Belnet's continuous journey…
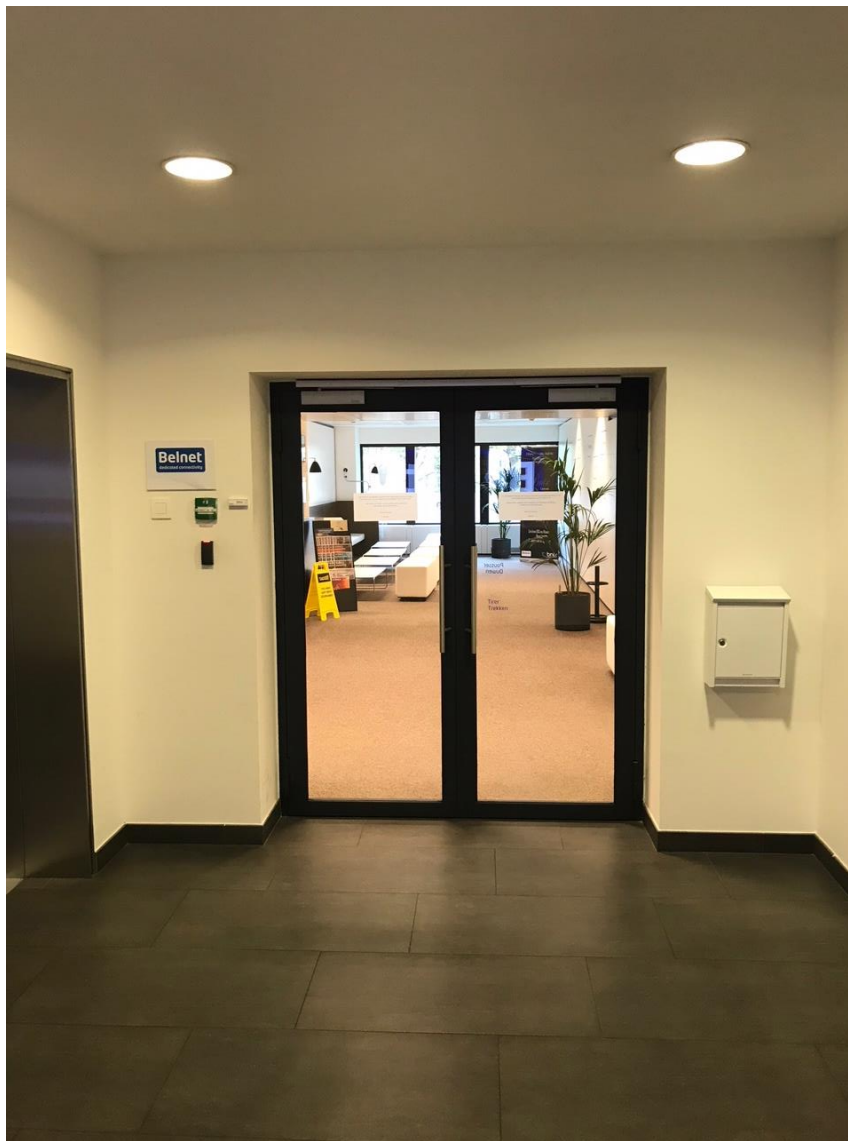
towards a more customer-oriented organization

Dirk Haex – Technical Director - 14/10/2017

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.be

When and how did it all start?

- In 1993:
  - 3 employees
  - 27 institutions
  - a network infrastructure (64 kbit/s)

- Around the turn of the century ("Y2K"):
  - 12 employees
  - 95 institutions
  - Still a network infrastructure (622 Mbit/s (ATM))

- Belnet's primary mission:
  - Accomplish the specific needs from our community
  - Development of a state-of-the-art network
  - Strong technological focus

The 2000 decade: start of a new era

- Infrastructure and connectivity is not enough: give us…

Support & Advice

Quality & Reliability

Added Value Services, stable and secure

24 x 7

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Customer oriented approach

Trusted Partner

A neutral & stable Service provider

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Gradual "change" per domain

1. **The Belnet organization**

   - **Number of employees**
     - From 10 employees early 2000
     - Over 46 employees in 2010
     - towards more than 70 employees today

   - **Skillset / Functions / Roles**
     - Network and System Engineers
     - HR, Account Managers, Technical Advisors, Legal Advisors, Marketing and Communication Experts, Accountant
     - Process and Service Managers, Project Managers, Security Experts

