provide CASE tools for use with case studies.

*Download as a ZIP file: [cbt.zip](#) (27,180 bytes),
expanding to a Word 6.0 document: CBT.doc.*

- **"Commercial Product Evaluation"**, Visible Systems Corp.
Published on **IES Web Site**, October, 1997.

In this interview, Visible's Alan Perkins, Vice President of Consulting Services, discusses the important issue of determining whether off-the-shelf software will truly meet a company's business needs.

Download as a ZIP file: [cots.zip](#) (18,272 bytes),
expanding to a Word 6.0 document: *COTS.doc*.

- **"Change Management"** by Alan Perkins, Vice President, Consulting Services, Visible Systems Corp. Published on **IES Web Site**, October, 1997.

This paper describes the need for change management, effective change management practices, an infrastructure that facilitates change, and the role of the Chief Executive Officer in using the infrastructure to manage change.

Download as a ZIP file: [change.zip](#) (17,779 bytes),
expanding to a Word 6.0 document: *Change.doc*.

- **Peter Aiken's "Data Reverse Engineering" Web Site**

This web site describes the McGraw-Hill book, *"Data Reverse Engineering: Slaying the Legacy Dragon"* by Peter Aiken. This is an excellent book which you will find useful for any Reverse Engineering projects. Peter Aiken was also the joint project manager for the *"IHRIS Data Reverse Engineering Project"* described in the link above. Many Reverse Engineering principles used in the IHRIS project were based on material in this book.

- **"Software Engineering Institute Capability Maturity Model"** by Alan Perkins, Vice President, Consulting Services, Visible Systems Corp. Published on **IES Web Site**, October, 1997.

Visible's Enterprise Engineering Methodology helps organizations consistently improve software development processes and achieve everhigher levels of the Software Engineering Institute's Capability Maturity Model (CMM). The CMM is the most widely used benchmark for software process improvement. This paper briefly describes the levels of the CMM and explains how Visible tools and techniques help organizations achieve each level.

*Download as a ZIP file: [cmm.zip](#) (15,807 bytes),
expanding to a Word 6.0 document: [CMM.doc](#).*

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- **"Information Engineering for Intranets and the Internet: Methodologies for a Connected World"** by [Clive Finkelstein](#), Managing Director, IES. Published in **Dialogue**, Dallas: TX, August 1996.

This paper discusses corporate Intranets and the Internet, and shows how organisations can use the methodologies of Information Engineering to gain competitive benefit from these new delivery channels.

*Download as a ZIP file: [ienet.zip](#) (19,959 bytes),
expanding to a Word 6.0 document: [IENet.doc](#).*

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- **"Government Performance and Results Act"** by Alan Perkins, Managing Principal, Visible Systems Corporation. Published on **IES Web Site**, June 1996, Revised October 1997.

Visible helps federal enterprises meet the strategic planning and performance measurement requirements of the Government Performance and Results Act

(GPRA), today! This paper briefly describes the purpose and requirements of the Results Act, and explains how Visible helps implement and integrate management information systems that meet GPRA requirements.

Download as a ZIP file: [gpra.zip](#) (25,263 bytes), expanding to a Word 6.0 document: [GPRA.doc](#).

- **"Object-Orientation and Business-Driven Information Engineering"** by Robin Peel, Consultant and Keith Harmon, Product Marketing Manager, Visible Systems Corporation. Published on **IES Web Site**, May 1996, Revised October 1997.

Object-oriented analysis, design, and system development techniques have become increasingly popular as a means of meeting the requirement for better methods and tools to support complex systems. Information Engineering is a popular methodology for bridging the gap between business requirements and systems. These two sets of methodologies have similarities and complementary features that will be examined in detail in this paper.

Download as a ZIP file: [oo-ie.zip](#) (32,524 bytes), which expands to a Word 6.0 document: [OO-IE.doc](#).

- **"Visible Universal Model"** by Alec Smyth and Warren Hayford, Senior Consultants, Visible Systems Corporation. Published on **IES Web Site**, October 1997.

