

# Swedish Transformation Program Program Management Office (PMO) Organisation and roles

2020-11-18

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## **Standstill obligation**

P27 is still in a preliminary state and the establishment of P27 and the contemplated acquisition of Bankgirot are subject to regulatory approvals and requirements. Until receiving competition clearance from the EU Commission, and ultimately closing of the contemplated transaction of Bankgirot, all activities related to P27 are subject to the standstill obligation.

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# Governance – Swedish Transformationprogram

1



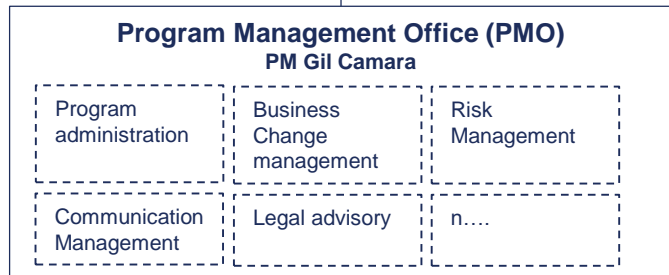
## Responsibility

- Owner of the Transformation plan
- Make adjustments and supplements to the transformation plan
- Decide on the transformation plan including risk mitigation actions

## Participants

- P27
- Swedish Banker's Association
- Bankgirot
- Danske Bank, Handelsbanken, Nordea, SEB, Swedbank, Länsförsäkringar, Skandia, DnB

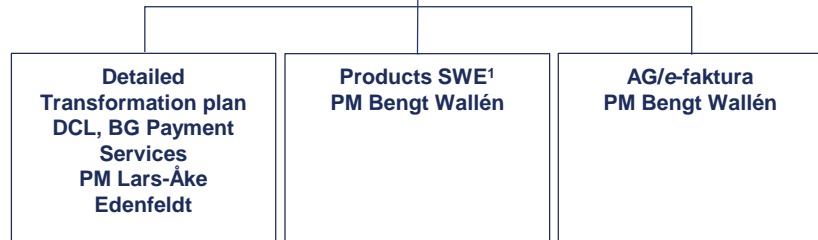
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- Coordinate with P27 Impl. Program
- Update the Transformation plan
- Update the Transformation manual
- Initiate and manage sub-projects
- Coordinate with the banks' internal transformation projects
- Risk Management transformation plan

- P27
- Swedish Banker's Association
- Bankgirot
- Banks

3



1) Demarcation line between Core Clearing and Products SWE to be agreed and the facilitation of required Additional Shared Services

- Detailing the Transformation plan
- Set the Core Clearing Services and Products SWE
- Communicate with ERP-vendors
- Facilitate for having L3 services in place before the start of transformation
- Preparations and planning for AG/E-faktura in conjunction with the Transformation plan

- P27
- Swedish Banker's Association
- Bankgirot
- Banks

## P27 – Implementation program

- Owner of the Implementation plan
- Enable Account-to-Account and Account-to-Alias payments in SEK

- P27

# Governance – Risk Management

1



## Responsibility

- Decide on the transformation plan including risk mitigation actions (escalations)
- TC Risk Sub-Committee for escalation

## Participants

- P27
- Swedish Banker's Association
- Bankgirot
- Danske Bank, Handelsbanken, Nordea, SEB, Swedbank, Länsförsäkringar, Skandia, DnB

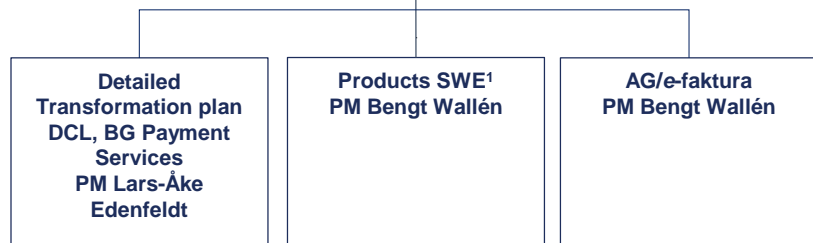
2



- Risk Management transformation plan e.g. follow-up escalate

- P27
- Swedish Banker's Association
- Bankgirot
- Banks

3



1) Demarcation line between Core Clearing and Products SWE to be agreed and the facilitation of required Additional Shared Services

- Business Change identifying risk, mitigation actions and follow-up on mitigations

- P27
- Swedish Banker's Association
- Bankgirot
- Banks

**P27 – Implementation program**

- Owner of the Implementation plan
- Own Risk Management

- P27

**Bankgirot**

- Own Risk Management

- Bankgirot

# Scope - Swedish Transformation Program

## Scope

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- Transformation of products, functions and services on the Swedish Payment Market according to the Transformation plan which was produced and agreed upon by the FBI project, run by Swedish Banker's Association with involvement from P27 and Bankgirot (see list below).

