Strategy & Architecture Framework
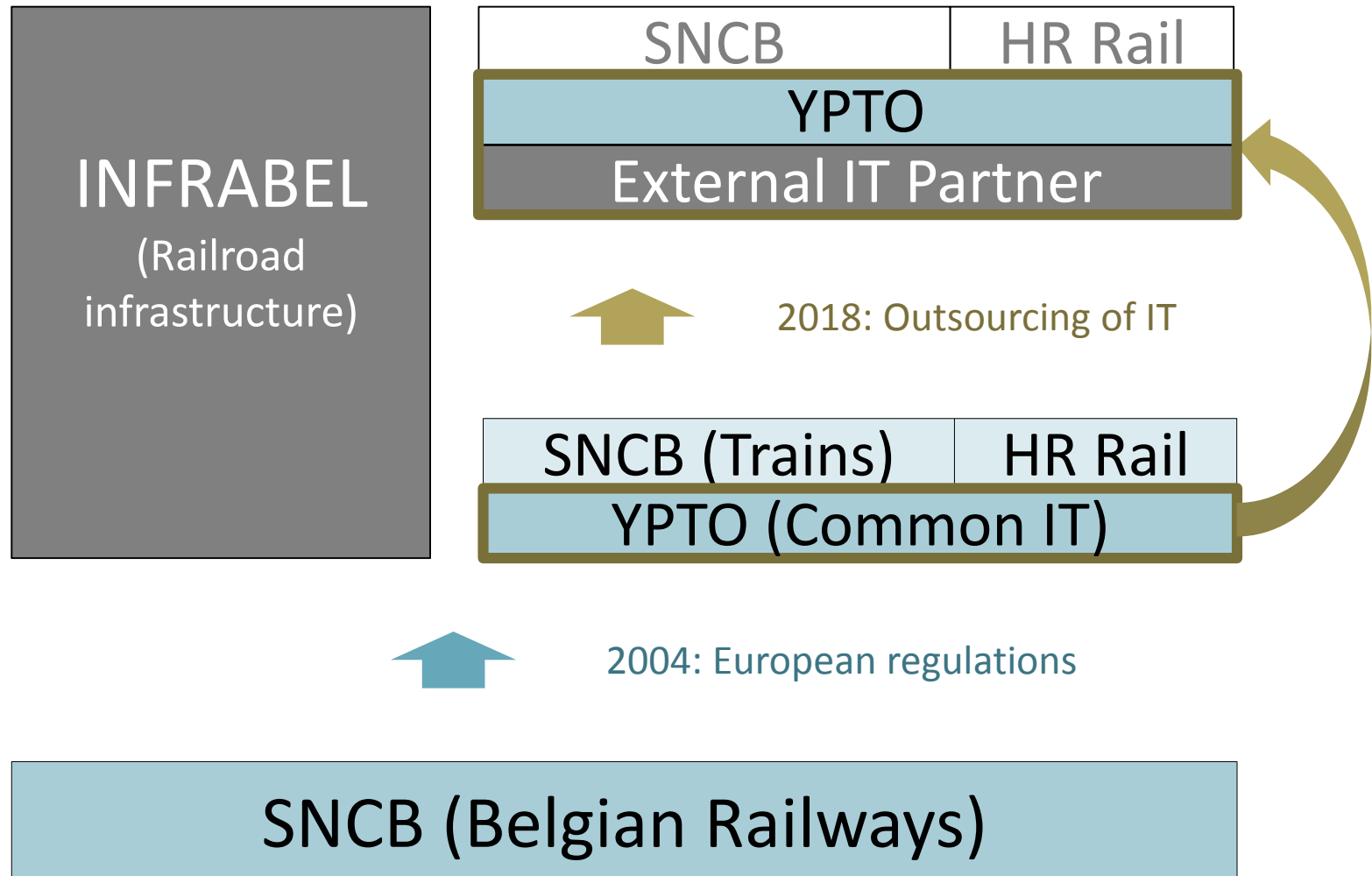
Case Study:
Belgian Railways

