

The IT Operating Model: a catalyst for transformation

Benoît Sepulchre – Belfius

The perfect world of Managed Services





Strategic Control

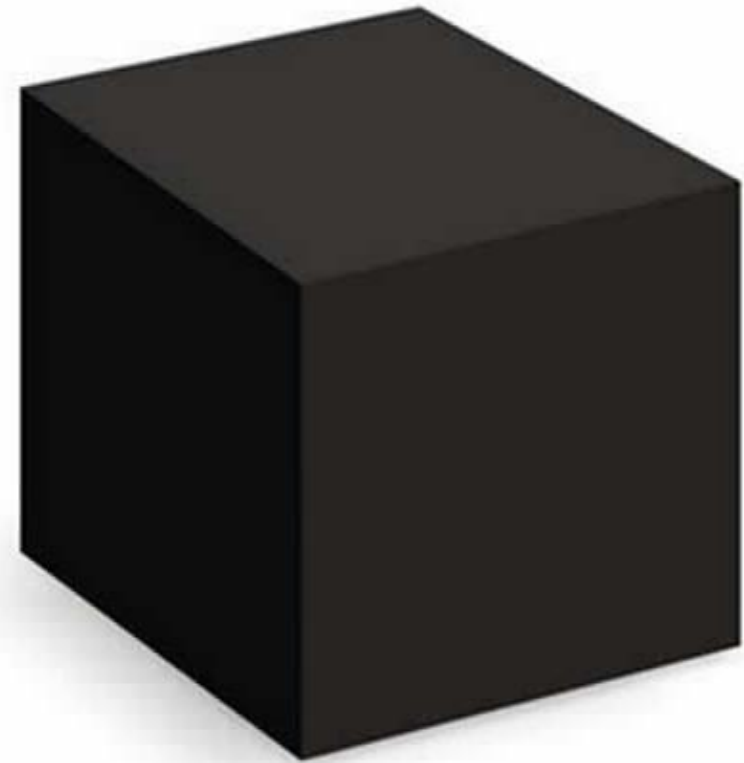
Subcontractors

Access to Data

Innovation

Financial Landscape

Regulatory Demand





Regain Control and Drive Strategic Evolution



Designing a New Operating Model



**Co-Creation with Incumbent
Partners**

Belfius in the driving seat

**Pricing Transparency and
Contracting Flexibility**



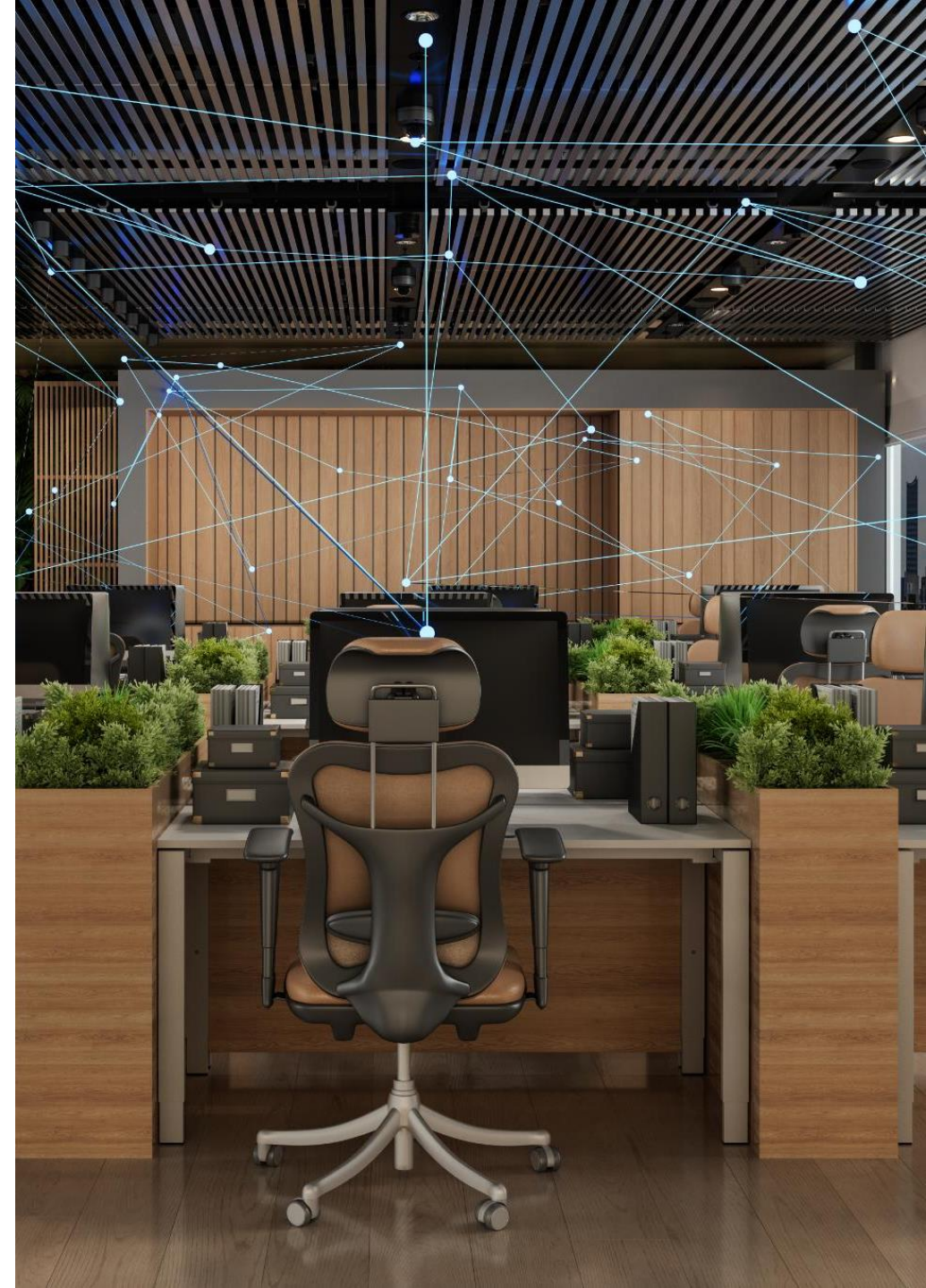
1. Insourcing of SIAM

Service Integration and Management

The SIAM functions have been insourced to Belfius through transfer of personnel and staffing increase.

Platform

Utilizing the Service Now platform helps Belfius Bank improve operational workflows and service efficiency.



2. Direct Contracting with each supplier

Enhanced Control

Direct contracts provide Belfius with greater control over supplier performance and resource allocation.

Improved Efficiency

Establishing direct contracts can streamline processes, reducing delays and enhancing overall operational efficiency.

Better Collaboration

Belfius coordinates the efforts between suppliers and ensure optimal collaboration through OLA's.



3. Creation of Hybrid Teams and '2-In-a-Box' Model

Effective Co-Management

The '2-In-a-Box' model promotes effective co-management by pairing team members from different expertise areas.

One Team

Hybrid teams under Belfius management foster collaboration and knowledge sharing.





4. New Agreements Applying FinOps Principles and Contract Modularity

FinOps Principles

The PxQ (Price x Quantity) pricing model applies the “Pay as you Use” principles, optimizing financial performance and resource allocation.

Modular contracts

Contracts are modular both in scope (separate services and terminations fees) and in duration (rolling mechanism).

