

# The Digitalisation of the Belgian Railways

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- ✓ NMBS / SNCB
- Our challenges
- Digitalisation

253,4 miljoen

Binnenlandse reizigers

10.849

Reizigers-km

923.646

Reizigers/weekdag

3,14 miljoen\*

Internationale reizigers

17,5 miljoen

Reizigers op doorreis in België  
(Thalys, Eurostar, ICE...)

3.672

Treinen per weekdag

350.720

Zitplaatsen

554

Stations waarvan

71 volledig uitgerust voor personen met beperkte mobiliteit

151 met verhoogde perrons (76 cm)

73.694

Autoparkeerplaatsen (+774)

106.987

Stallingen voor fietsen (+ 4.351)  
Nieuwe fietsparkings gepland in 2020:  
Baasrode-Zuid, Zele, Brugge, Gent-Sint-Pieters,  
Gontrode, Landskouter, Lichtervelde, Heizijde  
en Oudegem

90,4 %

Stiptheid

54,5 %

van de treinen uitgerust met ETCS

66,7 %

van de reizigers gaf NMBS een score van minstens 7 op 10, tegenover 60 % een jaar eerder

17.539

Voltijdse equivalenten

1.300

Aanwervingen

## Fleet



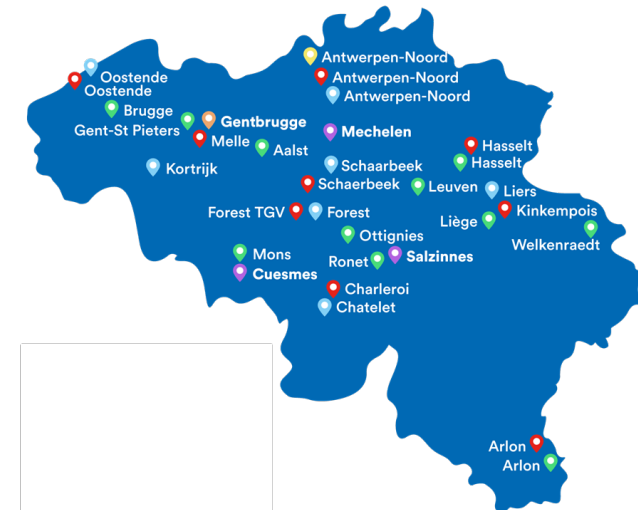
- 850 motorrijtuigen
- 226 locomotieven
- 1.470 rijtuigen
- ± 4038 'kasten' & 350.720 zitplaatsen
- 45% fleet ouder dan 25 jaar
- 46% fleet uitgerust met ETCS (2018)



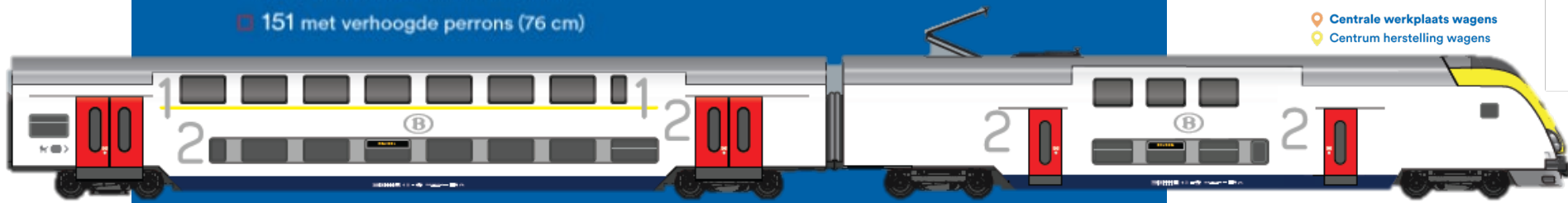
## Operations

- Cleaning: 375.000 uur per jaar
- Graffiti: 21.000m<sup>2</sup>/jaar → 4 voetbalvelden (!)
- Short term maintenance & Cleaning: zelfde grootteorde, uitgedrukt in aantal uren

## Werkplaatsen



- Centrale Werkplaats
- Tractiewerkplaats
- Technische onderhoudspost
- Onderhoudspost
- Centrale werkplaats wagens
- Centrum herstelling wagens





## > Our ambition

As backbone of public transport, SNCB want to offer a sustainable and reliable solution for mobility in Belgium.

SNCB will focus on 3 core activities :

1. Getting travellers in a safe, punctual and comfortable manner to their destination;
2. Do the management, maintenance and modernisation of trains in an efficient and optimal way;
3. Guarantee a client friendly environment in functional stations.







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# Ⓑ The challenge for liberalisation in national passenger transport



2007

Liberalisation of **freight & cargo** rail transport

2010

Liberalisation of **international** passenger rail transport

2020

Liberalisation of **national** passenger rail transport (not subsidized)

2032

Liberalisation of national passenger rail transport (not subsidized)

# nmbs A broad spectrum of competition



## Competition in rail

In "open access"  
Competition in public service



Some examples of competition



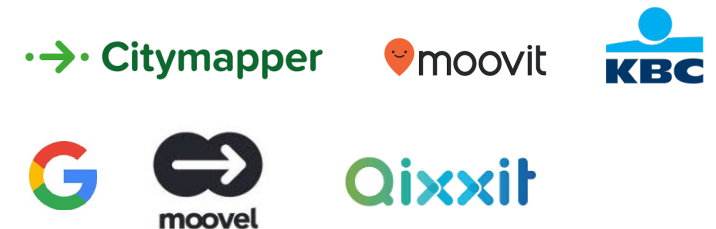
## Competition in modality

1<sup>st</sup> & last mile  
In the entire trip (alternative modality, like bus or car sharing)



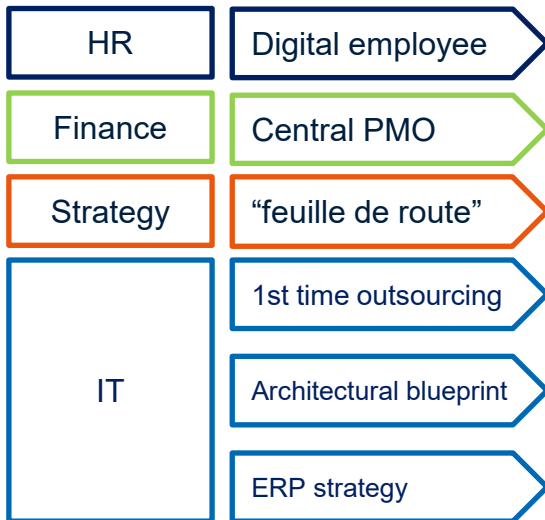
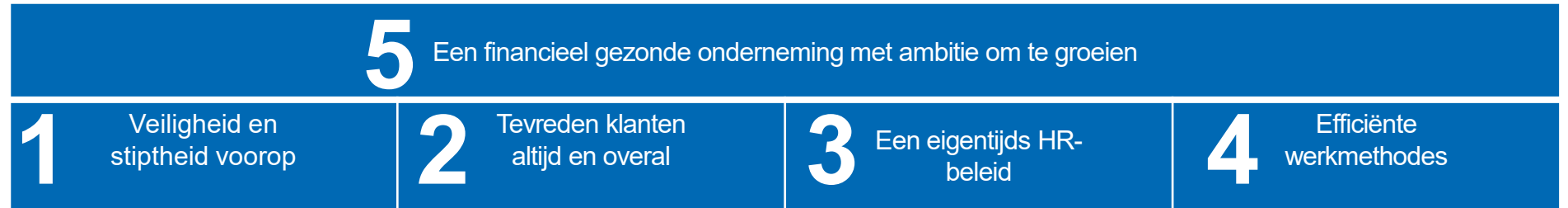
## Competition in customer contacts

Plan & reservations  
Plan & reservations and payment





The current budgeting process as well portfolio management process is strongly “silo” oriented, hard to prioritize and has a limited focus on benefit management. In that way it’s not always clear which are the dependencies between initiatives or how they contribute to the 5 key objectives of SNCB



- Multitude of individual initiatives
- Not always as clear in their contribution to the 5 company objectives
  - Unclear in their dependencies
- Benefit management and follow up as public service provider
  - Challenging cross department prioritization process
- Unclear Total Cost of Project (throughout the full lifecycle)





- ✓ NMBS / SNCB
- ✓ Our challenges
- ✓ Digitalisation



**Digitization is not just about new technologies,  
but requires an overhaul of organizational structures, governance, work processes, culture and mindset,  
while realizing a wider vision of new relationships and business models  
that will reinvent how we work and deliver better customer and employee experience.**



