

# PMI Belgium Chapter meeting 18th march 2003



## Hosting the PMI Belgium Chapter meeting

Davoise & Associates had the great pleasure to host the latest PMI Belgium Chapter Meeting, on the 18th of March 2003. This was for us a great opportunity to invite some of our customers and show them how grateful and proud we are to be of service to these prestigious companies: Dexia, Belgacom, Carrefour, Axa, Nordion, Kiabi, Inami, Kone, Manpower, ING, Cisco, Nexans, Toyota, Portima, Euronext, the European Commission.... ! All those references in just two years, as we celebrated our second birthday a couple of months ago. At this Chapter meeting, we had some 160 enthusiast participants, which shows the growing success of the Project Management Institute.

To reinforce this success, we also had the great pleasure to welcome Frank Stockx from ING as our keynote speaker.

Frank gave us an overview of some of ING's recent and current challenges (see details on next page).

This event was also an opportunity to show our appreciation to the Davoise & Associates team. Their talents their enthusiasm, their involvement and commitment toward our customers makes them highly appreciated both as colleagues by us and as consultants by our customers. And we all know that consulting is not an easy job, as customer's demands and expectations do rise permanently.



Jean-Louis Davoise  
Managing Director

After the various speeches, we had the pleasure to welcome all participants to a cocktail drink, as you will see in the pictures on next pages. We certainly give you all *rendez-vous* for next year, and wish you will honor us of your presence for a next chapter meeting hosted by Davoise & Associates.

## Davoise & Associates

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### On next pages you'll read more about

- *How architecture influenced strategic program management at ING, by Frank Stockx*
- *A reflection on benefit management, as a possible link between corporate strategy and project management*
- *Some pictures taken at the PMI Chapter meeting, 18th March, Sheraton Hotel, Brussels*



Jan Van Broeck  
President-PMI Belgium

## From the President's corner...

As President of the PMI Belgium, Jan Van Broeck reminded the audience of some important upcoming events:

- the PMI global congress 2003 takes place at The Hague between 22nd and 26th of May 2003. The keynote speaker is Fons Trompenaars, who wrote the famous book "Riding on the

wave of culture".

- The Benelux day of the PMI is scheduled for the 27th of September, back to Antwerp, at the Crown Plaza.
- Elections of the new board of directors of PMI Belgium foreseen on December 4, 2003.

## A few words about our keynote speaker and ING

Frank Stockx was born in Belgium in 1969. He graduated in 1992 from the Leuven University, as a major in Commercial Engineering, and in 1993 with an additional degree in International Relations. He joined the BBL in 1996 as Area Officer. From September 1996 to March 1999 he was appointed project manager for the euro projects at the BBL. He then moved to Payments and Cash management services in 1999, until 2000 where he took the head of the Payment processing systems department within the Business Information Systems division. In August 2001 Frank was appointed head of Programme man-

agement in the Service Center Securities, for ING Europe. The ING Group counts over 110.000 employees in 65 countries. The insurance branch of ING comprises companies such as Nationale Nederlanden, RVS Verzekeringen or the former Vaderlandsche (now ING Insurance). The banking branch comprises the Postbank in Holland, ING Barings, ING Lease and of course the soon-former BBL in Belgium (change of name will be general end of april 2003). ING bases its impressive growth (see below) on 5 key themes: Client focus, Synergy, Organization, Culture and Branding.



Frank Stockx  
ING Europe

### The architecture based approach

As many fast growing companies, ING faced several challenges regarding its operations and information systems:

- aligning business processes
- common organizational approaches in operations
- setting common targets across the organization
- gaining visibility on both the purpose and status of major investments etc.

For managing the various securities programs at the European level, ING used an **architecture based approach**.

In practice, the securities operations & IT experts of ING in Germany, the Netherlands, Belgium and occasionally Luxembourg and France were brought around the table to deliver in a series of time-boxed projects a **common target business architecture** (what kind of services do ING securities operations support within Europe), common target applicative architecture (what IT services are needed to support these services) and common target operating model (how can operations ideally be organized to deliver the services).

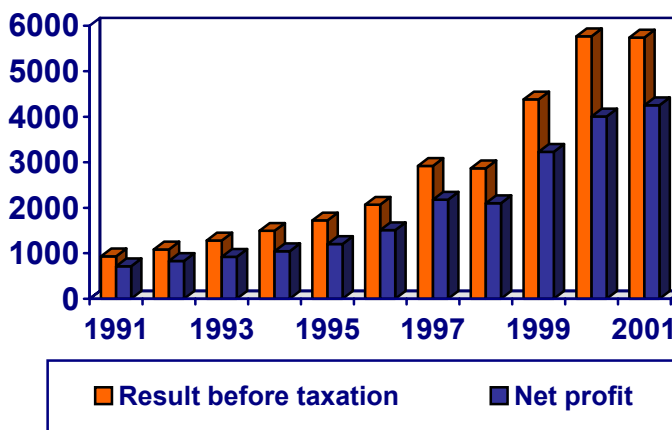
These target models were then used to understand the current situation of the different business units of ING and to shortlist both potential quick-wins and mid-term developments.

The rather extensive program started in November 2001 and delivered its first major result during the summer of 2002 in the form of a list of **18 quick-wins** whilst preparing the roadmap for ING's **strategic long term choices**. Next to this output the program helped building **networking relationships** on both an expert and management level, thereby increasing ING's effectiveness for issue han-

dling on both levels.

Within a longer term perspective, the approach ensures:

- a **decreased cost** of launching new initiatives (architecture provides for a framework for scoping),
- more **efficient program portfolio management**,
- that all project teams think systematically about **reuse** (unlocking the value of past investments)
- last but not least, a good balance between harmonization and consolidation within operations and IT.



ING Group—evolution of operational results

## Some pictures of the after-speech drink



Our many participants show appreciation to the speaker...



Frank Stockx (ING Europe) and Caroline de Brouwer (Davoise & Associates)



Elena Nikolskaya (Alstom) and Irina Novikova (Fedex)



Eric Claeysens (Proximus), Brigitte Van Landuyt (Proximus, Thierry Broes (Davoise & Associates, Jean-Marc Conrad (Davoise & Associates)



Marc Lengelé (Davoise & Associates), Hugues Ronsse (Deployment Factory)



Thierry Degraeve (Davoise & Associates), Sébastien Zawadski (Alstom)