

# Enterprise Architecture As Strategy Creating A Foundation For Business Execution

## Jeanne W Ross

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Designing Distributed Systems

*Enterprise Architecture As Strategy  
Creating A Foundation For Business  
Execution Jeanne W Ross*

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### PARSONS SHEPPARD

*Igniting Passion and Performance* "O'Reilly Media, Inc." Enterprise Architecture is the discipline of managing the complexities of the Business-IT landscape. It has been around since the 1980's, when for the first time computers were connected in networks, and the already serious (and unsolved) problem of the complexity of computer programs for relatively simple business needs turned into the huge problem of large networks of them in complex business landscapes. In spite of many 'best practices' and 'frameworks' that have been introduced, Enterprise Architecture is not a great success. After thirty years, we still have the same problems. Chaos is still everywhere. Projects still fail far too often. In this book, (hidden) assumptions behind the existing approaches to enterprise architecture are challenged, and a more realistic perspective that helps us battle the complexities and unpredictabilities of today's Business-IT landscapes is described. Practical suggestions about enterprise architecture governance and products, based on real-world experience with the described approach, complete the book. From general management to IT professionals, everyone who is confronted with the problem of managing Business-IT landscapes can profit from the insights this book offers. No specialist prior knowledge is required. Gerben Wierda is author of *Mastering ArchiMate*, and was, amongst other things, Lead Architect of the Judiciary in The Netherlands, Lead Architect of APG Asset Management, and is now Team Coordinator Architecture & Design at APG. He holds an M.Sc in Physics from the University of Groningen and an MBA from RSM Erasmus, Rotterdam.

### A PRACTICAL GUIDE

Guy Sereff

Enterprise Architecture as Strategy Creating a Foundation for Business Execution Harvard Business Press Springer Science & Business Media This IBM® Redbooks® publication explains how to combine business process management (BPM) and Enterprise Architecture (EA) for better business outcomes. This book provides a unique synergistic approach to BPM and EA, based on a firm understanding of the life cycles of the enterprise and the establishment of appropriate collaboration and governance processes. When carried out together, BPM provides the business context, understanding, and metrics, and EA provides the discipline to translate business vision and strategy into architectural change. Both are needed for sustainable continuous improvement. This book provides thought leadership and direction on the topic of BPM and EA synergies. Although technical in nature, it is not a typical IBM Redbooks publication. The book provides guidance and direction on how to collaborate effectively across tribal boundaries rather than technical details about IBM software products. The primary audience for this book is leaders and architects who need to understand how to effectively combine BPM and EA to drive, as a key differentiator, continuous improvement and transformational change with

enterprise scope.

*The Practice of Enterprise Architecture* CRC Press

You've probably been hearing about Agile, Enterprise Architecture and Innovation Management for some time which isn't surprising as they are all important disciplines in their own right. If you've not been exposed to any of these or not used these together, then this book is here to help. There are differing levels of content in this book, and we've chosen to either describe a topic and why it is relevant or deep dive into the topic when we think it's necessary. This book will not attempt to show you how to do enterprise architecture or innovation management but provides a tool kit of techniques that our clients have found beneficial over the past 20 years. Many people and teams can benefit most from this book, but we took the liberty to assume the following: - You're looking at supporting some form of innovation in your organization. - Whether you're a business owner, architect, line of business manager, process owner or have some other role, you would like to understand how to capture innovation. - You may have used enterprise architecture in the past but couldn't appreciate, extract or demonstrate the value of it within your organization. - You've had some success and you're looking to grow your innovation management and/or enterprise architecture practice. - You want to try combining agile techniques with enterprise architecture best practices to achieve better agility. - You want to use innovation management and enterprise architecture in conjunction with each other but are unsure of the benefits or approach. - You would like to see how enterprise architecture could be more closely aligned to project delivery. *Rapid Delivery Methods and Technologies* CRC Press Practical advice for redesigning "big, old" companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions—and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. Designed for Digital offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape. Five Building Blocks of Digital Business Success Shared Customer Insights Operational Backbone Digital Platform Accountability Framework External Developer Platform