Dataclearing (DCL)  
Alias registret (BG nr tjänsten)  
Kontofråga  
Avgående betalningar bank (NetBet)  
Leverantörsbetalningar/Bankgiro Löner  
Bankgiro Inbetalningar (BGI)  
Skatt via Bankgironummer  
Insättningsuppgifter via Internet (ELIN)/BG 140  
Bankgirots Värdeavi  
Kuverttjänster/blankettbetalningar  
Clearing/Settlement via Bankgirot  
Autogiro  
E-faktura  
SEK Instant

- Instant Credit Transfers will also be included in the Transformation plan once the decisions has been made in the Transformation Committee

# PMO Staff, roles and responsibilities 2020

## Program Management Office (PMO)

Program management and administration  
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## Function and responsibility

- Responsible for the Program meeting its objectives by organizing, planning, leading and managing the program
- Develop and monitor the Transformation plan
- Track all changes related to development of new products and services, significant changes to existing CSM as well as changes to related processes and systems which could affect the Transformation plan
- Owns the Transformation manual
- Develop Transformation plan for Autogiro/e-Faktura
- Develop a Project plan for Autogiro/e-Faktura
- Facilitate the need for Additional Shared Services
- Identify, assess, mitigate, monitor and report on risks related to the business changes and the Transformation plan
- Plan, coordinate and execute the communication needed with the right information, in the right format, through the right channels, to the right target groups at the right time.

# PMO Interfaces

Program Management Office (PMO)	P27	Bankgirot	TC Banks	Other
<p>Program management and administration <b>PgM Gil Camara</b></p>	<ul style="list-style-type: none"> <li>TC</li> <li>Management</li> <li>Head of PMO</li> <li>PgM Implementation Program</li> </ul>	<ul style="list-style-type: none"> <li>TC</li> <li>PgM Transformation Program</li> </ul>	<ul style="list-style-type: none"> <li>TC</li> <li>PgM/PL Transformation Program</li> </ul>	<ul style="list-style-type: none"> <li>ERP Vendors</li> <li>Servicebyråer</li> </ul>
<p>Business Change management <b>Lars-Åke Edenfeldt (deputy PgM)</b></p>	<ul style="list-style-type: none"> <li>PgM Implementation Program</li> <li>Implementation</li> <li>Onboarding banks</li> <li>Business analysts</li> </ul>	<ul style="list-style-type: none"> <li>SME</li> <li>Product specialists/managers</li> <li>Process specialists/managers</li> </ul>	<ul style="list-style-type: none"> <li>SME</li> <li>Product specialists/managers</li> <li>Process specialists/managers</li> </ul>	<ul style="list-style-type: none"> <li>ERP Vendors</li> <li>Servicebyråer</li> </ul>
<p>Risk Management <b>Bengt Wallén</b></p>	<ul style="list-style-type: none"> <li>Head of Risk</li> <li>Risk Officer</li> <li>Head of Operations</li> <li>Head of Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Head of Risk</li> <li>Risk Officers</li> </ul>	<ul style="list-style-type: none"> <li>Risk Officers</li> </ul>	<ul style="list-style-type: none"> <li>ERP Vendors</li> <li>Servicebyråer</li> </ul>
<p>Communication Management <b>Maria Pellborn</b></p>	<ul style="list-style-type: none"> <li>Head of Strategy and Communication</li> <li>Communication Manager</li> </ul>	<ul style="list-style-type: none"> <li>Head of Communication</li> </ul>	<ul style="list-style-type: none"> <li>Communication manager(s)</li> </ul>	<ul style="list-style-type: none"> <li>All banks</li> <li>ERP Vendors</li> <li>Servicebyråer</li> </ul>
<p>Sub- project Detailed Transformation plan DCL, BG Products and Services <b>Lars-Åke Edenfeldt</b></p>	<ul style="list-style-type: none"> <li>Product Specialists</li> <li>Business analysts</li> </ul>	<ul style="list-style-type: none"> <li>SME</li> <li>Product specialists/managers</li> <li>Process specialists/managers</li> </ul>	<ul style="list-style-type: none"> <li>SME</li> <li>Product specialists/managers</li> <li>Process specialists/managers</li> </ul>	<ul style="list-style-type: none"> <li>ERP Vendors</li> <li>Servicebyråer</li> </ul>
<p>Sub-project Autogiro/e-Faktura Additional Shared Services <b>Bengt Wallén</b></p>	<ul style="list-style-type: none"> <li>Product Specialists</li> </ul>	<ul style="list-style-type: none"> <li>Product specialists/managers</li> </ul>	<ul style="list-style-type: none"> <li>SME</li> <li>Product specialists</li> <li>Customer support managers</li> </ul>	<ul style="list-style-type: none"> <li>ERP Vendors</li> <li>Servicebyråer</li> </ul>