Visible's Universal Model saves time and money building corporate data architectures and data warehouses. This paper outlines the features and uses of the Universal Model.

Download as a ZIP file: [univmod.zip](#) (17,280 bytes), which expands to a Word 6.0 document: [UNIVMOD.doc](#).

-
- **"The Universal Model: A Paradigm Shift to Accelerate Analysis"** by Alec Smyth and Warren Hayford, Senior Consultants, Visible Systems Corporation. Published on **IES Web Site**, April 1996.

All businesses perform a set of common business functions. The data needed by these functions are grouped into subject areas (business objects) in a Universal Data Model. An organization need only add the data that differentiates them from their competitors before systems development can begin.

Download as a ZIP file: [paradigm.zip](#) (4,980 bytes), which expands to a Word 6.0 document: [paradigm.doc](#).

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Zachman Framework

- **"<http://www.ies.aust.com/~ieinfo/ten>"** by Stan Locke, Managing Director, Metadata Systems Software Inc. Published on **IES Web Site**, March 2004.

This paper introduces the concepts of the Zachman Framework for Enterprise Architecture as defined by John Zachman. It provides an overview of Enterprise Architecture and describes its use in managing enterprise complexity and managing the rate of change.

Download as a PDF file: [ZEA-Locke.pdf](#) (144K bytes).

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- **"Enterprise Information Architecture"** by Alan Perkins, Vice President, Consulting Services, Visible Systems Corp. Published on **IES Web Site**, October 1997.

The only way an organization can manage strategic

information, implement interoperable systems, and establish true data sharing is by using an Enterprise Information Architecture. This paper describes the characteristics of such an architecture and our approach for developing and implementing applications that are easy to maintain and provide operational data and strategic information that are accurate, valid, and timely.

Download as a ZIP file: [architecture.zip](#) (44,818 bytes), expanding to a Word 6.0 document: [Architecture.doc](#).

-
- ***["Zachman Framework for Enterprise Architecture"](#)*** by Alan Perkins, Vice President, Consulting Services, Visible Systems Corp. Published on **IES Web Site**, October 1997.

Visible Systems' relationship with John Zachman goes back to the early 70`s when John and Clive Finkelstein, our Chief Scientist, were with IBM. Clive's belief that data models should be "business event driven" and "model based" paralleled John's belief in the need for a business-driven Enterprise Architecture which would provide an organization with an organization-scale blueprint -- or architecture --for their information infrastructure. This paper describes how Visible tools, training and services help "populate" the Zachman Framework for Enterprise Architecture.

Download as a ZIP file: [zachman.zip](#) (17,934 bytes), expanding to a Word 6.0 document: [Zachman.doc](#).

-
- ***["Concepts of the Framework for Enterprise Architecture"](#)*** by [John Zachman](#), President, Zachman International. Published on **IES Web Site**, May 1996.

Describes the basic concepts of the Zachman Framework for Enterprise Architecture and Information Systems Architecture, discussing the six columns of the Framework.

Download as a ZIP file: [zach3.zip](#) (53,475 bytes),
which expands to a Word 6.0 document: [Zach3.doc](#).

- **["Enterprise Architecture and Legacy Systems"](#)** by [John Zachman](#), President, Zachman International. Published on **IES Web Site**, May 1996.

Describes the Zachman Framework for Enterprise Architecture and Information Systems Architecture, addressing some of the problems of legacy systems.

Download as a ZIP file: [zach1.zip](#) (30,663 bytes),
expanding to a Word 6.0 document: [Zach1.doc](#).

- **["The Challenge is Change: A Management Paper"](#)** by [John Zachman](#), President, Zachman International. Published on **IES Web Site**, May 1996.

Management introduction to the Zachman Framework for Enterprise Architecture, by examining the impact of change on enterprises.

Download as a ZIP file: [zach2.zip](#) (16,198 bytes),
expanding to a Word 6.0 document: [Zach2.doc](#).

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