

# Enterprise Architecture As Strategy Creating A Foundation For Business Execution

## Jeanne W Ross

An Introduction to Holistic Enterprise Architecture  
 Value-Driven Digital Transformation  
 Business Architecture  
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 Architecture Principles  
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 Enterprise Architecture  
 Launching an Enterprise Business Architecture Practice: A Playbook for Getting Started  
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 Enterprise Business Architecture  
 Enterprise Architecture for Digital Business  
 Integrating Business Processes with IT Infrastructure  
 SOA Source Book  
 The Practice of Enterprise Architecture  
 Quality of Software Architectures Models and Architectures  
 The Open Organization  
 Handbook on Enterprise Architecture  
 Fourth Edition  
 4th International Conference on the Quality of Software Architectures, QoSA 2008, Karlsruhe, Germany, October 14-17, 2008, Proceedings  
 Developing a Blueprint for Data, Applications, and Technology  
 Integrated Transformation Strategies  
 Creating Value by Informed Governance  
 Enterprise Architecture As Strategy

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### COOLEY OSCAR

**An Introduction to Holistic Enterprise Architecture** Harvard Business Press

In the race to compete in today's fast-moving markets, large enterprises are busy adopting new technologies for creating new products, processes, and business models. But one obstacle on the road to digital transformation is placing too much emphasis on technology, and not enough on the types of processes technology enables. What if different lines of business could build their own services and applications—and decision-making was distributed rather than centralized? This report explores the concept of a digital business platform as a way of empowering individual business sectors to act on data in real time. Much innovation in a digital enterprise will increasingly happen at the edge, whether it involves business users (from marketers to data scientists) or IoT devices. To facilitate the process, your core IT team can provide these sectors with the digital tools they need to innovate quickly. This report explores: Key cultural and organizational changes for developing business capabilities through cross-functional product teams A platform for integrating applications, data sources, business partners, clients, mobile apps, social networks, and IoT devices Creating internal API programs for building innovative edge services in low-code or no-code environments Tools including Integration Platform as a Service, Application Platform as a Service, and Integration Software as a Service The challenge of integrating microservices and serverless architectures Event-driven architectures for processing and reacting to events in real time You'll also learn about a complete pervasive integration solution as a core component of a digital business platform to serve every audience in your organization.

**Value-Driven Digital Transformation** CRC Press

This handbook is about methods, tools and examples of how to architect an enterprise through considering all life cycle aspects of Enterprise Entities. It is based on ISO15704:2000, or the GERAM Framework. A wide audience is addressed, as the handbook covers methods and tools necessary to design or redesign enterprises, as well as those necessary to structure the implementation into manageable projects.

**Business Architecture** Meghan-Kiffer 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.

*Strategic Execution* QED Information Sciences

This is the only book on holistic (organization-wide) enterprise architecture (EA) that integrates strategic, business, and technology planning. The approach includes detailed information on EA governance, implementation, and use, including an example case study, a new chapter on solution architecture methods, and a new chapter on the use of EA to support organizational restructuring as part of mergers and acquisitions. Written in plain language, this book is recommended for executives, managers, and staff in large, complex public and private sector organizations that are too silo'd and/or have highly dynamic operating environments. No prior knowledge on the subject is needed.

*Architecture Principles* Springer Science & Business Media

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."

*The Formal Link between Strategy and Results* Steps Publishing Australia

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 fields. 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 your 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.

**Enterprise Architecture** Addison-Wesley Professional

CEOs regularly identify strategic execution as their biggest challenge, and the top priority facing

today's business leaders. Based on their research with senior executives across a variety of industries—and including firms like Marriott, Microsoft, SunTrust, UPS, and Vail Resorts—Kenneth J. Carrig and Scott A. Snell have distilled the elements that are most critical for execution. This book addresses the challenges of execution, why it matters, and why the approach remains elusive. It introduces an integrated framework for understanding four priorities underlying execution excellence. Ultimately, it all comes down to alignment, agility, ability, and architecture. The authors lay out a process for applying the framework, helping business leaders to diagnose their challenges and to determine their path toward breakthrough performance.

[Launching an Enterprise Business Architecture Practice: A Playbook for Getting Started](#) 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.

[From Enterprise Architecture to IT Governance](#) Packt Publishing Ltd

The Principle Based Enterprise Architecture (PBEA) Method is a proven approach for implementing an enterprise-wide architecture practice in large- and medium-sized technology organizations. The method begins with a set of architecture objectives linked to concepts that matter to the business. It then lays out how to build technology platforms from components we call assets and how to manage those assets over time, through the calculation and management of technical debt. The PBEA method is a pragmatic approach to enterprise technology architecture which is based on the fundamental tenet that technology is never perfect, compromises must be made, and one of the most valuable functions an enterprise architecture group can provide for a company is a method for managing those compromises. We call the cost of these compromises "technical debt". It is essentially the difference between what we should have spent on technology and what we did spend. The PBEA method grew from the experience of watching how large technology organizations function (or do not function as the case may be). You will learn about such essential topics as: Best practices for building, managing, and ultimately evolving an enterprise architecture. Defining principles and golden rules to guide the high-quality creation of the building blocks of products and platforms (assets). Calculating technical debt and assessing the business risk associated with carrying that debt. Identifying and managing the actions required to pay off technical debt and mitigate any associated business risk. If you have witnessed products and platforms 'collapsing under the burden of technical debt', then this book is for you. If you have seen technology organizations fail to learn from their mistakes, then this book is also for you. If you have been involved in the development of products where Version 2 required almost a rewrite of Version 1 or worked in technology organizations that spend an excessive portion of their budget on maintenance, then the PBEA method may provide both insight and benefit. Or if you are an enterprise architect and have witnessed one or more Enterprise Architecture functions get eliminated because they were seen as 'too ivory tower' and too distant from the customer, then this book will provide you with a concrete, fact-based approach for building an enterprise architecture function that is fully aligned with business objectives and that delivers real measurable benefit to the corporation.