# ① Responsibilities and mandate – Transformation Committee

Participants	Representation	Responsibility	Mandate
<ul style="list-style-type: none"><li>▪ P27 (co-chair)</li><li>▪ Bankföreningen (co-chair)</li><li>▪ BGC</li><li>▪ Danske Bank</li><li>▪ Handelsbanken</li><li>▪ Nordea</li><li>▪ SEB</li><li>▪ Swedbank</li><li>▪ Länsförsäkringar Bank</li><li>▪ Skandiabanken</li><li>▪ DnB</li></ul>	<ul style="list-style-type: none"><li>▪ Executive-level sponsors</li><li>▪ Executives and senior managers</li><li>▪ Management representatives for the receiving organization</li></ul>	<ul style="list-style-type: none"><li>▪ Supporting the P27-FBI goals and vision of the program</li><li>▪ Adopt the market view and work for the best of the whole banking community</li><li>▪ Facilitating the program's endeavour by, for example, opening doors, paving the road through the organization, ensuring that necessary decisions are made in a timely manner</li><li>▪ Make adjustments and supplements to the transformation plan</li><li>▪ Evaluate the status and progress of the program</li><li>▪ Evaluate the possibility of the program actually delivering stipulated objectives/value/benefits</li><li>▪ Support the PMO</li><li>▪ Act as ambassadors for the program</li></ul>	<ul style="list-style-type: none"><li>▪ Decide on the Transformation program related to products on the Swedish market.</li><li>▪ The goal of the work is to drive towards consensus decisions</li><li>▪ Decision with simple majority</li></ul>



# 2 Responsibilities and mandate – Program Management Office

Roles	Function	Responsibility	Mandate
<ul style="list-style-type: none"> <li>▪ PMO Manager</li> <li>▪ Program Administrator</li> <li>▪ Business Change Manager</li> <li>▪ Incident Manager</li> <li>▪ Communication Manager</li> <li>▪ Legal consultants</li> </ul>	<ul style="list-style-type: none"> <li>▪ Owner of the program plan</li> <li>▪ Owner of the transformation manual</li> <li>▪ Strategic planning, steering and governance</li> <li>▪ Monitoring and status reporting progress to transformation Committee for strategic decisions based on PMO metrics</li> <li>▪ Change Management</li> <li>▪ Resource Management</li> <li>▪ Risk Management</li> <li>▪ Project support</li> <li>▪ Consult Legal advisory</li> <li>▪ Communication co-ordination with all relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Responsible for the program meeting its objectives</li> <li>▪ Invite to transformation Committee meetings and setting the agenda</li> <li>▪ Identifying components (new initiatives and projects that may be needed to fulfil the scope of the program</li> <li>▪ Recommending to the transformation Committee whether a component is to be included or not in the program</li> <li>▪ Continuously identify risk and plan for mitigation of the same risks</li> <li>▪ Looking at the overall portfolio risk, resource requirements, interdependencies etc., and recommending the relative priorities to the Transformation Committee</li> <li>▪ Communicating decisions from the Transformation Committee and other program adjustments to the appropriate stakeholders.</li> <li>▪ Being the application owner of project tools.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mandate to escalate all resource issues to the transformation Committee for resolution.</li> <li>▪ Decide on budget to a level of a certain amount</li> </ul>

# 3 Responsibilities and mandate – Sub-projects

Roles	Function	Responsibility	Mandate
<ul style="list-style-type: none"><li>▪ Project Manager</li><li>▪ Business resources</li><li>▪ Product Manager(s)</li><li>▪ Subject Matter Experts</li><li>▪ Other(s)</li></ul>	<ul style="list-style-type: none"><li>▪ Produce deliverables from the project defined by the Project Management Plan</li></ul>	<ul style="list-style-type: none"><li>▪ Status reporting to the PMO</li><li>▪ Invite to PMO and setting the agenda</li><li>▪ Creating a complete set of plans, including specification of required resources and budget that is required for delivering the requested business solutions, in accordance with project objectives.</li><li>▪ Making sure that the project scope and requirements are aligned with the program objectives</li><li>▪ Leading and managing the provided human resources</li><li>▪ Controlling the project budget in accordance with the agreed plans and directives.</li><li>▪ Escalating any issues that require decisions or support from the PMO and/or Key Stakeholders.</li><li>▪ Providing the PMO with sufficient information about the project performance and results</li></ul>	<ul style="list-style-type: none"><li>▪ Mandate to escalate all resource issues to the PMO for resolution.</li><li>▪ Decide on budget to a certain amount level</li></ul>