

# Service Based Development at KBC Group of Belgium

## Capgemini delivers SOA capability at KBC via its Integrated Architecture Framework

### The Situation

KBC, a financial services player, is active in banking, insurance and asset management. It aims to achieve high profitability through up scaling. One of the cornerstones to achieve this is a solid information and communications technology (ICT) architecture. KBC selected Capgemini to provide it with a proven methodology for service architecture design.

KBC was keen to extend the challenge. Up scaling would be realised via merger and acquisition in Central Europe, consolidation and selective outsourcing to India. These were ample reasons to boost its architecture design capability.

### The Solution

The Service Based Development (SBD) program, launched in 2003, had a Work Preparation Framework (WPF) with Capgemini's role at its heart. The remit was to apply best available

practice methods supporting the ICT architecture design and reorient KBC's IT-architects, business and technology analysts towards Service-Oriented architecture design methodologies.

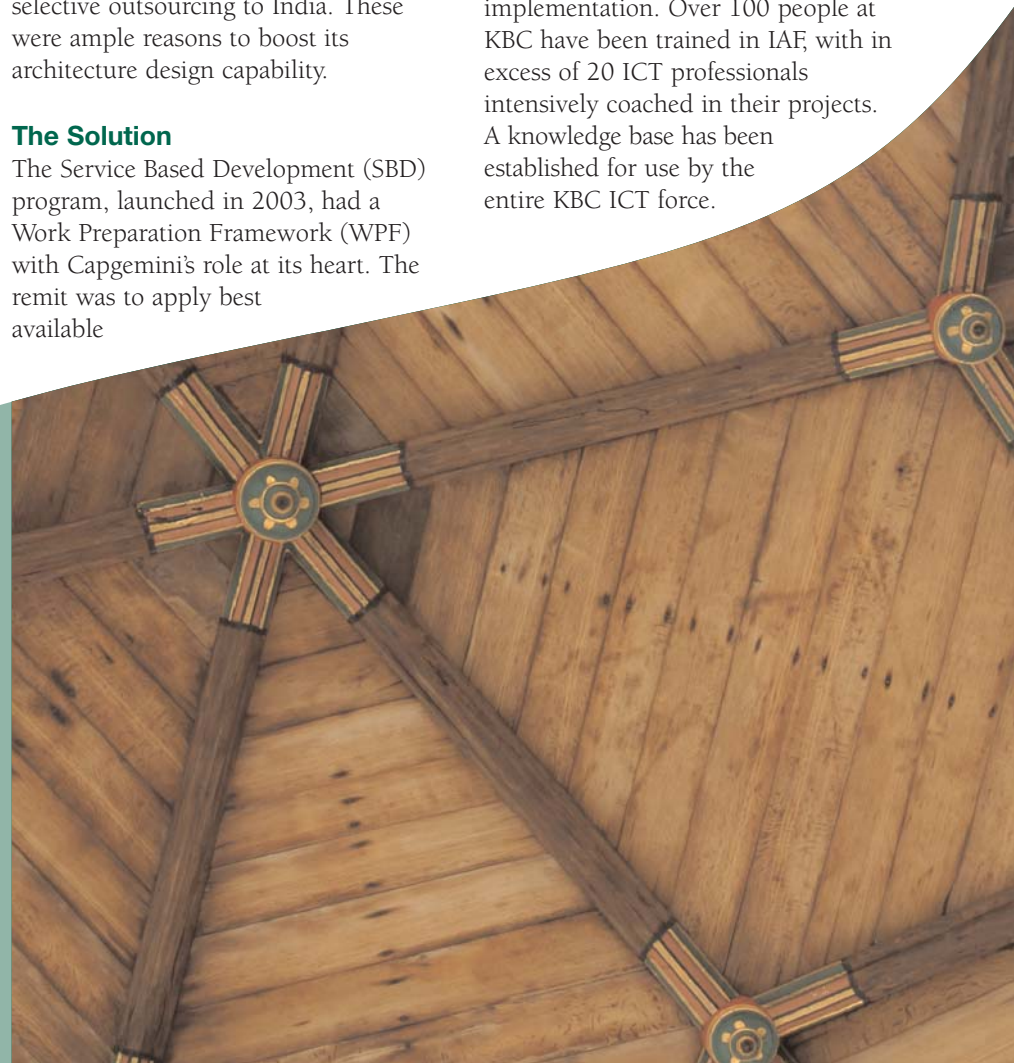
Capgemini tuned its Integrated Architecture Framework (IAF) to fit the WPF Governance model of KBC based on three fundamentals: way of thinking, working and writing.