Transformation Challenges @ Belgian Railways
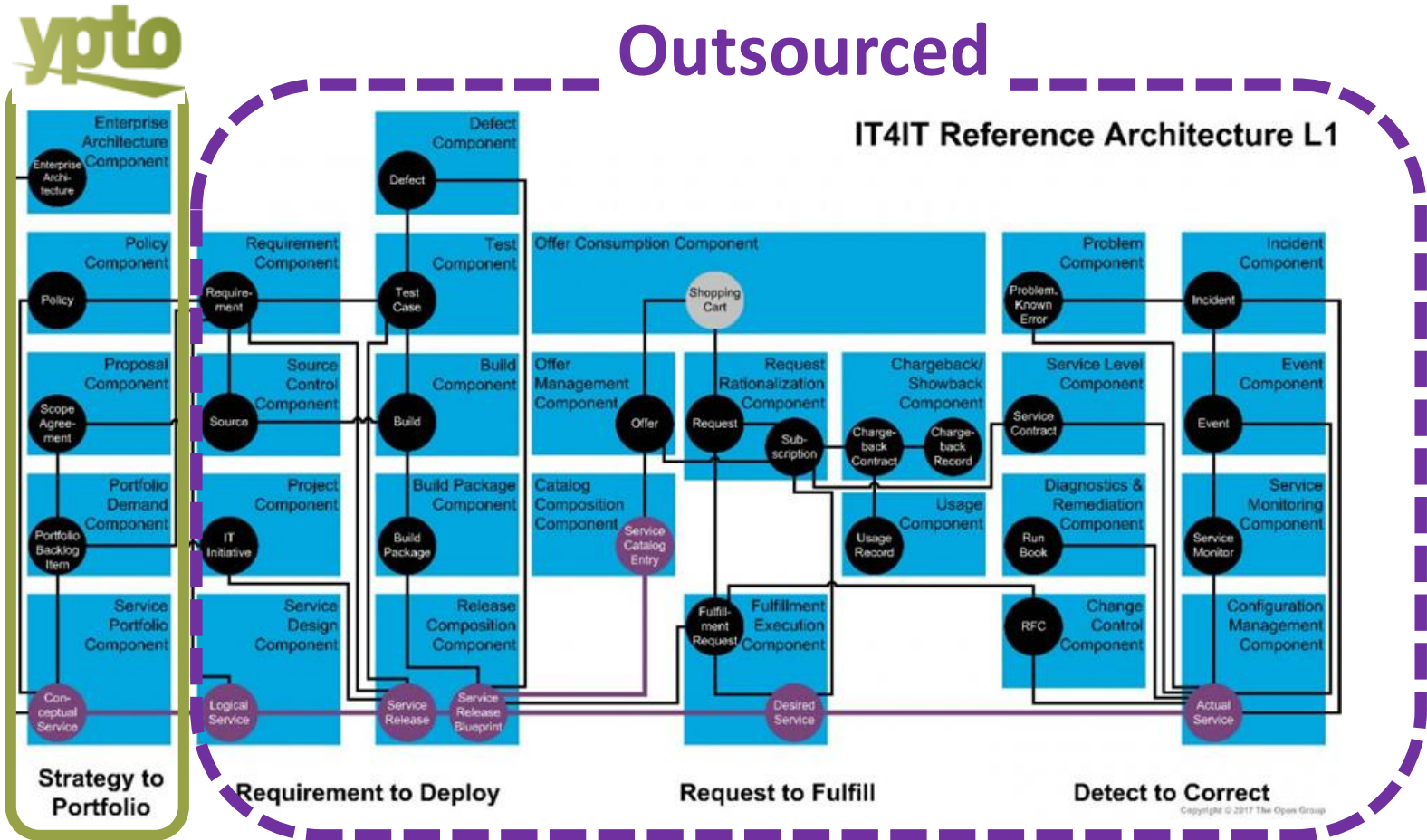
Example: The Belgian Railways

- In 2004, following European regulations, it was decided to **split SNCB into 3 public SAs**
  - **INFRABEL :   Railroad infrastructure**
  - **SNCB :   Rail operator (carry passengers)**
  - **HR Rail: HR services for SNCB and INFRABEL**

- In 2017 it was decided to **outsource the business of IT** to an external partner.
  - SNCB will keep, overall, **IT management, IT strategy, programme management and architecture.**
  - All other IT functions will be outsourced.