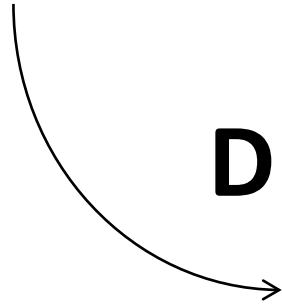


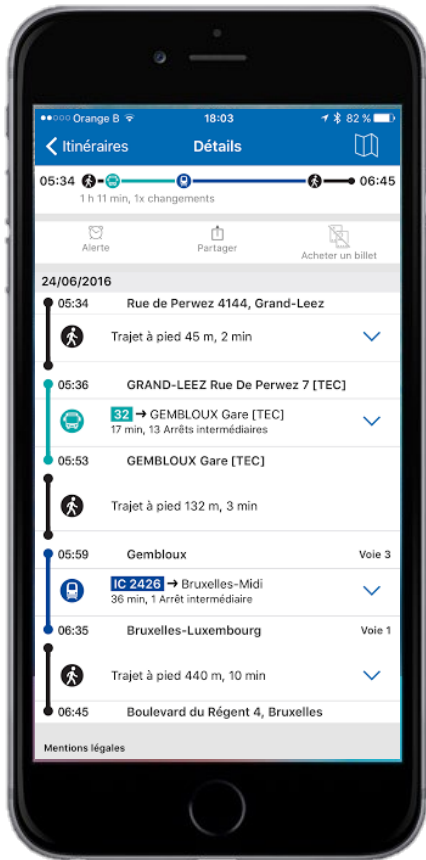
MAKE ME SMILE  
& DON'T MAKE ME THINK

MODE  
AGNOSTIC

**DIGITAL EXPERIENCE IS THE NEW  
WAY TO MOVE  
FOR SMART TRAVELERS**

MAKE ME SMART  
& IN-CONTROL

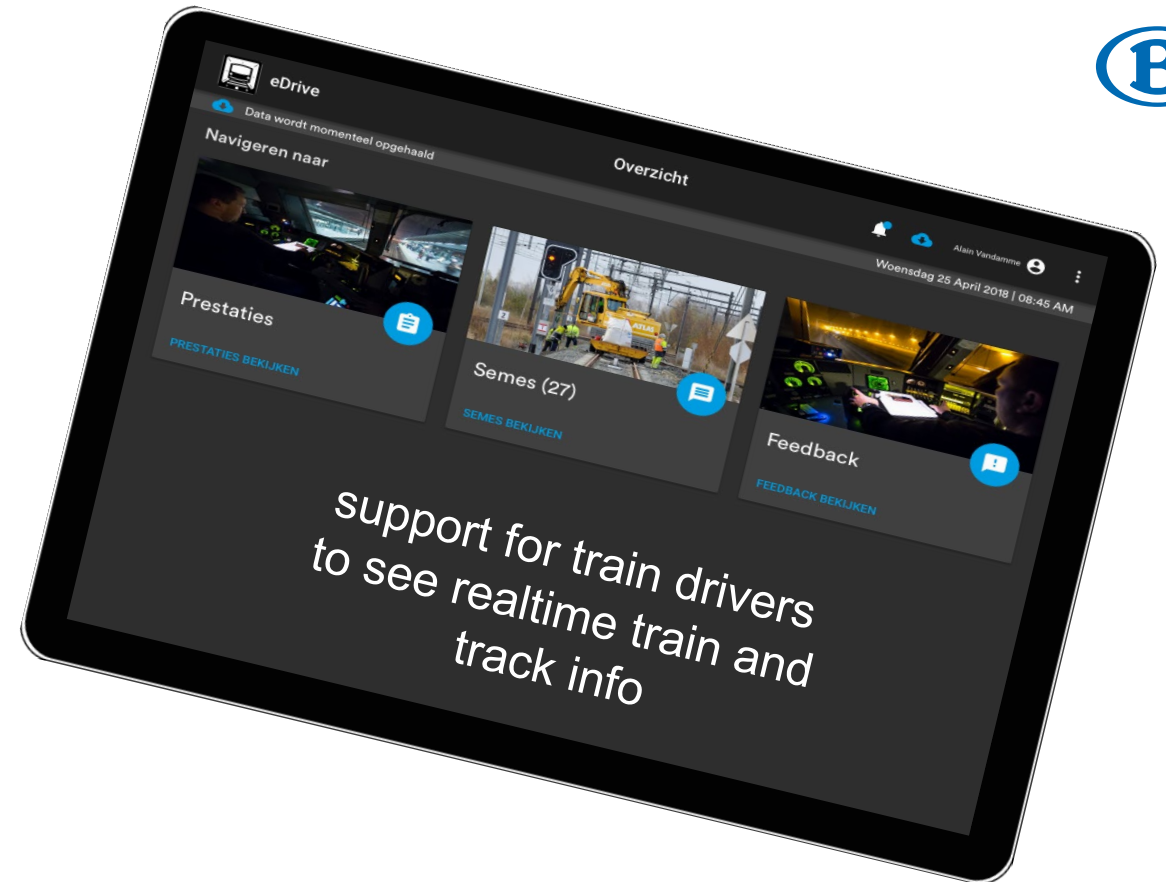




support for digital tickets, which are stored in the user's MySNCB cloud account



support for train attendants to get a warning on imminent departure



support for train drivers to see realtime train and track info

# The smartdevice plays a key role in our Digital Strategy

Go to [www.menti.com](http://www.menti.com) and use the code 7508 3094

Mentimeter

# What do you want us to zoom in to ?



Press S to show image







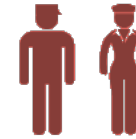
### Customer Journey

*Guarantee A Great Door To Door*



### Operational Journey

*Improve Operational Processes*



### Employee Journey

*Increase Employees Delivery' Capabilities*



1 AVANT LE VOYAGE



2 A LA GARE



3 EN TRAIN



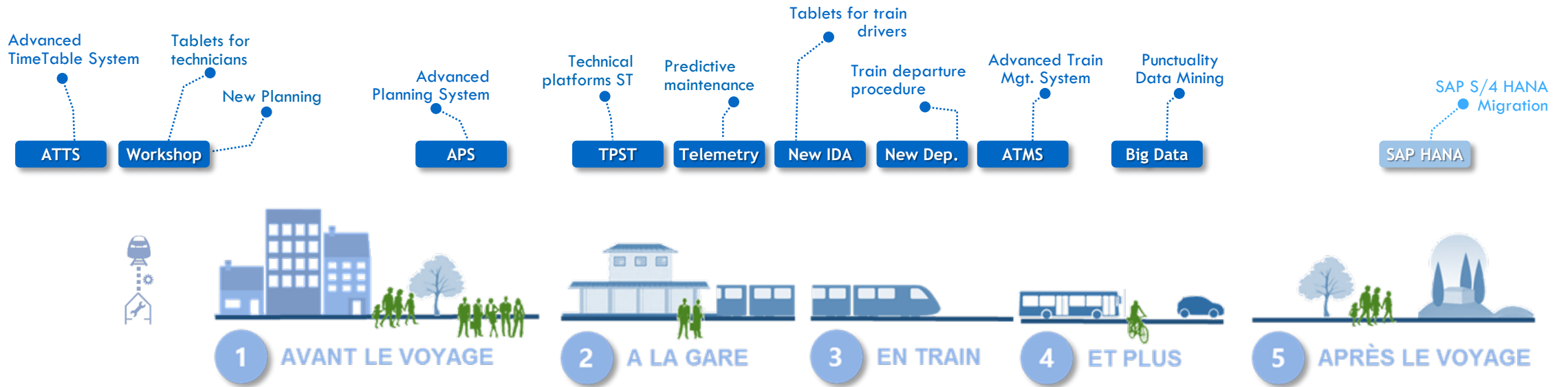
4 ET PLUS



5 APRÈS LE VOYAGE

# Operational Journey

Improve Operational Processes





