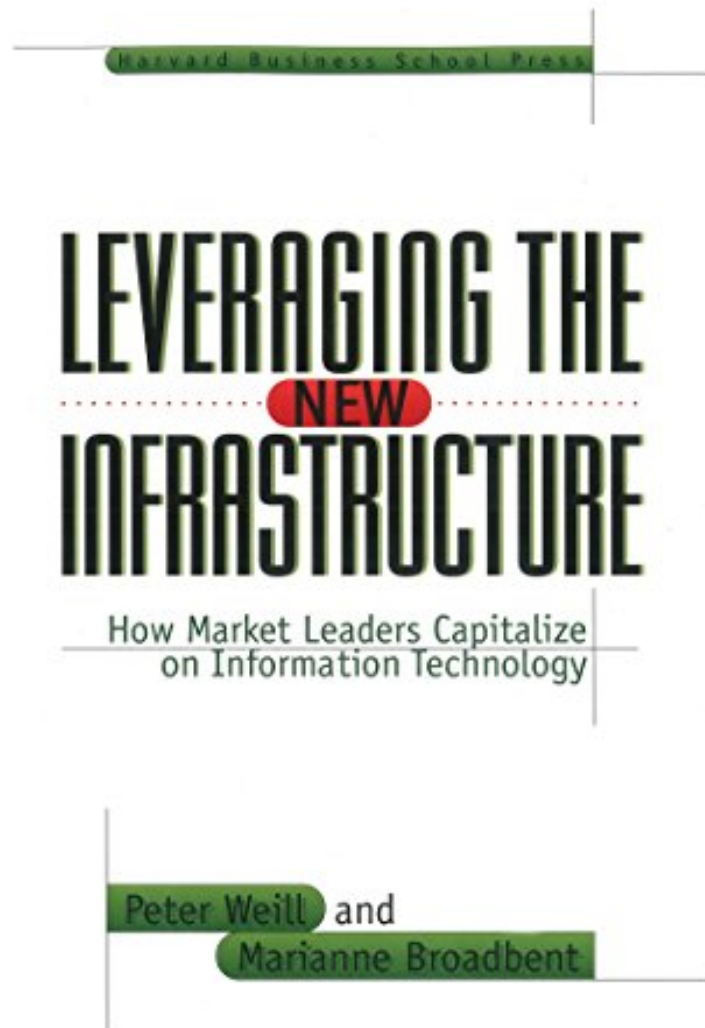


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Leveraging the New Infrastructure: How Market Leaders Capitalize on Information Technology

Peter Weill, Marianne Broadbent

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Peter Weill, Marianne Broadbent : Leveraging the New Infrastructure: How Market Leaders Capitalize on Information Technology before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leveraging the New Infrastructure: How Market Leaders Capitalize on Information Technology:

7 of 7 people found the following review helpful. Strategic Role of InfrastructureBy Paul St Clair TerryThis is an

excellent analysis of the role infrastructure plays in large organizations, be they conglomerate or corporation, multinational or global. The fundamental thesis advanced by the authors is that for the integrated, adaptive corporations of the future, infrastructure has the potential of being a long-term strategic enabler. For such corporations, the scale and longevity of enabling infrastructure requires that infrastructure investments continue to exhibit value way beyond the lifespan of existing strategies. A distinction is made between short-term (current) strategies which are responsive to the immediate competitive environment and longer term strategic intent which drives for realization of a persistent vision of the future. Long-term enabling infrastructure which is expected to survive (and enable) several iterations of current strategy is legitimized by supporting the strategic intent of the corporation. This redraws alignment, breaking alignment of infrastructure investment to current strategy and instead aligning it to strategic intent. We, in Zurich Financial Services Group, are pursuing an aggressive strategy which builds on the concepts found in this text. We are redrawing the line between what is infrastructure and what is local, market-differentiating solution. By commoditizing fundamental components used to build such solutions, which are shifting more and more into infrastructure. Weaving together local solutions becomes much faster, much easier when the focus is entirely on local value-chain optimization. This book is now required reading in ZFSG. We have bought literally hundreds of copies and distributed them amongst our senior IT professionals. Definitely a BUY recommendation. 6 of 7 people found the following review helpful. REQUISITE READING for Information Age strategists. By A Customer Information technology has made possible the Information Age. Today, organizations are wrestling with the monumentally complex decisions about how to invest in this ever-advancing technology-investment decisions that are shaping the competitive destiny of corporations. How such decisions are made and how they should be made is at the heart of this book. The central theme is linking strategy with a firm's IT portfolio: its total investment in an IT infrastructure. The authors explore four approaches to such infrastructure investment decisions, ranging from none to an enabling view that positions the firm to optimize its IT core competence in a strategically flexible manner. The authors have synthesized the approach market leaders take to leveraging IT. This book reveals how IT creates business value, and how top performing firms use IT in alignment with their current and future needs and goals. The book's concluding section addresses how to manage the IT portfolio for optimum business results. The book includes, among many of its nuggets, a useful grouping of infrastructure services into 8 management clusters. Reading this book is a delightful educational experience; it is also REQUISITE READING for all strategists. Reviewed by Gerry Stern, founder, Stern Associates, author of Stern's Sourcefinder The Master Directory to HR and Business Management Information Resources, Stern's CyberSpace SourceFinder, and the Compensation and Benefits SourceFinder. 3 of 3 people found the following review helpful. Excellent framework for viewing/managing IT investments. By dorenkam@mit.edu I think this is an excellent book for seasoned Information Technology managers, general managers, as well as for those just seeking additional ideas on the topic of Information Technology (IT) and its use in business. I was looking for a book that would give me a framework for how IT could be viewed and managed within a corporation. This book accomplished that for me. I liked the approach they took by treating IT as an asset, just like any other asset on a firm's balance sheet. The book is basically a summary of lessons learned from studying 75 firms over the last 8 years, but also provides some frameworks (drawn from their research) by which you can analyze your own firms' IT situation. The frameworks that this book offers seem to make sense and at the very least might cause you to think about IT in a different light than you currently do. At least it did that for me. The book is easy and enjoyable to read, provided you're interested in IT. The appendices provide a couple of exercises you can use for analyzing the use of IT for your business, which might be useful.

Imagine thinking about your company's information technology in the same way that you think about its investment portfolio: as a bundle of assets that—when managed right—will generate revenues and savings. Here's just such a framework for leveraging IT (technology, networks, data, and software)—one that enables business managers to make the important decisions about the potentially confounding mix of high-technology that influences near- and long-term planning, affects the ability to support customers, and dictates the flow of daily operations. Drawing upon their rigorous research with more than 100 top multinationals, the authors present a rich and varied range of examples of IT investment strategies that have reaped rewards for firms such as Citibank, Honda, Johnson Johnson, Ralston Purina, the Development Bank of Singapore, and Telstra. This hands-on resource, complete with benchmarks and case studies, creates the common ground where both management and IT can meet, communicate their goals, and agree on the best plan for getting there.

About the Author Peter Weill is Foundation Chair of Management (information systems) and director of the Centre for Management of Information Technology at Melbourne Business School.