Gradual "change" per domain

1. **The Belnet organization**

   - **Adaptations in organization structure**
     - "Flat" until 2004 (Service Support Team aka sst@belnet.be as SPOC)

     - 2004: Matrix structure, introduction of middle-management level
       - 1 General and 1 Technical Director

     - 2016: Introduction of 2 additional directions and a management team
       - Community Relations
       - Administration and Finance

       - Introduction of new governance structures (see further)
       - Extra focus on Project- and Service Management (see further)

Gradual "change" per domain

2. **Technical**

- **The evolution of the Belnet Network and network related services**
    - IPv4/v6, Multipoint
    - QoS (MTS), Belnet Leased Line (BLL)
    - Since 2008: major shift from pure IP network towards hybrid network
    - Fiber Channel, DDoS Mitigation

- **Since mid 2000's: More required services on top of the network**
    - DNS, NTP, News
    - eduroam, SCS -> DCS (Digital Certificate Service)
    - R&E Federation, Antispam Pro
    - Cloud Storage, Cloud Compute
    - govroam
    - And more to come (Session B, parallel sessions)

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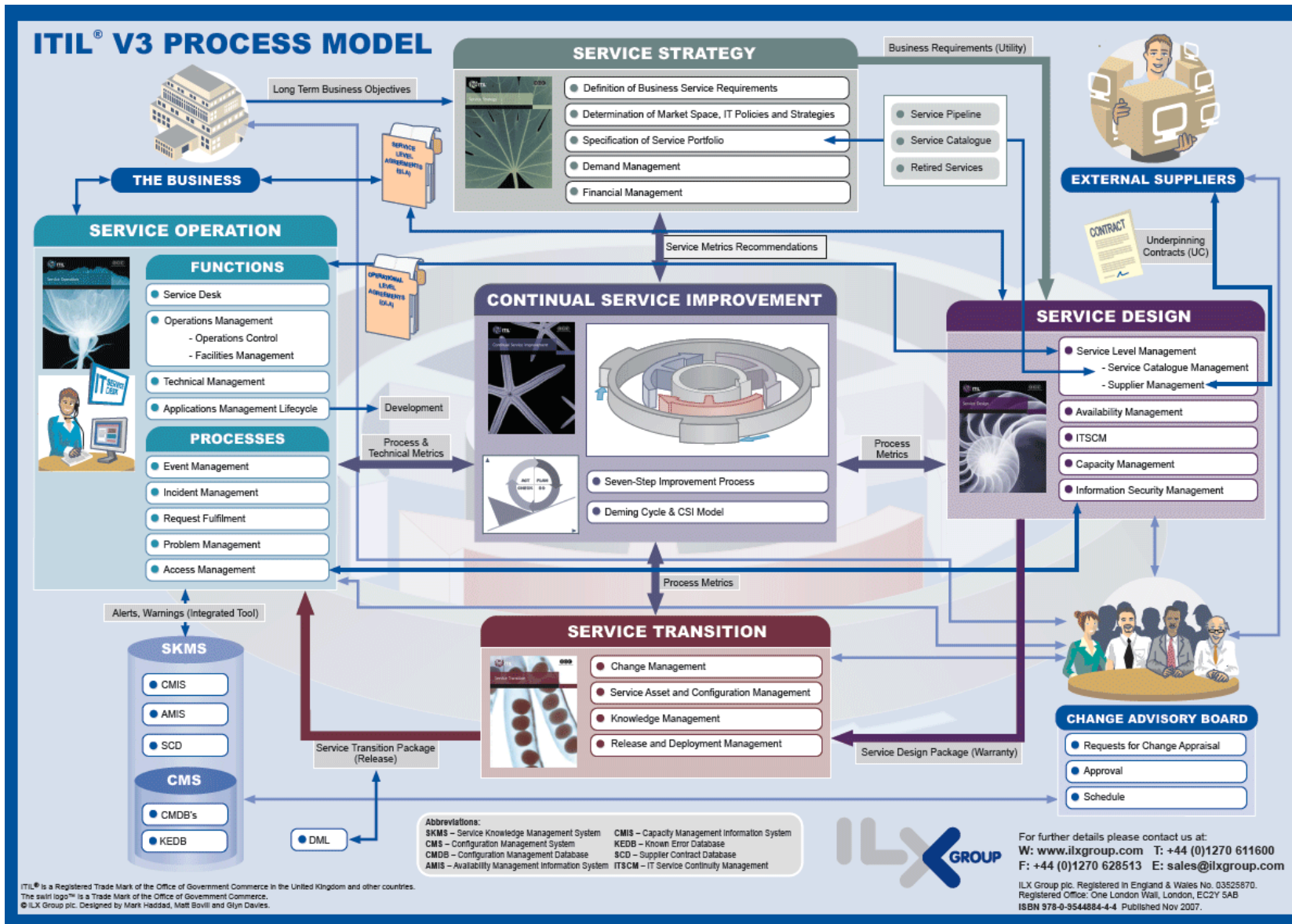# Gradual "change" per domain