*Flow Architectures* Stanford University Press

Does it seem you've formulated a rock-solid strategy, yet your firm still can't get ahead? If so, construct a solid foundation for business execution—an IT infrastructure and digitized business processes to automate your company's core capabilities. In *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*, authors Jeanne W. Ross, Peter Weill, and David C. Robertson show you how. The key? Make tough decisions about which processes you must execute well, then implement the IT systems needed to digitize those processes. Citing numerous companies worldwide, the authors show how constructing the right enterprise architecture enhances profitability and time to market, improves strategy execution, and even lowers IT costs. Though clear, engaging explanation, they demonstrate how to define your operating model—your vision of how your firm will survive and grow—and implement it through your enterprise architecture. Their counterintuitive but vital message: when it comes to executing your strategy, your enterprise architecture may matter far more than your strategy itself.

*The Open Organization* Springer Science & Business Media

The Enterprise Architecture Management (EAM) discipline deals with the alignment of business and information systems architectures. While EAM has long been regarded as a discipline for IT managers, this book takes a different stance: It explains how top executives can use EAM to leverage their strategic planning and controlling processes, as well as how it can contribute to their sustainable competitive advantage. Based on the analysis of best practices from eight leading European companies from various industries, the book presents the crucial elements of successful EAM. It outlines what executives need to do in terms of governance, processes, methodologies, and culture in order to bring their management to the next level. Beyond this, the book points out how EAM could develop in the next decade, thus allowing today's managers to prepare for the future architecture management.

*Enterprise Architecture as Strategy* SK Publishing bull; Written by expert practitioners who have hands-on experience solving real-world problems for large corporations bull; Helps enterprise architects make sense of data, systems, software, services, product lines, methodologies, and much more bull; Provides explanation of theory and implementation with real-world business examples to support key points *Strategic Execution* AuthorHouse

An Introduction to Enterprise Architecture is the culmination of several decades of experience that I have gained through work initially as an information technology manager and then as a consultant to executives in the public and private sectors. I wrote this book for three major reasons: (1) to help move business and technology planning from a systems and process-level view to a more strategy-driven enterprise-level view, (2) to promote and explain the emerging profession of EA, and (3) to provide the first textbook on the subject of EA, which is suitable for graduate and undergraduate levels of study. To date, other books on EA have been practitioner books not specifically oriented toward a student who may be learning the subject with little to no previous exposure. Therefore, this book contains references to related

academic research and industry best practices, as well as my own observations about potential future practices and the direction of this emerging profession.

[Patterns and Paradigms for Scalable, Reliable Services](#) Prentice Hall Professional

Continuous Architecture provides a broad architectural perspective for continuous delivery, and describes a new architectural approach that supports and enables it. As the pace of innovation and software releases increases, IT departments are tasked to deliver value quickly and inexpensively to their business partners. With a focus on getting software into end-users hands faster, the ultimate goal of daily software updates is in sight to allow teams to ensure that they can release every change to the system simply and efficiently. This book presents an architectural approach to support modern application delivery methods and provide a broader architectural perspective, taking architectural concerns into account when deploying agile or continuous delivery approaches. The authors explain how to solve the challenges of implementing continuous delivery at the project and enterprise level, and the impact on IT processes including application testing, software deployment and software architecture. Covering the application of enterprise and software architecture concepts to the Agile and Continuous Delivery models Explains how to create an architecture that can evolve with applications Incorporates techniques including refactoring, architectural analysis, testing, and feedback-driven development Provides insight into incorporating modern software development when structuring teams and organizations