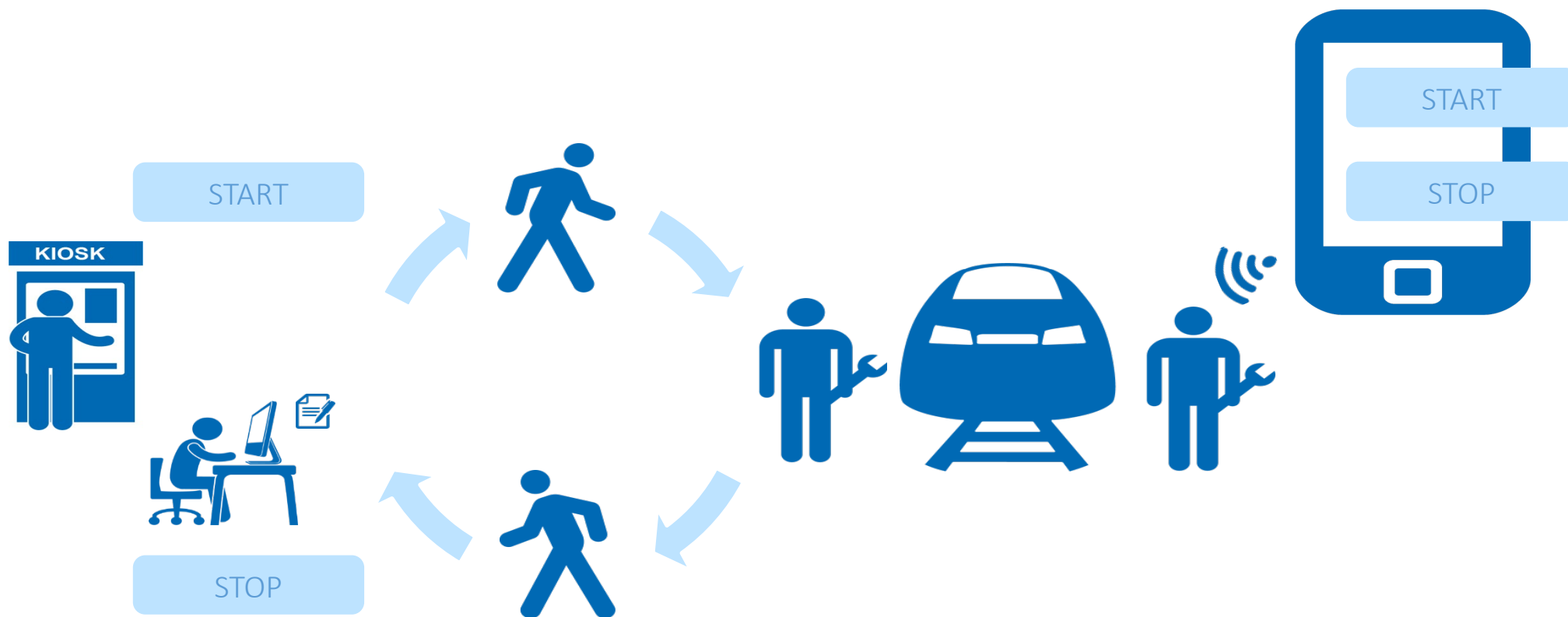
# Operational Journey

Tablet



AS IS Kiosk/Notif : *from losing time*

TO BE Tablets : *to efficiency and quality*



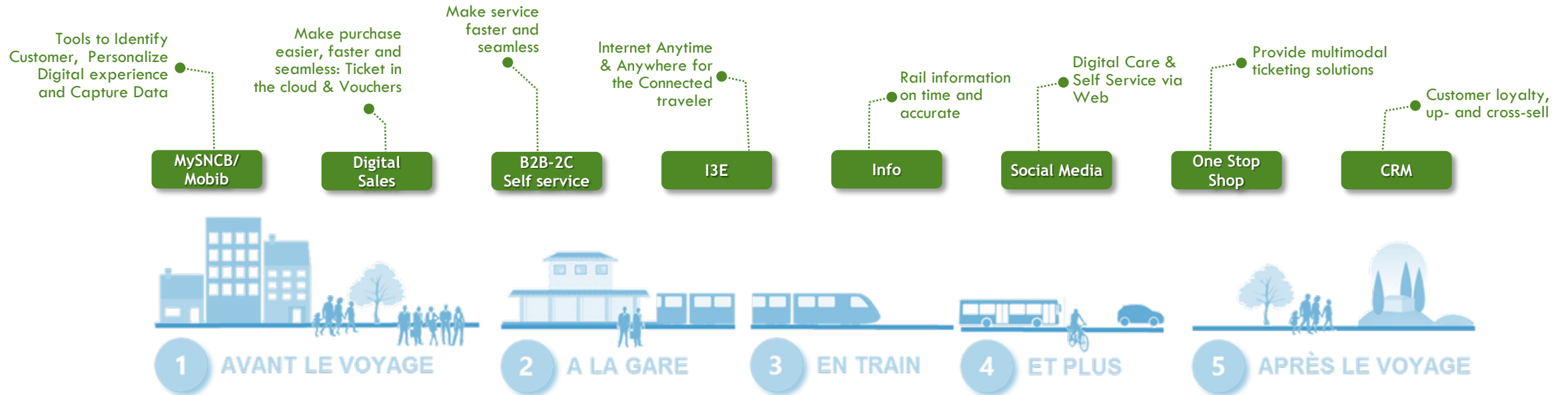


# Customer Journey : The journey

## Guarantee A Great Door To Door Customer Experience

Digital experience is the new way to move for connected travelers

It turns the train product into a personalized service



# Employee Journey: My Working Day

Adopt cloud best practices  
HR anywhere, anytime,  
anydevice

New way of working  
Talent cloud

Virtual HR through  
chatbots and AI

Social Media Gamification  
Talent cloud

Artificial Intelligence  
Talent Cloud

Mobility board  
Virtual reality

HR anywhere

NWOW

HR Chatbot

HR Social media

HR A.I.

Mobility board



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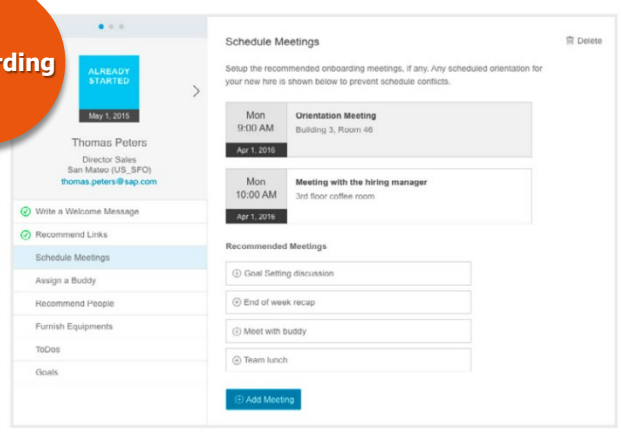


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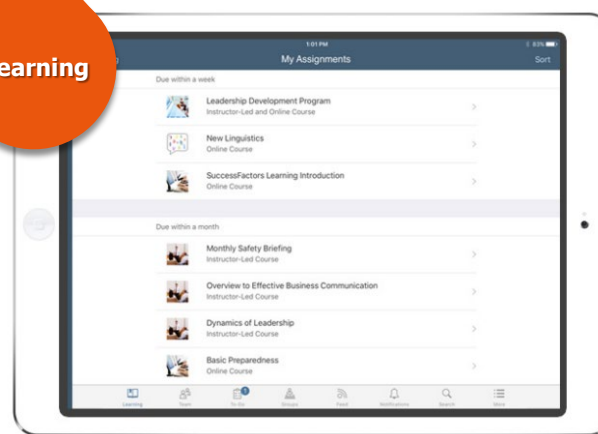


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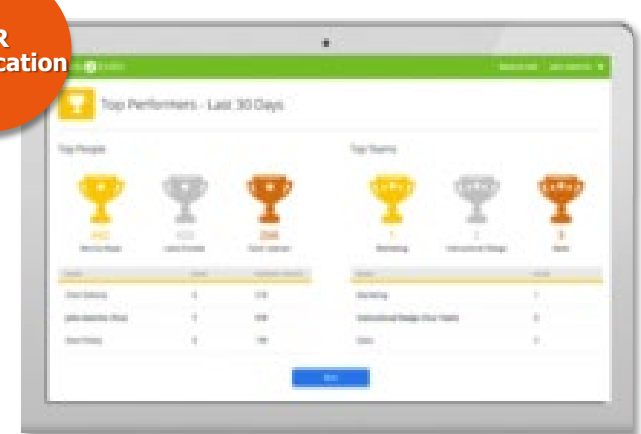
Onboarding