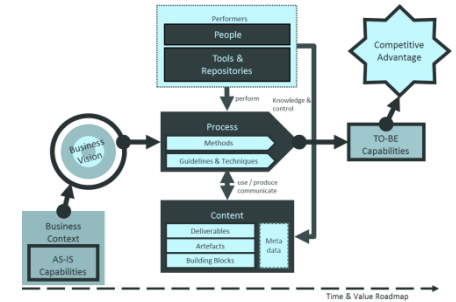These changes mean also splitting the IT organisation again and again.

Transformation Challenges @ Belgian Railways

INFRABEL (Railroad infrastructure)	SNCB	HR Rail
	YPTO	
	External IT Partner	

2018: Outsourcing of IT

SNCB (Trains)	HR Rail
YPTO (Common IT)	

2004: European regulations

SNCB (Belgian Railways)

3

Outsourcing the business of IT

Outsourced

IT4IT Reference Architecture L1

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YPTO (SNCB's IT) decided to create its Architecture Framework based on industry standards

Key aims

- Architecture Modeling + Architecture Portfolio Management
- Integrate architecture catalogs, attributes, descriptions…
- Modeling productivity and consistency
- Share enterprise visibility and traceability
- Ease planning and communication

Decision to adopt

- TOGAF, SAFe, Archimate, BPMN and UML

TOGAF, SAFe, ArchiMate, BPMN, …

All are great and very useful but…

- Not integrated
- Not actionable as a whole (disconnected sets)
- Redundant semantics & terms (Data Object, Role, Process…)
- Not embedded in our way of working

YPTO's conclusion

- Adopting each and every standard is not ideal
- Need a **single integrated company standard** to bring productivity, consistency and cross-discipline collaboration
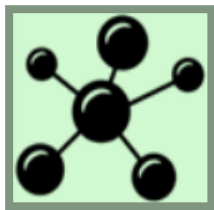
$\Rightarrow$ SNCB decided to go for **a single integrated framework** that is inspired by market standards and to **embed** it into the business of IT

YPTO adopted a framework inspired by market standards

IT4IT, ISO/IEC/IEEE 42010, TOGAF, SAFe,
ArchiMate, BPMN, PESTEL, Porter's Five Forces Analysis, Business Model Canvas,
Strategy Maps, Gartner EA Stage Planning ...

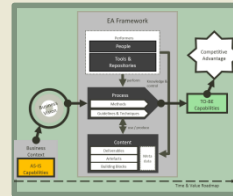Filter, adapt, extend and
merge standards
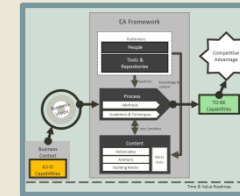
The Process of
Driving Changes

Tailor to
customer needs

Framework
embedded in the
organization

Normalize
semantics

Reference Framework with
Process, Integrated
Language & Tools

Reference Systems
Semantics
Automation By Nature

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YPTO Architecture Team - A Success Story

- Strategy, Architecture & CMDB Visibility & Traceabilty
- Function, Organization, Application, Technology & Information Portfolios Management
- Changes Following Capabilities Roadmaps
- Eliminated Redundancies
- Identified Optimization & Innovation Opportunities
- Cost Reductions
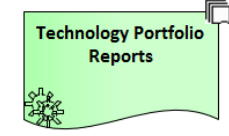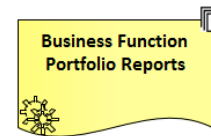- …

Business Functions & Supporting Applications

IT Organizations Managing Applications

Information Architecture

Strategy & Architecture Guidance

Directives & Demands Reports

Business Function Portfolio Reports

Application Portfolio Reports

Technology Portfolio Reports

Architecture Management Reports

Application Portfolio FAQ

More information in this article: SparxSystems CE: Belgian Railway relies on Enterprise Architect