[Chess and the Art of Enterprise Architecture](#) Harvard Business Press

Securing against operational interruptions and the theft of your data is much too important to leave to chance. By planning for the worst, you can ensure your organization is prepared for the unexpected. [Enterprise Architecture and Information Assurance: Developing a Secure Foundation](#) explains how to design complex, highly available, and secure enterprise architectures that integrate the most critical aspects of your organization's business processes. Filled with time-tested guidance, the book describes how to document and map the security policies and procedures needed to ensure cost-effective organizational and system security controls across your entire enterprise. It also demonstrates how to evaluate your network and business model to determine if they fit well together. The book's comprehensive coverage includes: Infrastructure security model components Systems security categorization Business impact analysis Risk management and mitigation Security configuration management Contingency planning Physical security The certification and accreditation process Facilitating the understanding you need to reduce and even mitigate security liabilities, the book provides sample rules of engagement, lists of NIST and FIPS references, and a sample certification statement. Coverage includes network and application vulnerability assessments, intrusion detection, penetration testing, incident response planning, risk mitigation audits/reviews, and business continuity and disaster recovery planning. Reading this book will give you the reasoning behind why security is foremost. By following the procedures it outlines, you will gain an understanding of your infrastructure and what requires further attention.

[Agile Enterprise Architecture and Innovation Management](#) CRC Press

Software development today is embracing events and streaming data, which optimizes not only how technology interacts but also how businesses integrate with one another to meet customer needs. This phenomenon, called flow, consists of patterns and standards that determine which activity and related data is communicated between parties over the internet. This book explores critical implications of that evolution: What happens when events and data streams help you discover new activity sources to enhance existing businesses or drive new markets? What technologies and architectural patterns can position your company for opportunities enabled by flow? James Urquhart, global field CTO at VMware, guides enterprise architects, software developers, and product managers through the process. Learn the benefits of flow dynamics when businesses, governments, and other institutions integrate via events and data streams Understand the value chain for flow integration through Wardley

mapping visualization and promise theory modeling Walk through basic concepts behind today's event-driven systems marketplace Learn how today's integration patterns will influence the real-time events flow in the future Explore why companies should architect and build software today to take advantage of flow in coming years

[Architecture Principles](#) MIT Press

Organizations today exist in an environment of unprecedented change. They do so against a backdrop of a global, competitive marketplace, the fast-paced enablement of technology, amplified regulation and accelerating organizational complexity. Many organizations are addressing change in a sub-optimal way and they are operating without a clear view of where their operational risks lie. It is these dynamics that are leading organizations to recognise and embrace Business Architecture. Despite this environment, Business Architecture can be a difficult 'sell' - it is often perceived to be abstract and lacking in tangible delivery. To succeed, Business Architecture must be pragmatic and, to be sustainable, it must focus on achieving long-term value and, at the same time, recognise the shorter-term tactical needs of the organisation. With these challenges in mind, this book provides a practical guide on how to employ Business Architecture and how to build a balanced proposition that delivers value to a broad range of stakeholders. As the book states, Business Architecture should not be practised in isolation, nor should it be thought of as a one-off process; it needs to be woven into the fabric of the organization. And so the authors illustrate the opportunities for weaving the Business Architecture Practice into this fabric through the various stakeholders and life cycles that exist, both formally and informally, within an organization. Whilst recognizing best practice, this book explores a new, inspirational level of Business Architecture whilst acknowledging that the best way to realize the vision is one step at a time.

[Strategic Enterprise Architecture Management](#) QED Information Sciences

History has shown that having a competitive advantage is critical to the success and long-term viability of all organizations. However, creating and sustaining such an advantage is a challenge. Organizations must formulate a winning strategy, surpass competitors at implementing and executing it, and excel at adapting in response to internal and external events. Although organizations have applied numerous best practices to help them succeed in their strategic endeavors, they still face serious difficulties, which they can only surmount by adopting business architecture. The goal of this book is to describe what business architecture is; how it can help meet the challenge of formulating, implementing and executing an organization's strategy; and how to build and exploit a superior strategy management system that leverages business architecture.

