

# Swedish Transformation Program

Program Management Office  
2021-09-10



BSAB Svenska Transformationsprogrammet



# Please read the following

## Use of information

This document has been prepared by the Project Management Office charged with overseeing the planning of the potential transformation of the Swedish payments infrastructure. The information is intended to facilitate the planning and preparation of a potential future transformation for those banks who wish to move to a new infrastructure and should in no way be seen as an agreement or binding decision. Please note that all banks decide for themselves whether they wish to migrate to the new planned payments infrastructure.

All future actions or services potentially to be offered by P27 NPP is based on the current intention of P27 NPP and has been developed independently of Bankföreningen and no decision taken by P27 NPP is binding on Bankföreningen or individual banks.

## 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 and no implementation steps will be taken prior to clearance.

## Planning of the potential transformation and competitively sensitive information

The different actors in the Swedish Payment community involved in planning the potential transformation i.e., Swedish Bankers' Association, Bankgirot and the Transformation Committee have been allowed to participate in the planning of the transformation considering the competition law guidelines, provided that: i) no competitively sensitive information is exchanged, ii) P27 does not exert control over Bankgirot, and iii) every actor is free to make their own decision regarding purchasing/offering of services independently. The use of wordings such as "must", "should" etc in the document should be interpreted in this light.

As a general rule, competition law prohibits exchange of competitively sensitive information amongst competitors. Given that recipients of document may be actual or potential competitors, measures must be taken to ensure that competitively sensitive information is not shared or received. Competitively sensitive information includes, but is not limited to, information on (i) current or future prices or price factors, including general prices, prices and/or rebates; (ii) current or future costs and volumes; (iii) purchase prices and terms of purchase; (iv) credit conditions or any other terms or conditions of sale; (v) profit margins for specific services; output and sales, including quantities, turnovers and volume of orders; (vi) marketing and promotional activities/initiatives and long term strategy; (vii) investments, plans to expand or reduce business activities, including introduction of new services; (viii) bidding or refraining from bidding on a project; (ix) selection, rejection, or termination of customers or suppliers; or (x) market shares and sales territories. In case of doubt, the document should be screened by external legal counsel to ensure that this document does not include competitively sensitive information.

## Miscellaneous

Any information contained or views expressed in this document are based on the conditions prevailing as of the date of this document and are subject to change without notice. No person is under any obligation to update, complete, revise or keep current the information contained in the document. The document does not constitute legal advice and cannot be relied upon as such. The terms and conditions, under which the document is provided, are governed by Swedish law without regard to the choice of law principle.