5. Hardware and Software Acquisition

Hybrid Platform Approach

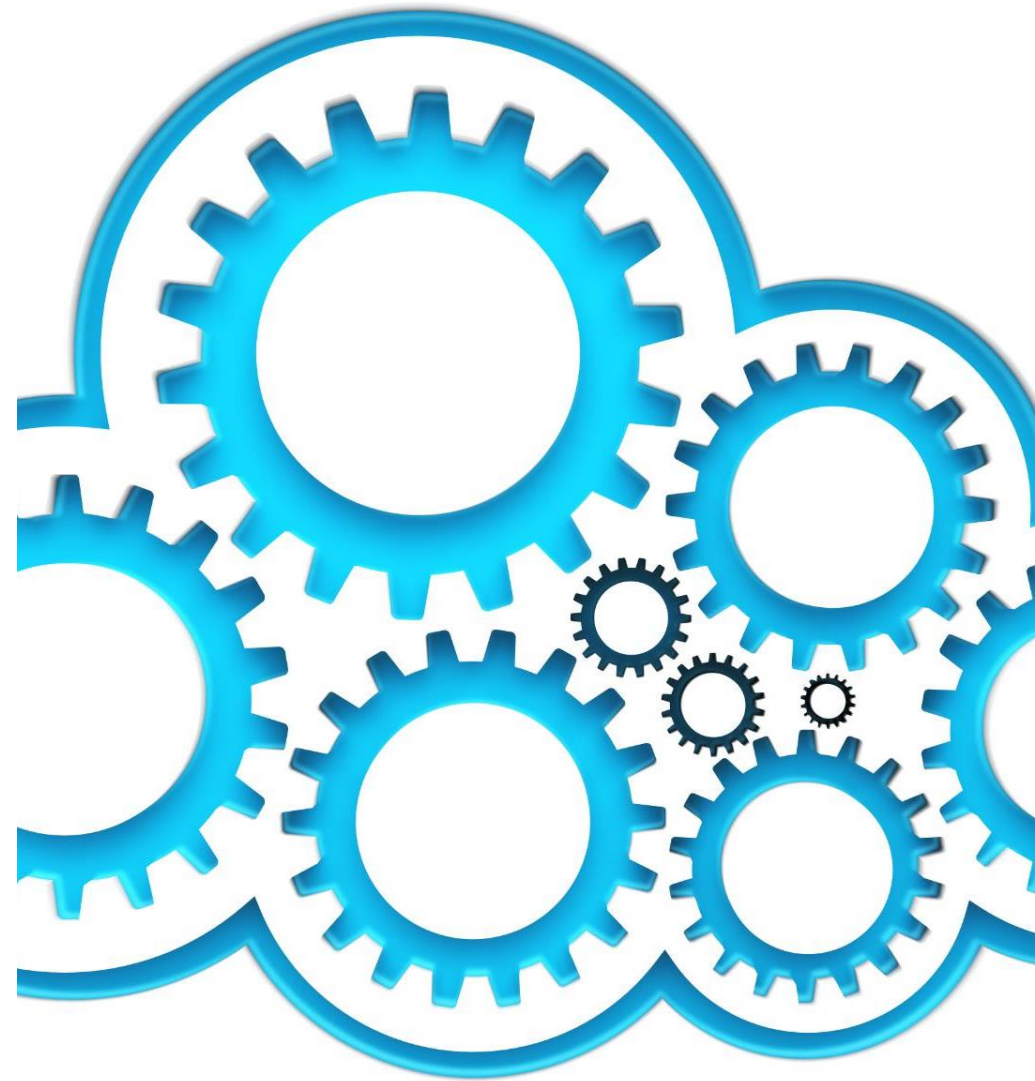
The bank is adopting a hybrid platform strategy to integrate its hardware and software acquisitions, which enhances flexibility.

Supporting DevOps Practices

This strategy aims to support DevOps practices, facilitating collaboration and continuous integration within the bank's teams.

Enhancing Agility and Innovation

By evolving its acquisition strategy, the bank enhances agility and fosters innovation in its service offerings, meeting customer needs effectively.



Increased Stability

Cost Management

Hybrid Strategy

People Satisfaction

Digital Leadership



Conclusion

Co-creation

Build and Run the operating model together with incumbent suppliers, in all transparency, ensuring a win-win situation for all parties. A good SIAM organization is the cornerstone of a well functioning operating model.

One team

Building hybrid teams mixing suppliers and Belfius engineers, under the direction of one single manager, helps creating a common goal and fosters collaboration.

Contract modularity

Agreements must include FinOps principles (Pay for Use) and flexibility for extension, termination and renewal of services.