

Enterprise Architecture as Strategy

*Creating a Foundation for
Business Execution*

Jeanne W. Ross
Peter Weill
David C. Robertson

HARVARD BUSINESS SCHOOL PRESS
BOSTON, MASSACHUSETTS

Contents

Preface and Acknowledgments vii

1. To Execute Your Strategy, First Build Your Foundation 1
2. Define Your Operating Model 25
3. Implement the Operating Model Via
Enterprise Architecture 45
4. Navigate the Stages of Enterprise
Architecture Maturity 69
5. Cash In on the Learning 91
6. Build the Foundation One Project at a Time 117
7. Use Enterprise Architecture to Guide Outsourcing 143
8. Now—Exploit Your Foundation for Profitable Growth 165
9. Take Charge! The Leadership Agenda 187

Notes 209

Index 221

About the Authors 233