

Swedish Transformation Program

Program Management Office

Organisation and roles, 2021-05-11

Please read the following

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The document may solely be used for the purpose of guiding the implementation of the transformation of the Swedish payment infrastructure after necessary regulatory approvals have been received. Any exchange of information, including as part of this document, must be limited to what is strictly necessary in order to achieve this objective.

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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Purpose – The Swedish Transformation Program

The overall purpose of the Swedish Transformation Program

The purpose of the Swedish Transformation Program is to enable the transformation from the existing payment infrastructure to the new planned payment infrastructure. The transformation to the new planned payment infrastructure should be done with high level of operational stability, security and effectiveness. The Swedish Transformation Program enables this by supporting the stakeholders within the Program to follow and execute on the PMO Transformation Plan.

The purpose of PMO Business Change Management

The purpose of PMO Business Change Management is to develop and monitor the PMO Transformation Plan, including a transformation plan for Autogiro and Bankgirot e-Faktura. The plans are included in the PMO Transformation Manual which lies within the responsibility of Business Change Management to keep up to date.

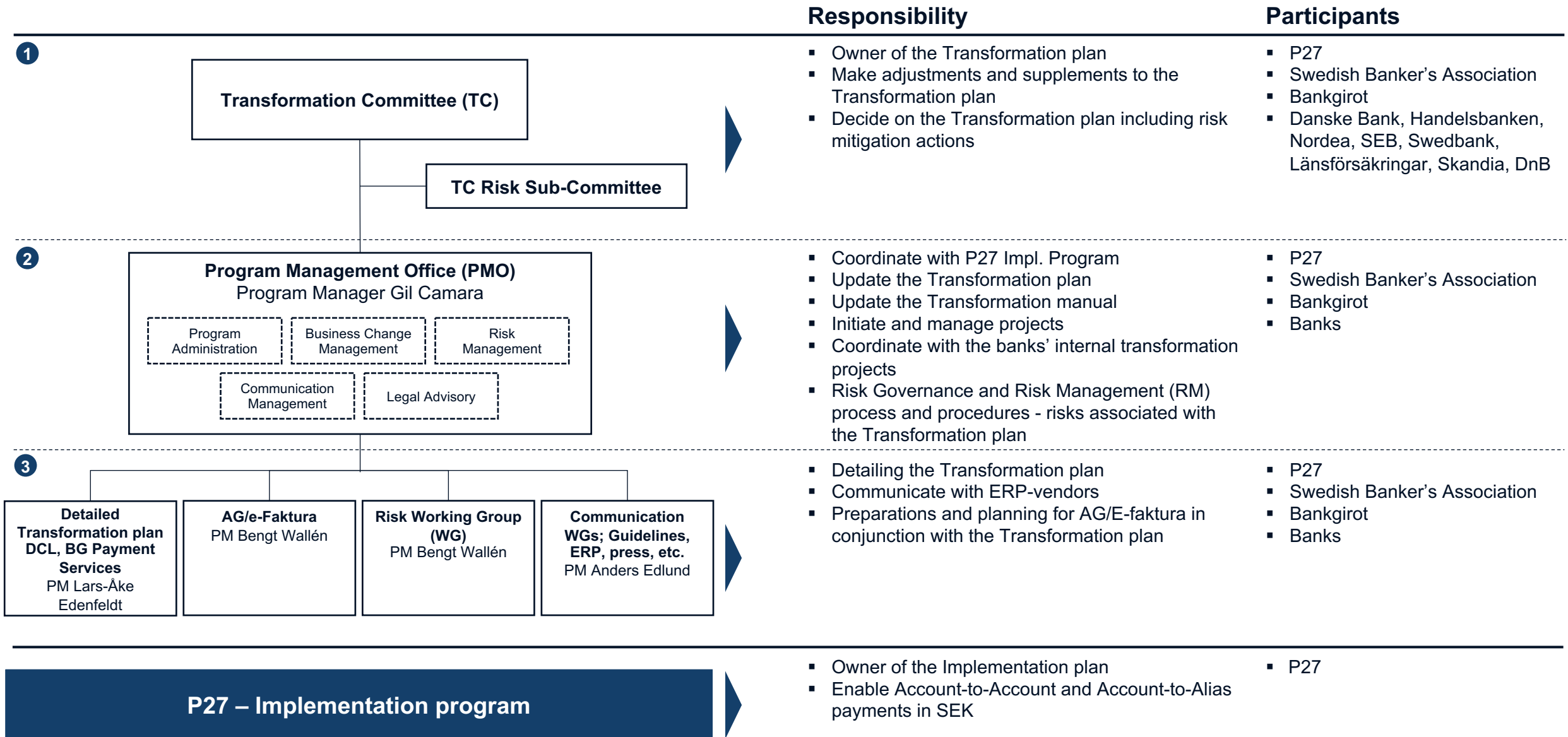
The purpose of PMO Risk Management

The purpose of PMO Risk Management is to identify, assess, mitigate, monitor and report on risks related to the PMO Transformation Plan.