### The Result

More than 200 KBC ICT professionals and a dozen Capgemini architects have been involved in SBD and WPF implementation. Over 100 people at KBC have been trained in IAF, with in excess of 20 ICT professionals intensively coached in their projects. A knowledge base has been established for use by the entire KBC ICT force.

“Capgemini has provided us with a toolkit which our employees can use to build a high degree of competency.”

Patrick Toeback  
Director, Process Management  
KBC Group



KBC now has one of the most advanced architecture design toolkits with integrated modeling methodologies offering significantly better agility. KBC enjoys sharpened competency in business and IT collaboration and adaptive architectures to support ICT.

### How KBC and Capgemini Worked Together

KBC Group, created by the merger of two banking groups (KB and CERA) and an insurance company ABB, focuses on retail and small-to-medium enterprises. Aiming to be an independent and profitable bank and insurance company, KBC is strong in Belgium (leader for asset management; Top 3 for banking and insurance) with an expanding presence in emerging markets like Czech Republic, Hungary, Poland, Slovakia and Slovenia. The Group employs about 50,000 people.

With market growth as a motif and seeking leading industry practice for its information and communications technology (ICT), KBC launched the Work Preparation Framework (WPF) program. The goal was to embed best practices into the ICT organization at KBC.

Capgemini has been KBC's consulting partner for many years. Illustrating thought leadership in architectural design concepts, Capgemini was a natural partner for KBC on WPF. The scope was to understand requirements, establish an approach and support KBC to achieve its vision. A team of over 50 people including consultants from Capgemini was tasked to scope the change program and deploy it across three streams.

### Organization

This stream looked at the current ICT organization, how it interfaced with the rest of KBC and changes required to the structure. The team used techniques to identify required competencies, mapped to available skills and clear roles and responsibilities. The team engaged with key stakeholders to install a

Community of Practice and provided training, coaching and support that ensured that the program delivered to KBC's vision. The stream also introduced procedures for competency follow-up to allow KBC to develop best of breed capabilities.

### Architecture

At the heart of WPF was the requirement to bring industry-leading practices for Service-Oriented Architecture. By tuning its Integrated Architecture Framework (IAF), Capgemini helped to jump-start the program for robust, scalable and adaptive architectures. The team guided deployment of the result to deliver a WPF program that best supported KBC's ICT infrastructure.

Les Fontaines, Capgemini's University near Paris was leveraged to coach over 20 KBC architects intensively in a 5 day "Master Class". The leadership team at KBC witnessed achievements in a collaborative one-day session.

### Methods & Techniques

This stream looked at methods, techniques and best practices to adopt and embed within ICT at KBC. The team created tools and templates and leveraged communication channels to publish results in order to reach target audiences and gain strong buy-in of the change. Effective knowledge transfer and integrated methodologies ensured that KBC could leverage results to meet current and future needs.

In regular client assessments, a standard feature on Capgemini engagements, senior KBC management has consistently appreciated the added-value service from Capgemini on the WPF program. With a solid design framework now in place, the WPF is being rolled out to the entire ICT organization comprising some 2,100 ICT people. Supported by Capgemini, this ensures return on investment for KBC. In the process, KBC Group is on course to turn itself into a Service-Oriented Enterprise.



### About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and

collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs approximately 61,000 people worldwide and reported 2005 global revenues of 6,954 million euros.

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Capgemini Belgium  
Financial Services  
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Service-Oriented Architecture

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