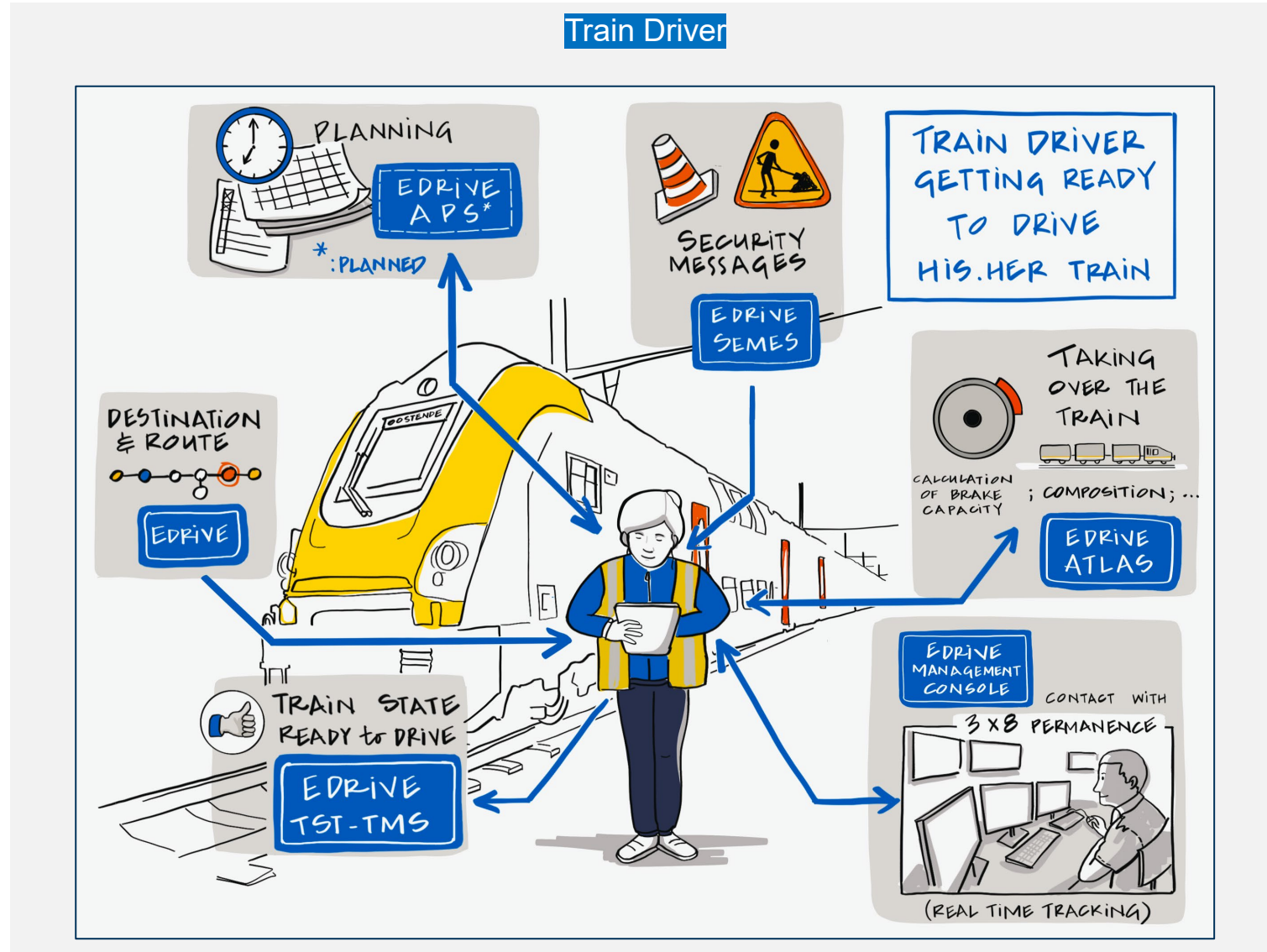
Learning



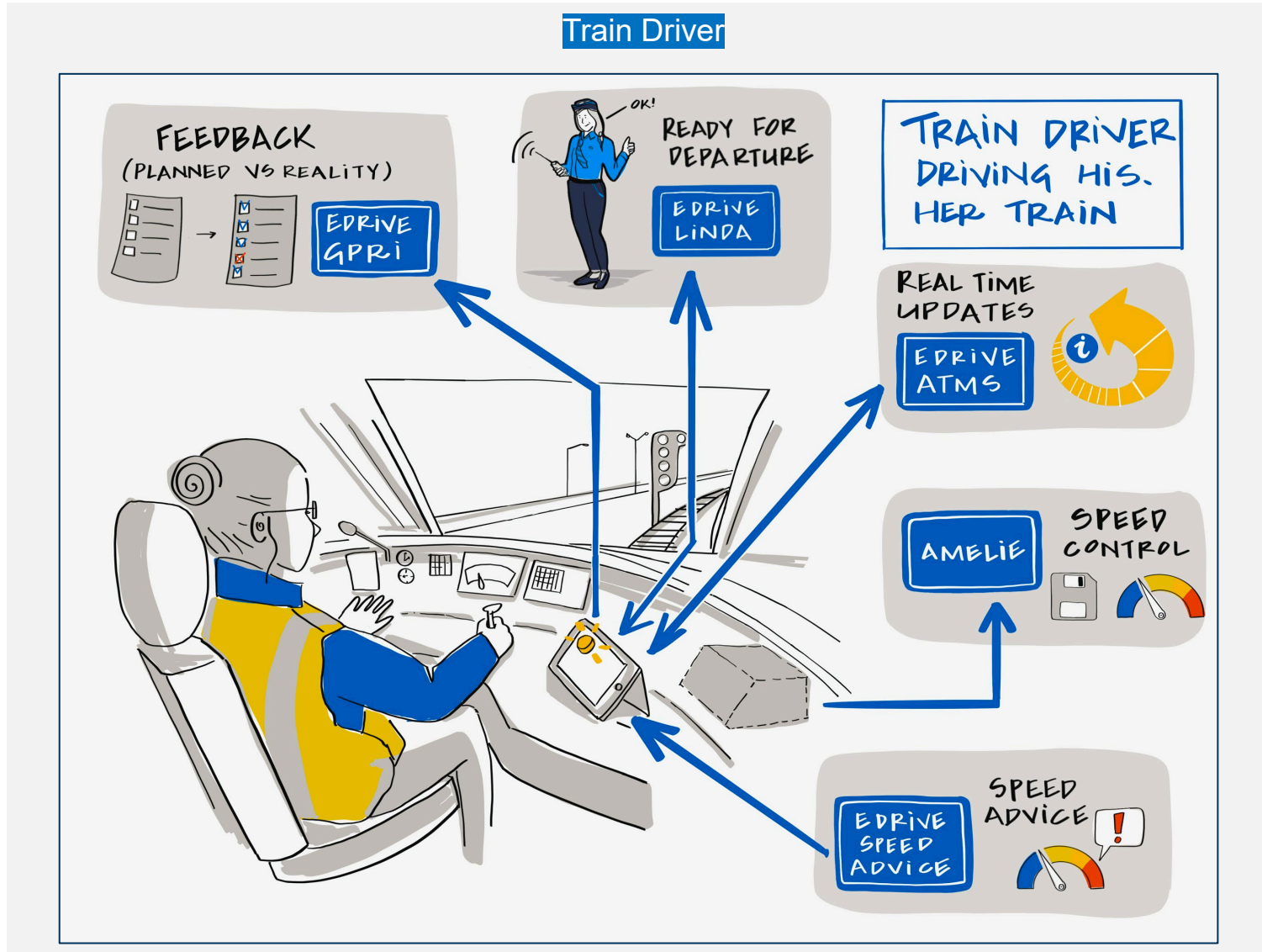
HR Gamification



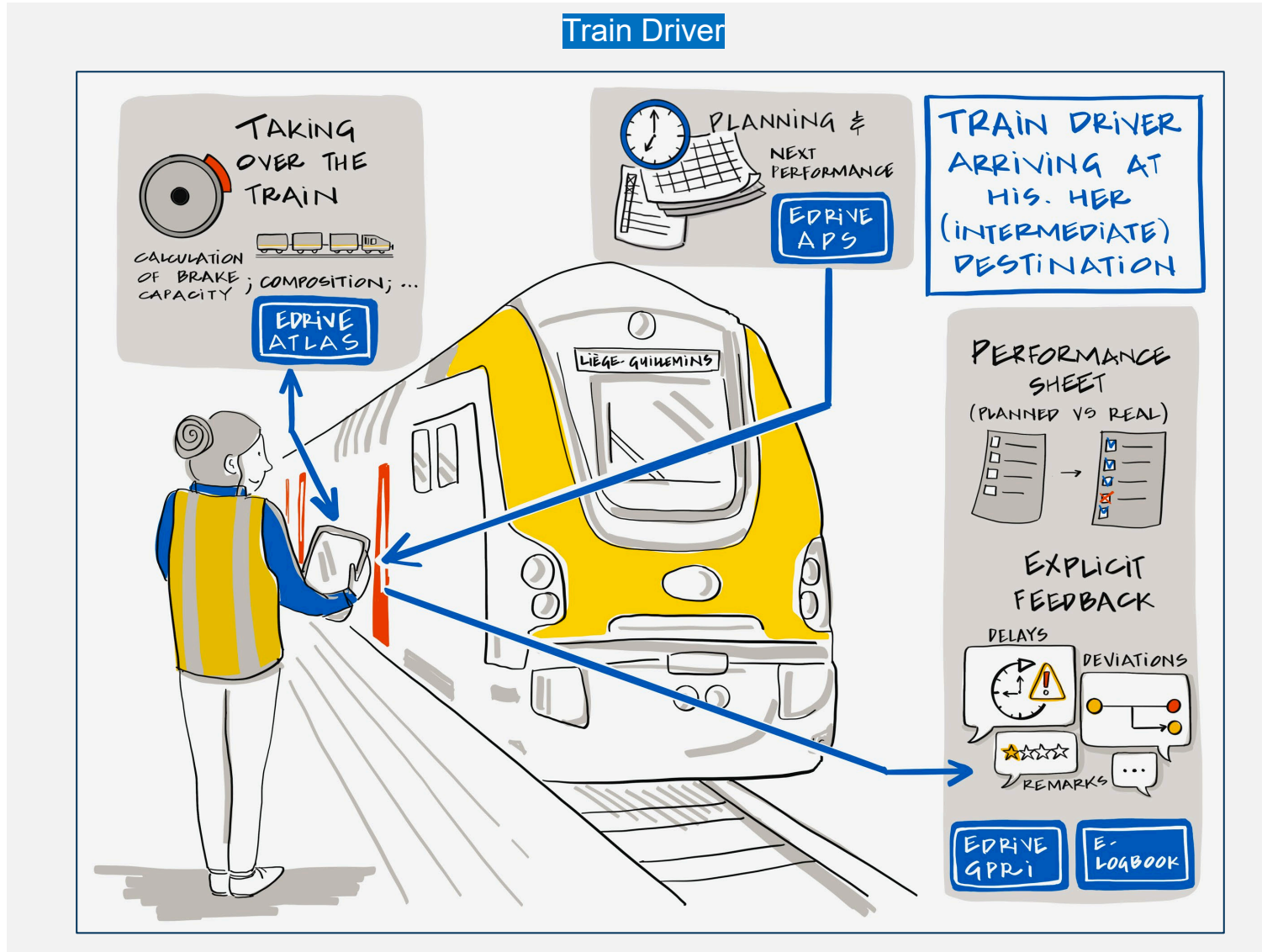
nmbs Digitalization delivers business outcomes across customer, employee and operational journeys



nmbs **Digitalization delivers business outcomes across customer, employee and operational journeys**