The purpose of PMO Communication Management

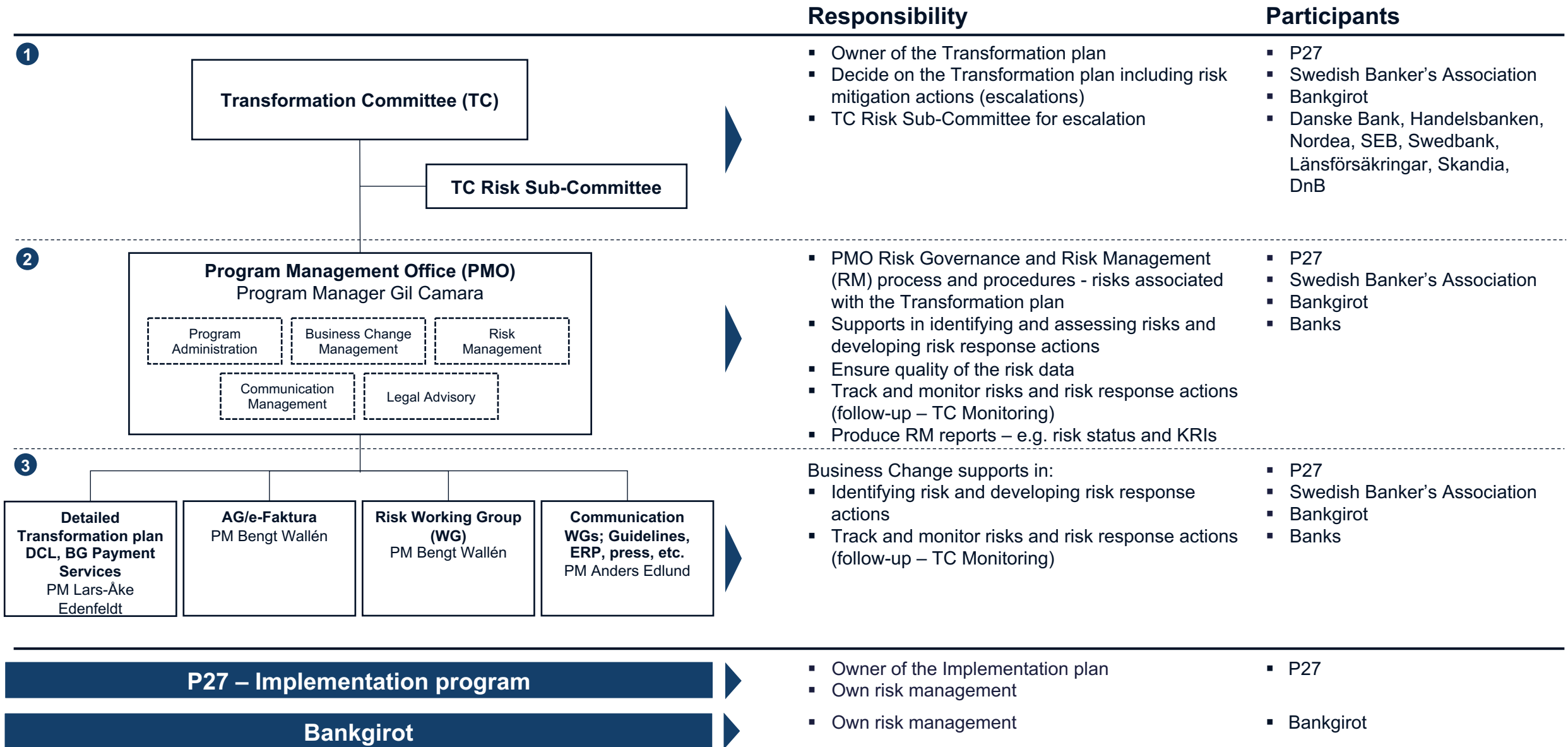
The purpose of PMO Communication Management is to develop and keep the PMO Communication Guidelines up to date and aligned with the PMO Transformation Plan. PMO Communication Management coordinates, plans and executes the communication needed with the right information, in the right format, through the right channels, to the right target groups at the right time.