3. Governance

- Adapted in sync with the organization and to support our community
  - until 2004: informal, organic, no processes
  - 2004 – 2013: autonomous approach, governance per department
  - As from 2013: first transversal processes, introduced via ITSM Programme
  - Since 2016: end of the "vertical approach", transversal collaboration via:
    - Service Management (ITSM Operations Board)
    - Project Portfolio Management (Project Board)
    - Service Portfolio Management (Service Board)
    - Information Security Management System (ISMS) (Session C, parallel sessions)

What's in it for you?

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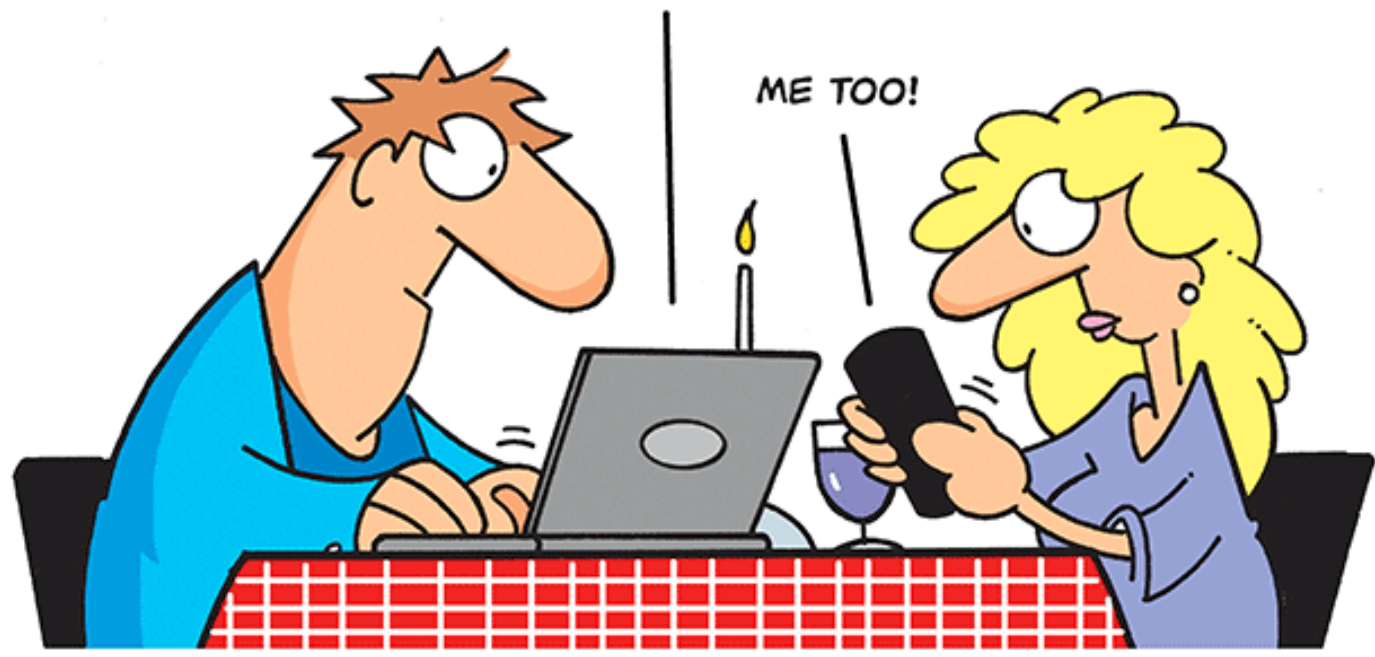Trusted Partner

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Thank you
for your attention