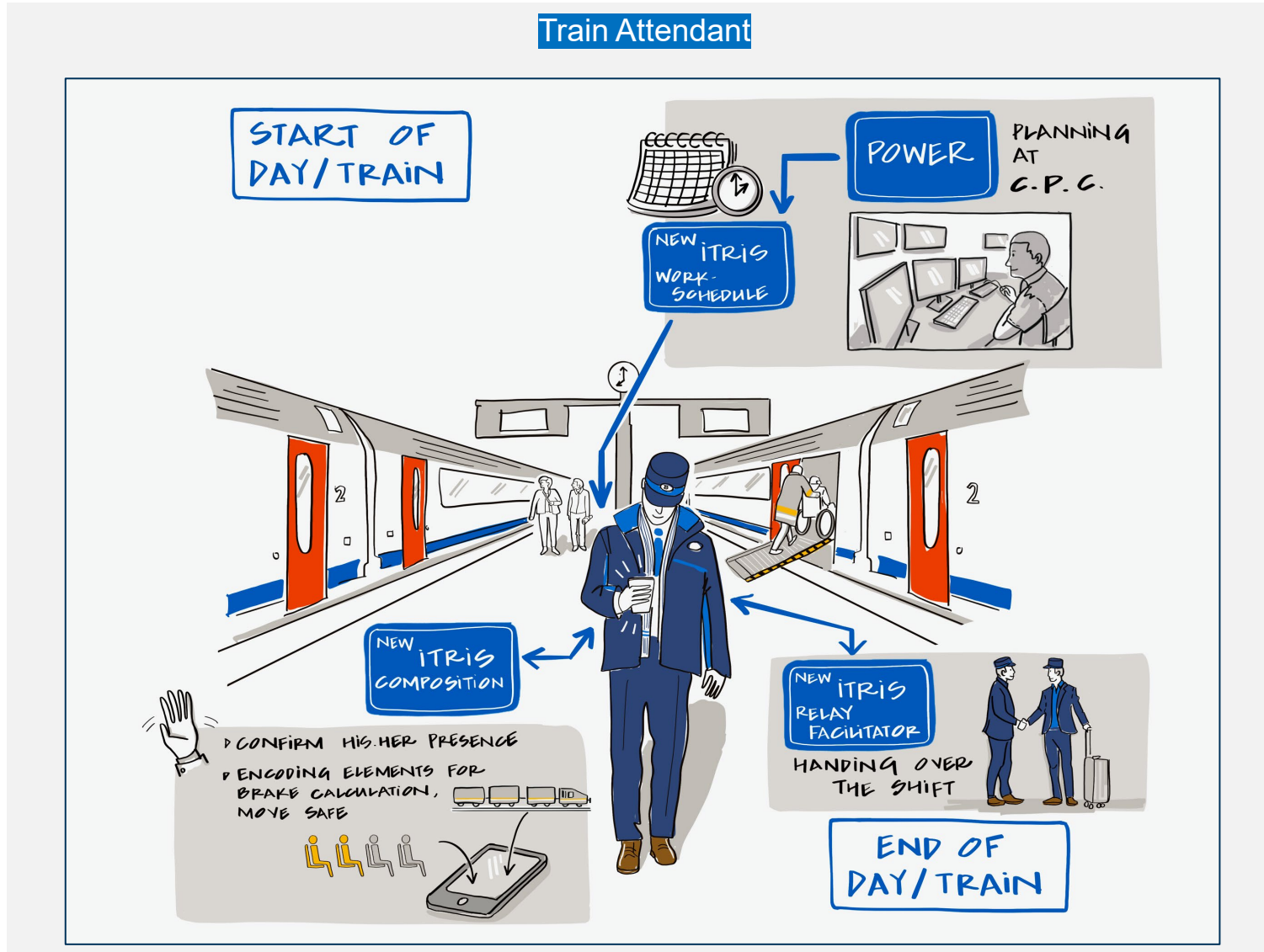


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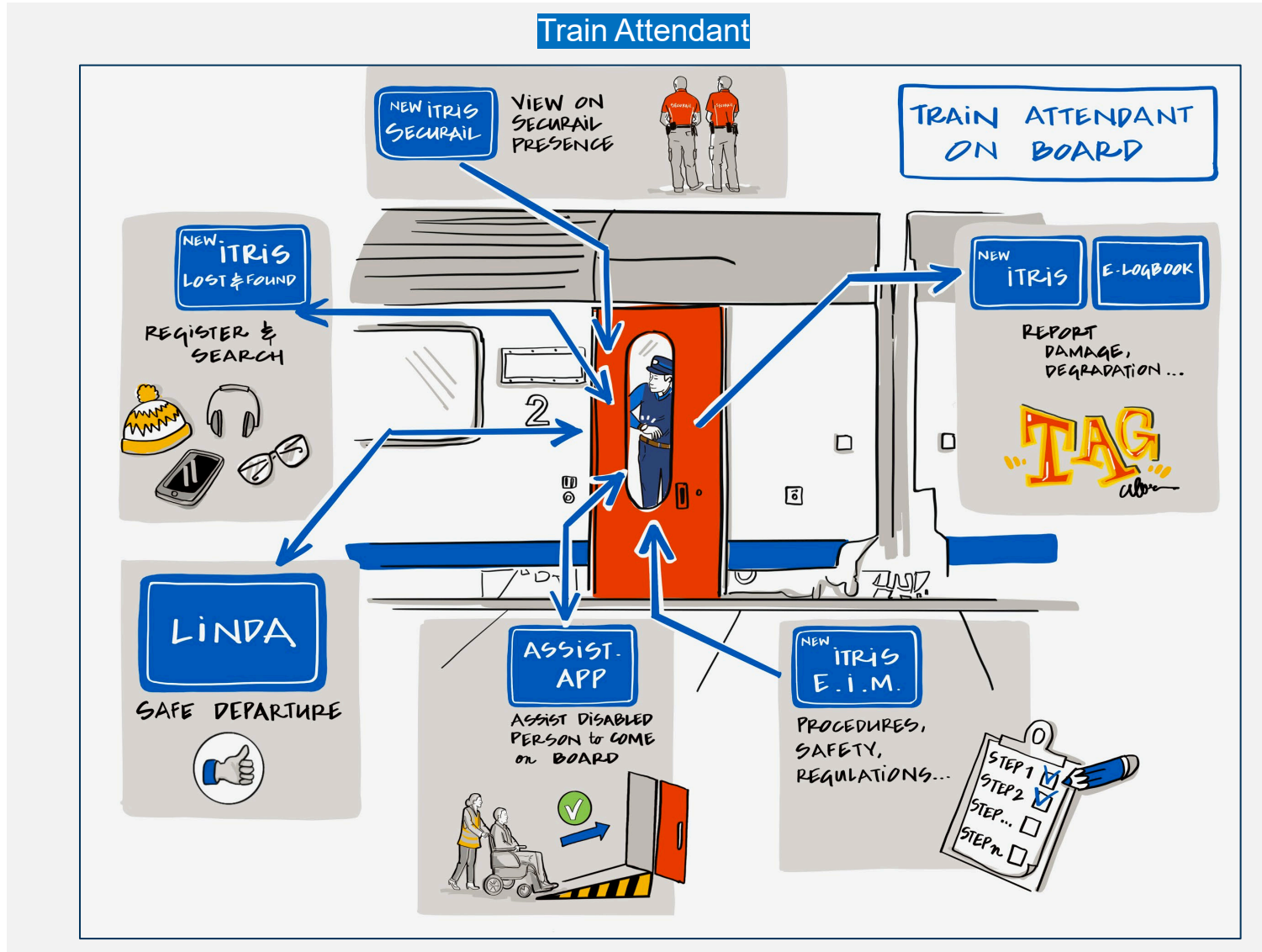