[Enterprise Architecture](#) Harvard Business Press

Enterprises, from small to large, evolve continuously. As a result, their structures are transformed and extended continuously. Without some means of control, such changes are bound to lead to an overly complex, uncoordinated and heterogeneous environment that is hard to manage and hard to adapt to future changes. Enterprise architecture principles provide a means to direct transformations of enterprises. As a consequence, architecture principles should be seen as the cornerstones of any architecture. In this book, Greefhorst and Proper focus on the role of architecture principles. They provide both a theoretical and a practical perspective on architecture principles. The theoretical perspective involves a brief survey of the general concept of principle as well as an analysis of different flavors of principles. Architecture principles are regarded as a specific class of normative principles that direct the design of an enterprise, from the definition of its business to its supporting IT. The practical perspective on architecture principles is concerned with an approach to the formulation of architecture principles, as well as their actual use in organizations. To illustrate their use in practice, several real-life cases are discussed, an application of architecture principles in TOGAF is included, and a catalogue of example architecture principles is provided. With this broad coverage, the authors target students and researchers specializing in enterprise architecture or business information systems, as well as practitioners who want to understand the foundations underlying their practical daily work.

[Enterprise Architecture and Information Assurance](#) Packt Publishing Ltd

The enterprise architecture methods of enterprise engineering as described in this book enable business experts and IT experts together to identify reusable business activities, processes and integrated databases. Three main sections cover enterprise architecture for managers, methodology, and integration technologies.

## QUALITY OF SOFTWARE ARCHITECTURES MODELS AND ARCHITECTURES

"O'Reilly Media, Inc."

Enterprise architecture defines a firm's needs for standardized tasks, job roles, systems, infrastructure, and data in core business processes. This book explains enterprise architecture's vital role in enabling - or constraining - the execution of business strategy. It provides frameworks, case examples, and more.

## BUSINESS ARCHITECTURE

Springer Science & Business Media

This book is positioned as a first in a series of books on enterprise architecture needed for a Master of Enterprise Architecture program, and is targeted both at university students and practitioners with a drive to increase their understanding of these elds. As an introductory book, this book aims to explore the concept of enterprise architecture. At first glance, writing such an introductory book might seem as a straight forward task of setting up a structure and filling in "the blanks." However, writing this book turned out to be a pleasant journey of discovery. Based on our past experiences, each of us had a clear understanding of enterprise architecture, based on several years of experience and insight in the field. However, when we started writing this book, and each of us exposed our individual understandings, it became apparent that our understanding of the field differed in several ways. This prompted several discussions leading to an abundance of new insights. Without exception, these discussions took place in a pleasant and open atmosphere, fueled by our shared drive for understanding and increased insight.

We are now even more convinced than before, that the field of enterprise architecture is a true multi-disciplinary profession. In the resulting book, we would like to share our insights, while also hoping to continue our discussions, now also involving you as a reader. We also realise that the journey is still far from complete. While this introductory book provides an overview of the field of enterprise architecture from the perspective of our insights, many aspects need further refinement.

[The Cornerstones of Enterprise Architecture](#) Morgan Kaufmann

A critical part of any company's successful strategic planning is the creation of an Enterprise Business Architecture (EBA) with its formal linkages. Strategic research and analysis firms have recognized the importance of an integrated enterprise architecture and they have frequently reported on its increasing value to successful companies. [Enterprise Handbook on Enterprise Architecture](#) Van Haren A bicycle shed is a building, but the Lincoln Cathedral is a piece of architecture. -Nicholaus Pevsner, architectural historian

Traditional building architecture and enterprise architecture use similar processes for developing their respective end products. The architect calls upon architecture's first principles and combines them with the experience of doing architecture in the real world. Experienced architects apply first principles and add practical experience to integrate fit, balance and compromise into the architectural process. Qualified enterprise architects possess applied first principles including the understanding that most architectural decisions are driven by business decisions, particularly business investment decisions. This book brings the reader the insights from two enterprise architects with decades of real-world experience. The book consolidates the examples and experiences of innovative uses of enterprise architecture in enhancing transformation initiatives. The book clearly fills a gap in the current literature, and amplifies the role of enterprise architecture in building future-ready enterprises, an essential trait of all successful enterprises. Read it, learn from it, and put it to work for the future of your enterprise."

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