[A Practical Guide to Enterprise Architecture](#) Meghan Kiffer Press

The revised version of this book to provide essential guidance, compelling ideas, and unique ways to Enterprise Architects so that they can successfully perform complex enterprise modernisation initiatives transforming from chaos to coherence. This is not an ordinary theory book describing Enterprise Architecture in detail. There are myriad of books on the market and in libraries discussing details of enterprise architecture. My aim here is to highlight success factors and reflect lessons learnt from the field within enterprise modernisation and transformation context. As a practising Senior Enterprise Architect, myself, I read hundreds of those books and articles to learn different views. They have been valuable to me to establish my foundations in the earlier phase of my profession. However, what is missing now is a concise guidance book showing Enterprise Architects the novel approaches, insights from the real-life experience and experimentations, and pointing out the differentiating technologies for enterprise modernisation. If only there were such a guide when I started engaging in modernisation and transformation programs. The biggest lesson learned is the business outcome of the enterprise modernisation. What genuinely matters for business is the return on investment of the enterprise architecture and its monetising capabilities. The rest is the theory because nowadays sponsoring executives, due to economic climate, have no interest, attention, or tolerance for non-profitable ventures. I am sorry for disappointing some idealistic Enterprise Architects, but with due respect, it is the reality, and we cannot change it. This book deals with reality rather than theoretical perfection. Anyone against this view on this climate must be coming from another planet. In this concise, uncluttered and easy-to-read book, I attempt to show the significant pain points and valuable considerations for enterprise modernisation using a structured approach and a simple narration especially considering my audience from non-English speaking backgrounds. The architectural rigour is still essential. We cannot compromise the rigour aiming to the quality of products and services as a target outcome. However, there must be a delicate balance among architectural rigour, business value, and speed to the market. I applied this pragmatic approach to multiple substantial transformation initiatives and complex modernisations programs. The key point is using an incrementally progressing iterative approach to every aspect of modernisation initiatives, including people, processes, tools, and technologies as a whole. Starting with a high-level view of enterprise architecture to set the context, I provided a dozen of distinct chapters to point out and elaborate on the factors which can make a real difference in dealing with complexity and producing excellent modernisation initiatives. As eminent leaders, Enterprise Architects are the critical talents who can undertake this massive mission using their people and technology skills, in addition to many critical attributes such as calm and composed approach. Let's keep in mind that as Enterprise Architects, we are architects, not firefighters! I have full confidence that this book can provide valuable insights and some 'aha' moments for talented architects like yourself to tackle this enormous mission of turning chaos to coherence.

[Business Architecture](#) McGraw-Hill Education

Models are used in all kinds of engineering disciplines to abstract from the various details of the modelled entity in order to focus on a specific aspect. Like a blueprint in civil engineering, a software architecture provides an abstraction from the full software system's complexity. It allows software designers to get an overview on the system under development and to analyze its properties. In this sense, models are the foundation needed for software development to become a true engineering discipline. Especially when reasoning on a

software system's extra-functional properties, its software architecture carries the necessary information for early, design-time analyses. These analyses take the software architecture as input and can be used to direct the design process by allowing a systematic evaluation of different design alternatives. For example, they can be used to cancel out decisions which would lead to architecture - signs whose implementation would not comply with extra-functional requirements like performance or reliability constraints. Besides such quality attributes directly visible to the end user, internal quality attributes, e.g., maintainability, also highly depend on the system's architecture. In addition to the above-mentioned technical aspects of software architecture models, non-technical aspects, especially project management-related activities, require an explicit software architecture model. The models are used as input for cost estimations, time-, deadline-, and resource planning for the development teams. They serve the project management activities of planning, executing, and controlling, which are necessary to deliver high-quality software systems in time and within the budget.

[Sustainable Architecture in an Agile and Cloud-Centric World](#) CRC Press

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.

[Elements of Effective IT Management](#) Springer Science & Business Media

Software services are established as a programming concept, but their impact on the overall architecture of enterprise IT and business operations is not well-understood. This has led to problems in deploying SOA, and some disillusionment. The SOA Source Book adds to this a collection of reference material for SOA. It is an invaluable resource for enterprise architects working with SOA. The SOA Source Book will help enterprise architects to use SOA effectively. It explains: What SOA is How to evaluate SOA features in business terms How to model SOA How to use The Open Group Architecture Framework (TOGAF™) for SOA SOA governance This book explains how TOGAF can help to make an Enterprise Architecture. Enterprise Architecture is an approach that can help management to understand this growing complexity.

[Designing Enterprise Architecture Frameworks](#) Van Haren

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.

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

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.

[Third Edition](#) Artech House Publishers

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.

[Enterprise Application Architecture with .NET Core](#) CRC Press

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.

[Rapid Delivery Methods and Technologies](#) AuthorHouse

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.

*Designed for Digital* CRC Press

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.

**Enterprise Architecture for Integration** AuthorHouse

Enterprise Architecture (EA) is an essential part of the fabric of a business; however, EA also transcends and transforms technology and moves it into the business space. Therefore, EA needs to be discussed in an integrated, holistic, and comprehensive manner. Only such an integrated approach to EA can provide the foundation for a transformation that readies the business for the myriad enterprise-wide challenges it will face. Highly disruptive technologies such as Big Data, Machine Learning, and Mobile and Cloud Computing require a fine balance between their business and technical aspects as an organization moves forward with its digital transformation. This book focuses on preparing all organizations – large and small – and those wishing to move into them for the impact of leveraging these emerging, disruptive, and innovative technologies within the EA framework.

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