# 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.

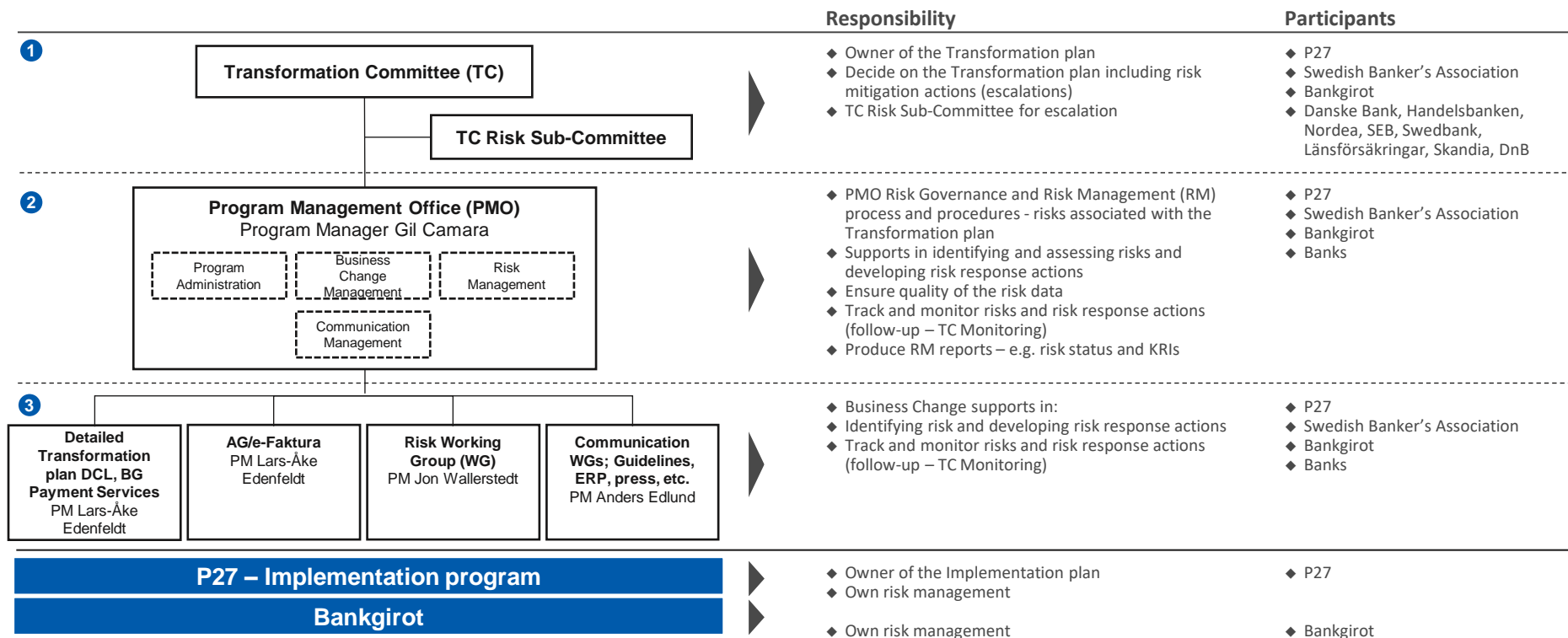


# Governance – The Swedish Transformation Program

	Responsibility	Participants
<p><b>1</b></p> <pre> graph TD     TC[Transformation Committee (TC)] --- TCSC[TC Risk Sub-Committee]         </pre>	<ul style="list-style-type: none"> <li>◆ Owner of the Transformation plan</li> <li>◆ Make adjustments and supplements to the Transformation plan</li> <li>◆ Decide on the Transformation plan including risk mitigation actions</li> </ul>	<ul style="list-style-type: none"> <li>◆ P27</li> <li>◆ Swedish Banker's Association</li> <li>◆ Bankgirot</li> <li>◆ Danske Bank, Handelsbanken, Nordea, SEB, Swedbank, Länsförsäkringar, Skandia, DnB</li> </ul>
<p><b>2</b></p> <pre> graph TD     PMO[Program Management Office (PMO) Program Manager Gil Camara] --- PA[Program Administration]     PMO --- BCM[Business Change Management]     PMO --- RM[Risk Management]     PMO --- CM[Communication Management]         </pre>	<ul style="list-style-type: none"> <li>◆ Coordinate with P27 Impl. Program</li> <li>◆ Update the Transformation plan</li> <li>◆ Update the Transformation manual</li> <li>◆ Initiate and manage projects</li> <li>◆ Coordinate with the banks' internal transformation projects</li> <li>◆ Risk Governance and Risk Management (RM) process and procedures - risks associated with the Transformation plan</li> </ul>	<ul style="list-style-type: none"> <li>◆ P27</li> <li>◆ Swedish Banker's Association</li> <li>◆ Bankgirot</li> <li>◆ Banks</li> </ul>
<p><b>3</b></p> <pre> graph TD     DTP[Detailed Transformation plan DCL, BG Payment Services PM Lars-Åke Edenfeldt]     AG[AG/e-Faktura PM Lars-Åke Edenfeldt]     RWG[Risk Working Group (WG) PM Jon Wallerstedt]     CWG[Communication WGs; Guidelines, ERP, press, etc. PM Anders Edlund]         </pre>	<ul style="list-style-type: none"> <li>◆ Detailing the Transformation plan</li> <li>◆ Communicate with ERP-vendors</li> <li>◆ Preparations and planning for AG/E-faktura in conjunction with the Transformation plan</li> </ul>	<ul style="list-style-type: none"> <li>◆ P27</li> <li>◆ Swedish Banker's Association</li> <li>◆ Bankgirot</li> <li>◆ Banks</li> </ul>
<p><b>P27 – Implementation program</b></p>	<ul style="list-style-type: none"> <li>◆ Owner of the Implementation plan</li> <li>◆ Enable Account-to-Account and Account-to-Alias payments in SEK</li> </ul>	<ul style="list-style-type: none"> <li>◆ P27</li> </ul>



