

Title	Holistic strategy concept generation framework for the Saudi railway sector : an enterprise system architecting approach
Sub Title	
Author	El Gibreen, Hamad A.(Shirasaka, Seiko) 白坂, 成功
Publisher	慶應義塾大学大学院システムデザイン・マネジメント研究科
Publication year	2017
Jtitle	
JaLC DOI	
Abstract	
Notes	修士学位論文. 2017年度システムデザイン・マネジメント学 第259号
Genre	Thesis or Dissertation
URL	https://koara.lib.keio.ac.jp/xoonips/modules/xoonips/detail.php?koara_id=K040002001-00002017-0008

慶應義塾大学学術情報リポジトリ(KOARA)に掲載されているコンテンツの著作権は、それぞれの著作者、学会または出版社/発行者に帰属し、その権利は著作権法によって保護されています。引用にあたっては、著作権法を遵守してご利用ください。

The copyrights of content available on the KeiO Associated Repository of Academic resources (KOARA) belong to the respective authors, academic societies, or publishers/issuers, and these rights are protected by the Japanese Copyright Act. When quoting the content, please follow the Japanese copyright act.

Holistic Strategy Concept Generation
Framework for the Saudi Railway Sector
-An Enterprise System Architecting Approach-

Hamad A. El Gibreen

(Student ID Number : 81534564)

Supervisor Prof. Seiko Shirasaka

September 2017

Graduate School of System Design and Management,
Keio University
Major in System Design and Management

SUMMARY OF MASTER’S DISSERTATION

Student Identification Number	81534564	Name	Hamad A. El Gibreen
Title Holistic Strategy Concept Generation Framework for the Saudi Railway Sector -An Enterprise System Architecting Approach-			
Abstract The turn of the 21 st century witnessed heavy investment packages led by the Saudi government into renovating and expanding several of its infrastructure sectors. Among the recipients, The Saudi inter-city railway sector has received massive support in the form of multi mega-projects of railway infrastructure construction and renewals that are either completed, ongoing or in the plans. The downside was that such growth was taking place in a structurally fragile industry which lacked a clear direction, structure, and governance. This, in addition to macro-level challenges, led the new government of Saudi Arabia to exert major reform pressures on the sector since 2015 to realize its full potential. Sincere efforts are currently being made to reform and transform, but unfortunately are met with a stakeholder mindset that does not necessarily view the sector holistically and systemically. This research tries to build on an existing body of knowledge and practice within Engineering Systems and Enterprise Systems literatures in order to enhance stakeholders’ holistic, systemic and multi-viewpoint mindsets when considering their respective sector, and especially within strategy conceptualization. Specifically, a systematic architecting framework and a sample output strategy architecture are developed visually and presented to stakeholders to measure the enhancement degree of their systemic and holistic mindsets, as well as if the framework has the potential to be used as an assisting tool while making strategic decisions. Initial output evaluations seem promising for the Saudi railway sector and beyond, however more future work remains to simplify concepts and language to stakeholders, better link strategic attributes together, draw more from the business language, and execute multiple and more detailed strategy concept iterations in railways and possibly other similar engineering sectors with active participation from relevant stakeholders to enhance the framework’s overall effectiveness and value delivery.			
Key Words (5 words) Strategy, Enterprise Systems, Railway, Sector, Framework			