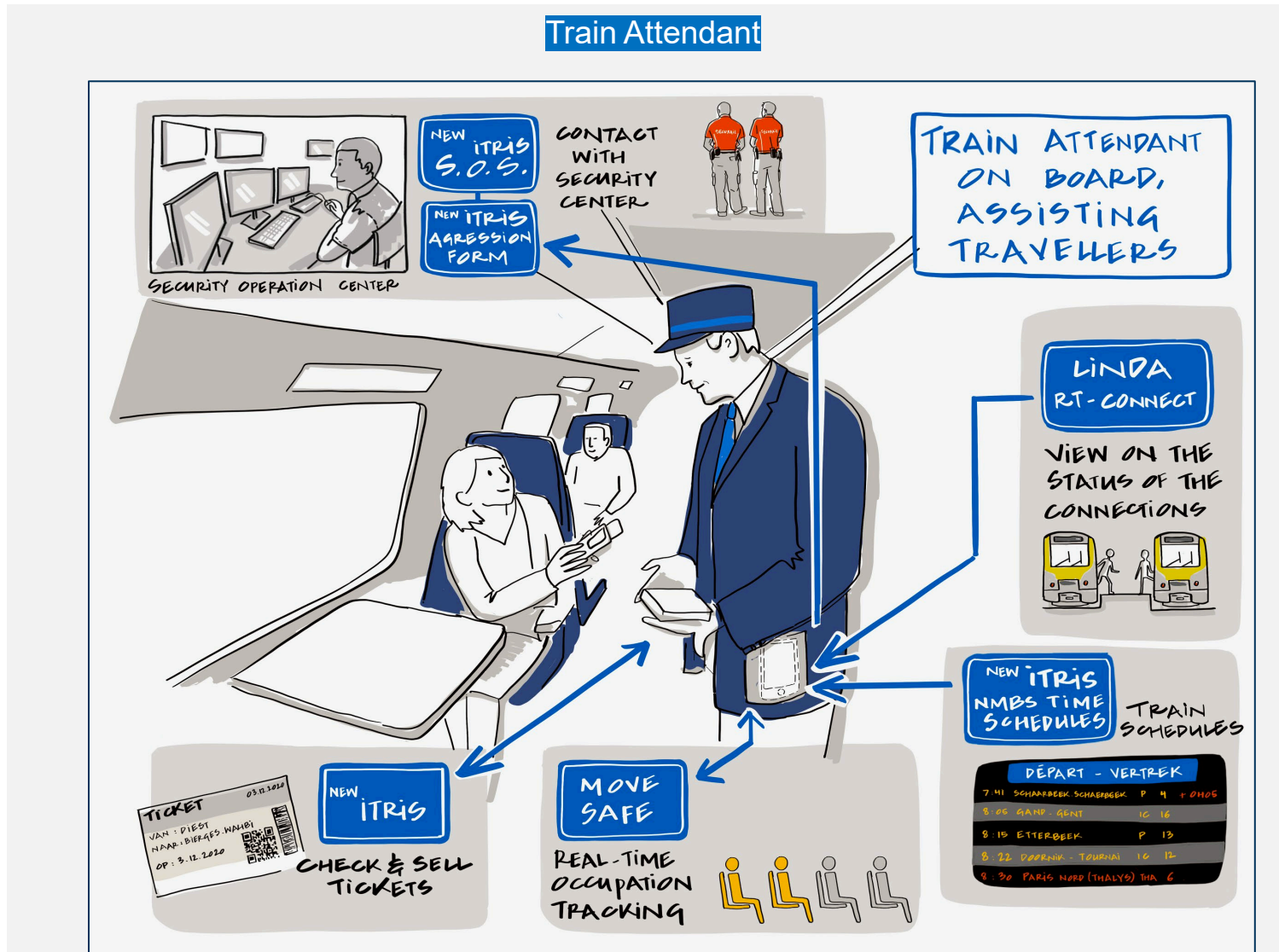
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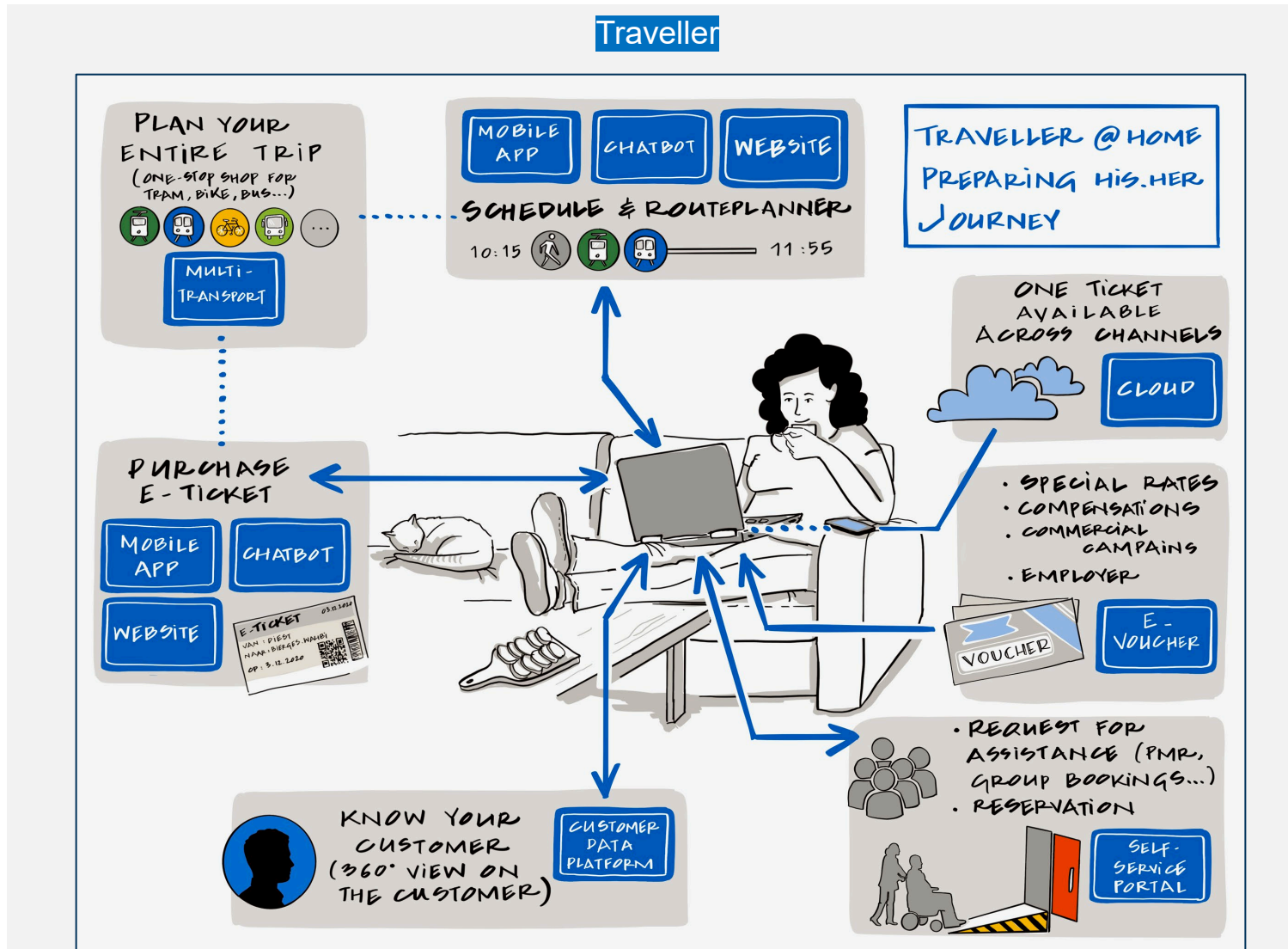
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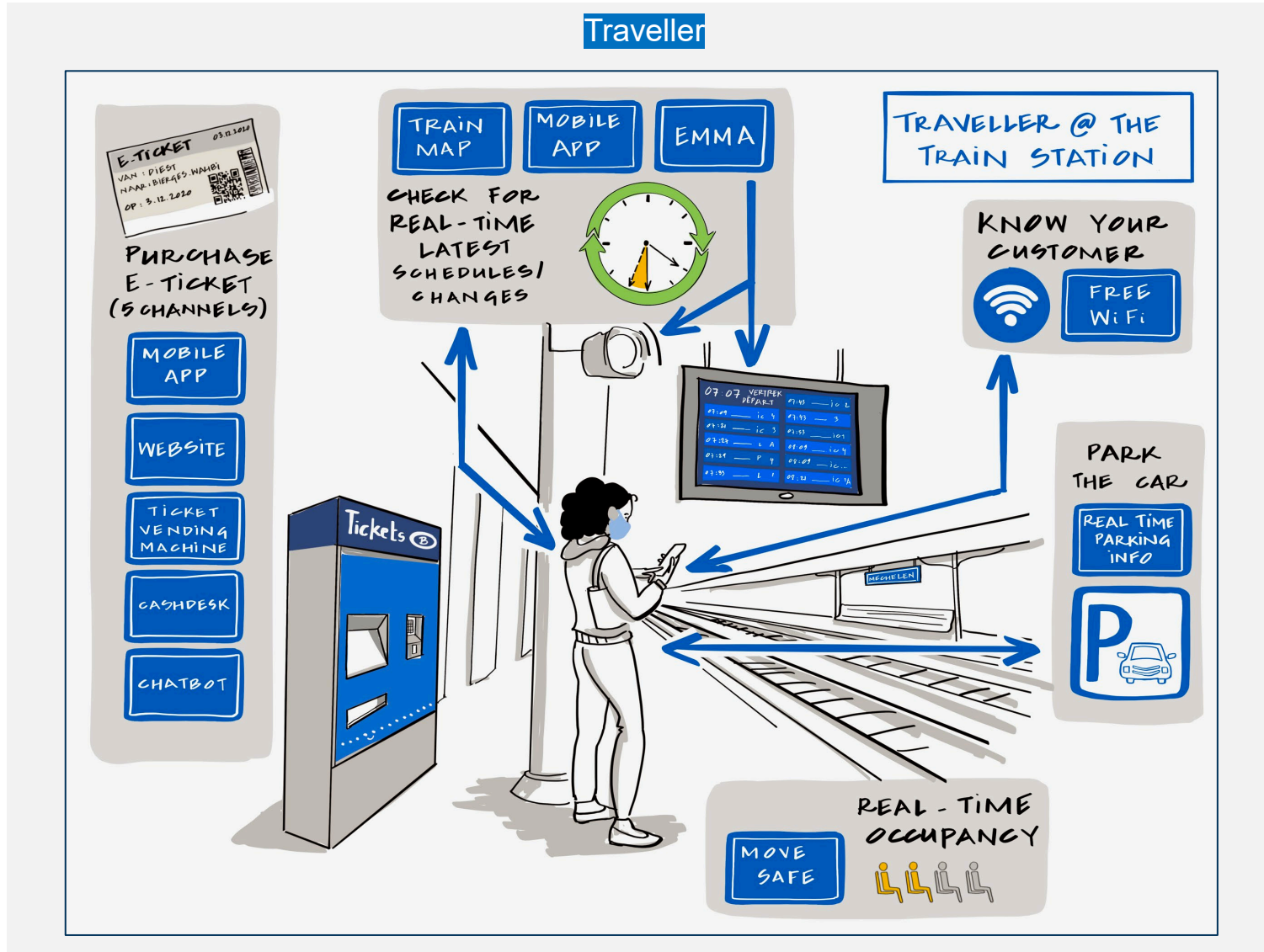