Governance – Swedish Transformation Program



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Governance – Risk Management



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Scope - Swedish Transformation Program

- 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 register (Alias registret/BGnr-tjänsten)

Account Assurance (Kontofråga)

Customer Credit Transfer initiated by the bank (Avgående betalningar bank (NetBet))

Outgoing payment services – Supplier Payments/ BG Salaries (Leverantörsbetalningar/Bankgiro Löner)

Incoming payment services – Bankgiro Receivables (Bankgiro Inbetalningar (BGI))

Tax via BG number (Skatt via Bankgironummer)

Deposit information via file (Insättningsuppgifter via Internet (ELIN))

Paper reporting (BG140)

Paper based BG money orders (Bankgirots Värdeavi)

Envelope services (Kuverttjänster/blankettbetalningar)

Bankgirot Clearing and Settlement Service

Direct debit (Autogiro)

E-invoice (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 2021

Program Management Office (PMO)

Function and responsibility

Program Management

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+46 76 397 90 04

Johanna Lilliecreutz, Pg Support

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+46 73 038 16 31

- Responsible for the program meeting its objectives by organizing, planning, leading and managing the program
- Responsible for the deliveries set by the Transformation Committee
- Reporting status and progress to the Transformation Committee

Business Change Management – Transformation Plan

Lars-Åke Edenfeldt (deputy PgM)

lars-ake.edenfeldt@transformationprogram.se

+46 73 618 36 62

- 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
- Monitor transformation plan for Rix Inst set by Riksbanken to analyse impact on the transformation program

Business Change Management – AG/e-Faktura

Bengt Wallén

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- Develop transformation plan for Autogiro/e-Faktura
- Develop a Project plan for Autogiro/e-Faktura
- Facilitate the need for Additional Shared Services
- Participate in the P27 forum for Rix Inst analyse impact on the transformation program

Risk Management

Bengt Wallén

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- Identify, assess, mitigate, monitor and report on risks related to the business changes and the Transformation Plan

Communication Management






Anders Edlund

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- 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	Banks	Other
<p>Program Management PgM Gil Camara Pg Support Johanna Lilliecreutz</p>		<ul style="list-style-type: none"> TC Management Head of PMO PgM Implementation Program 	<ul style="list-style-type: none"> TC PgM Transformation Program 	<ul style="list-style-type: none"> All banks (TC and non-TC) PgM/PL Transformation Program 	<ul style="list-style-type: none"> ERP Vendors Servicebyråer Myndigheter
<p>Business Change Management; Project - Detailed Transformation plan DCL, BG Products and Services Lars-Åke Edinfeldt (deputy PgM)</p>		<ul style="list-style-type: none"> PgM Implementation Program Implementation Onboarding banks Business analysts Product Specialists 	<ul style="list-style-type: none"> SME Product specialists/managers Process specialists/managers 	<ul style="list-style-type: none"> SME Product specialists/managers Process specialists/managers 	<ul style="list-style-type: none"> ERP Vendors Servicebyråer Myndigheter
<p>Business Change Management; Project - AG/e-Faktura Bengt Wallén</p>		<ul style="list-style-type: none"> Product Specialists 	<ul style="list-style-type: none"> Product specialists/managers 	<ul style="list-style-type: none"> SME Product specialists Customer support managers 	<ul style="list-style-type: none"> ERP Vendors Servicebyråer Myndigheter
<p>Risk Management Bengt Wallén</p>		<ul style="list-style-type: none"> Head of Risk Risk Officer Head of Operations Head of Compliance 	<ul style="list-style-type: none"> Head of Risk Risk Officers 	<ul style="list-style-type: none"> Risk Officers 	<ul style="list-style-type: none"> ERP Vendors Servicebyråer Myndigheter
<p>Communication Management Anders Edlund</p>		<ul style="list-style-type: none"> Head of Strategy and Communication Communication Manager 	<ul style="list-style-type: none"> Head of Communication 	<ul style="list-style-type: none"> Communication manager(s) 	<ul style="list-style-type: none"> ERP Vendors Servicebyråer Myndigheter

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① Responsibilities and Mandate – Transformation Committee

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

2 Responsibilities and Mandate – Program Management Office

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

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3 Responsibilities and Mandate – Sub-projects

Roles	Function	Responsibility	Mandate
<ul style="list-style-type: none"> ▪ Project Manager ▪ Business resources ▪ Product Manager(s) ▪ Subject Matter Experts ▪ Other(s) 	<ul style="list-style-type: none"> ▪ Produce deliverables from the project defined by the Project Management Plan 	<ul style="list-style-type: none"> ▪ Status reporting to the PMO ▪ Invite to PMO and setting the agenda ▪ 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. ▪ Making sure that the project scope and requirements are aligned with the program objectives ▪ Leading and managing the provided resources in the working groups ▪ Controlling the project budget in accordance with the agreed plans and directives. ▪ Escalating any issues that require decisions or support from the PMO and/or Key Stakeholders. ▪ Providing the PMO with sufficient information about the project performance and results 	<ul style="list-style-type: none"> ▪ Mandate to escalate all resource issues to the PMO for resolution. ▪ Mandate to manage decisions required to take the transformation program further

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