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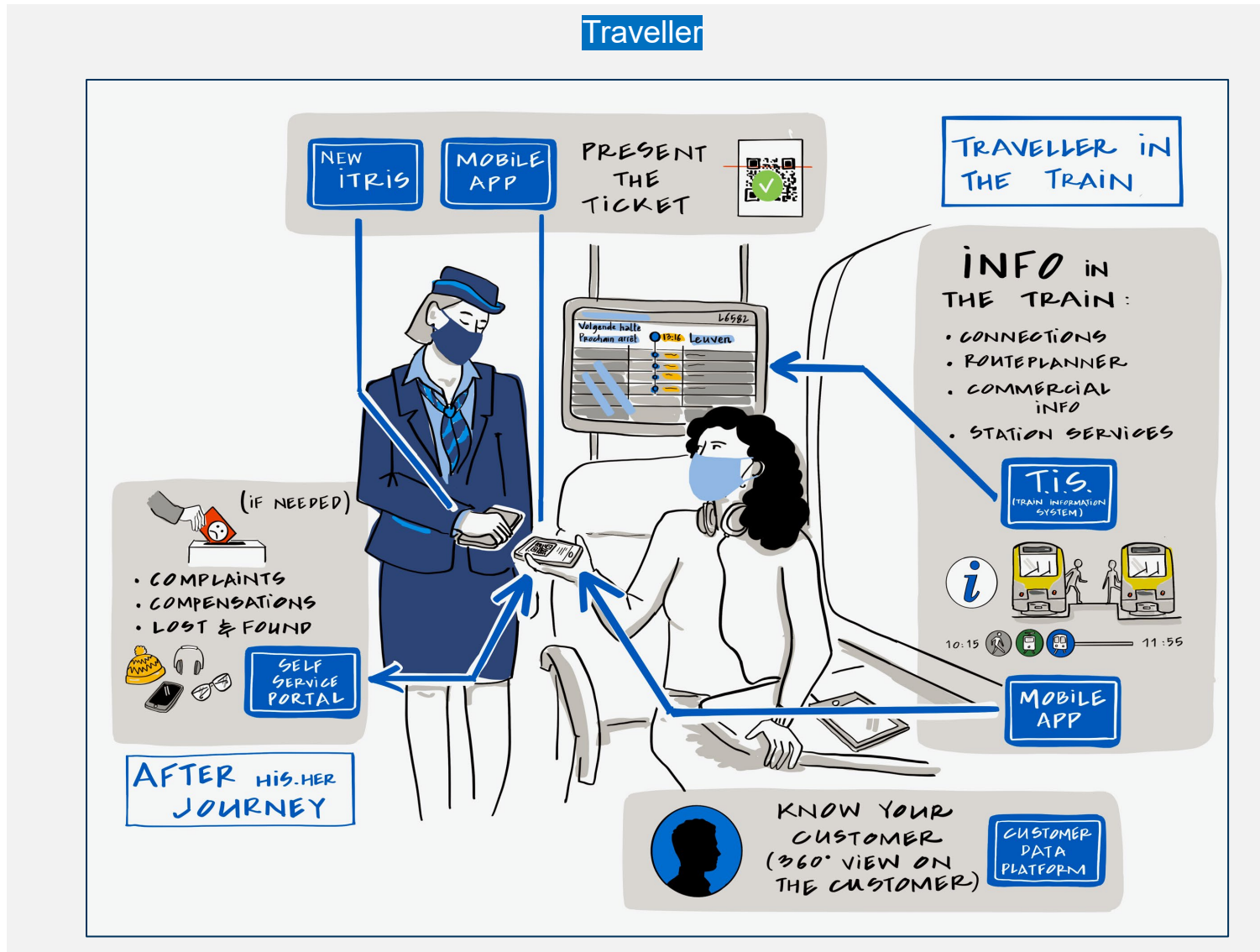


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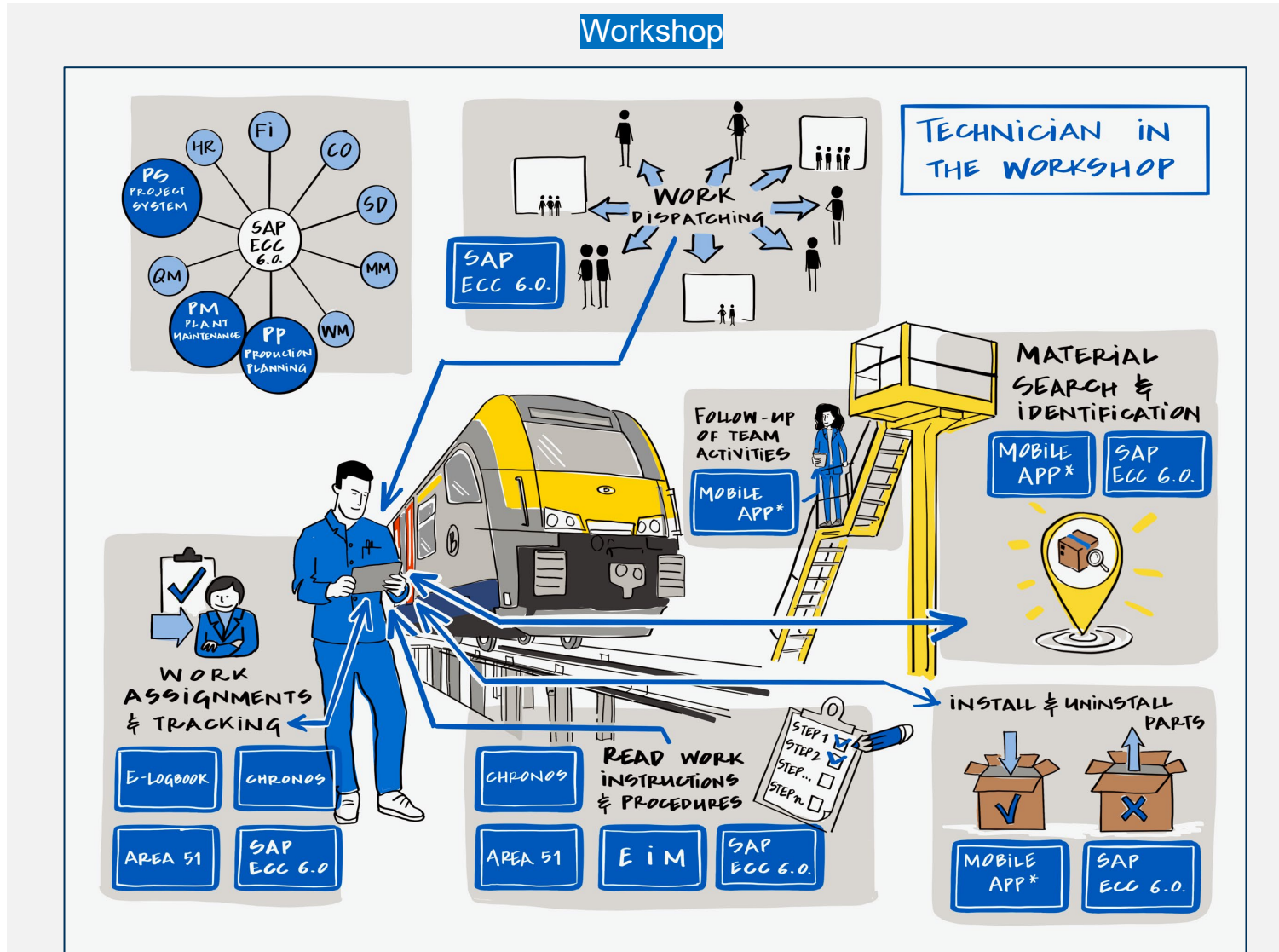




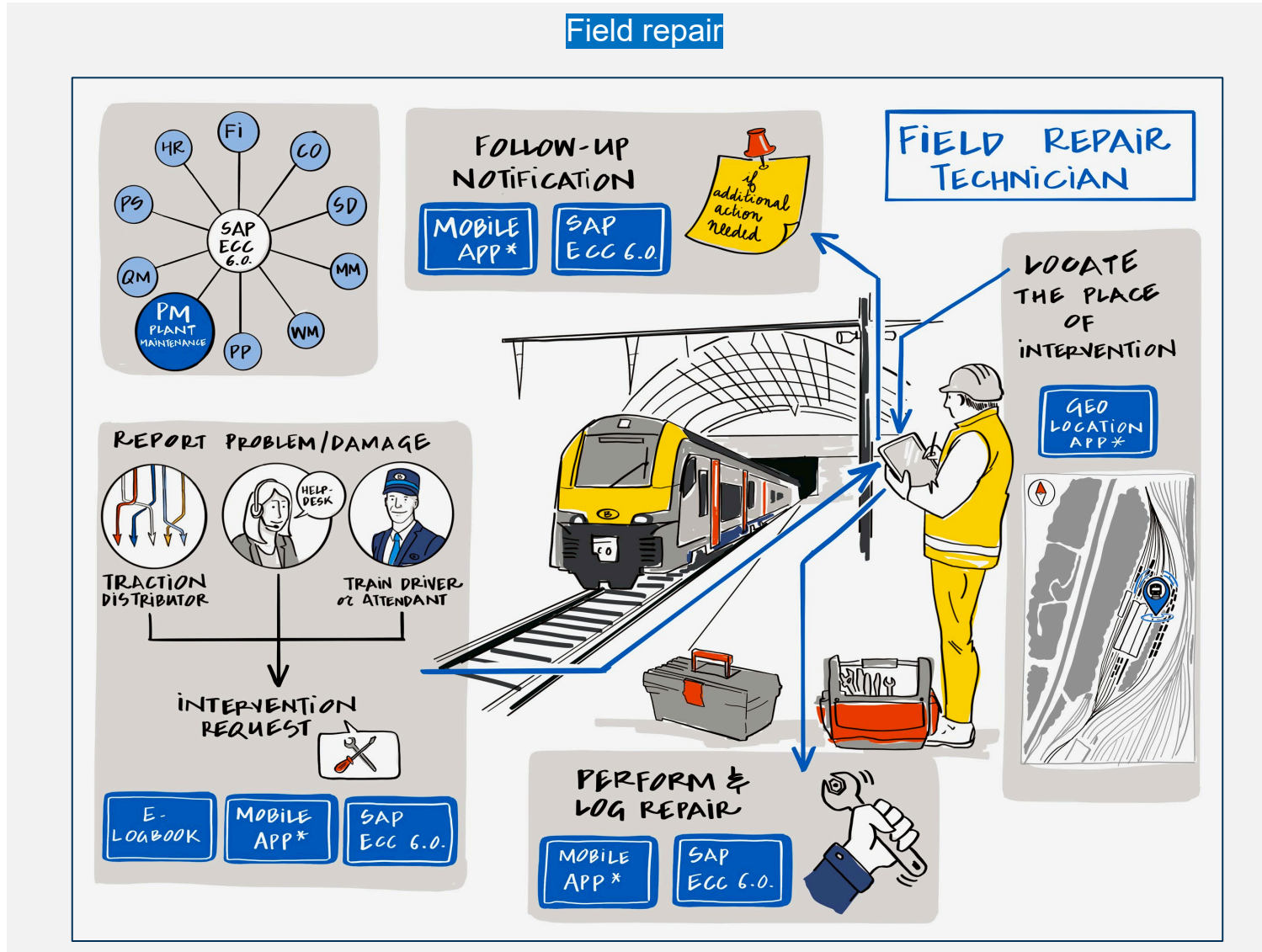
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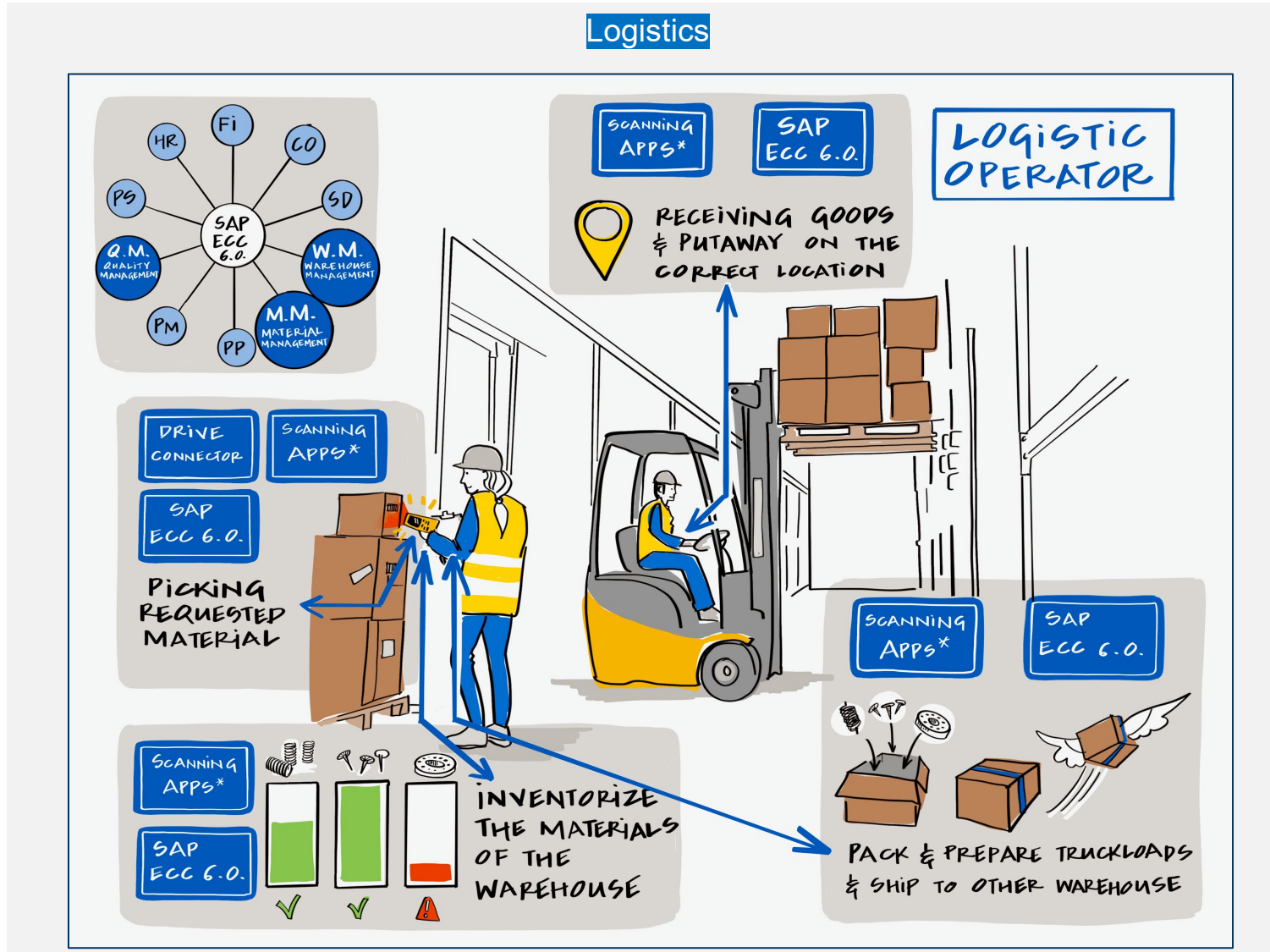


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2021  
START

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