# Governance – Risk Management



# Scope – The 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
<p align="center"><b>Program Management</b></p> <p>Gil Camara, Program Manager      Johanna Lilliecreutz, Program Support  <a href="mailto:gil.camara@transformationprogram.se">gil.camara@transformationprogram.se</a>      <a href="mailto:johanna.lilliecreutz@transformationprogram.se">johanna.lilliecreutz@transformationprogram.se</a>  +46 76 397 90 04      +46 73 038 16 31</p>	<ul style="list-style-type: none"> <li>◆ Responsible for the program meeting its objectives by organizing, planning, leading and managing the program</li> <li>◆ Responsible for the deliveries set by the Transformation Committee</li> <li>◆ Reporting status and progress to the Transformation Committee</li> </ul>
<p align="center"><b>Business Change Management – Transformation Plan</b></p> <p>Lars-Åke Edenfeldt (Deputy PgM)  <a href="mailto:lars-ake.edenfeldt@transformationprogram.se">lars-ake.edenfeldt@transformationprogram.se</a>  +46 73 618 36 62</p>	<ul style="list-style-type: none"> <li>◆ Develop and monitor the Transformation plan</li> <li>◆ 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</li> <li>◆ Owns the Transformation manual</li> <li>◆ Monitor transformation plan for Rix Inst set by Riksbanken to analyse impact on the transformation program</li> </ul>
<p align="center"><b>Business Change Management – AG/e-Faktura</b></p> <p>Lars-Åke Edenfeldt (Deputy MgM)  <a href="mailto:lars-ake.edenfeldt@transformationprogram.se">lars-ake.edenfeldt@transformationprogram.se</a>  +46 73 618 36 62</p>	<ul style="list-style-type: none"> <li>◆ Develop transformation plan for Autogiro/e-Faktura</li> <li>◆ Develop a Project plan for Autogiro/e-Faktura</li> <li>◆ Facilitate the need for Additional Shared Services</li> <li>◆ Participate in the P27 forum for Rix Inst analyse impact on the transformation program</li> </ul>
<p align="center"><b>Risk Management</b></p> <p>Jon Wallerstedt  <a href="mailto:jon.wallerstedt@transformationprogram.se">jon.wallerstedt@transformationprogram.se</a>  +46 72 510 13 50</p>	<ul style="list-style-type: none"> <li>◆ Identify, assess, mitigate, monitor and report on risks related to the business changes and the Transformation Plan</li> </ul>
<p align="center"><b>Communication Management</b></p> <p>Anders Edlund  <a href="mailto:anders.edlund@transformationprogram.se">anders.edlund@transformationprogram.se</a>  +46 76 262 28 06</p>	<ul style="list-style-type: none"> <li>◆ 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.</li> </ul>



# PMO Interfaces

Program Management Office (PMO)	P27	Bankgirot	Banks	Other
<p align="center"><b>Program Management</b> PgM, Gil Camara, Program Manager Pg Support, Johanna Lilliecreutz</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>◆ All banks (TC and non-TC)</li> <li>◆ PgM/PL Transformation Program</li> </ul>	<ul style="list-style-type: none"> <li>◆ ERP Vendors</li> <li>◆ Servicebyråer</li> <li>◆ Myndigheter</li> </ul>
<p align="center"><b>Business Change Management – Transformation Plan</b> Lars-Åke Edenfeldt</p>	<ul style="list-style-type: none"> <li>◆ PgM Implementation Program</li> <li>◆ Implementation Onboarding banks</li> <li>◆ Business analysts</li> <li>◆ Product Specialists</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> <li>◆ Myndigheter</li> </ul>
<p align="center"><b>Business Change Management – AG/e-Faktura</b> Lars-Åke Edenfeldt</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> <li>◆ Myndigheter</li> </ul>
<p align="center"><b>Risk Management</b> Jon Wallerstedt</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> <li>◆ Myndigheter</li> </ul>
<p align="center"><b>Communication Management</b> Anders Edlund</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>◆ ERP Vendors</li> <li>◆ Servicebyråer</li> <li>◆ Myndigheter</li> </ul>





# 1 Responsibilities and Mandate – The 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 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 endeavor 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>◆ Monitor and evaluate the status and progress of the program</li><li>◆ Evaluate the possibility of the program actually delivering stipulated objectives/value/benefits</li><li>◆ Decide on PMO deliverables</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 – The Program Management Office

Roles	Function	Responsibility	Mandate
<ul style="list-style-type: none"> <li>◆ PMO Manager</li> <li>◆ Program Support</li> <li>◆ Business Change Managers</li> <li>◆ Risk Manager</li> <li>◆ Communication Manager</li> <li>◆ Legal consultants</li> </ul>	<ul style="list-style-type: none"> <li>◆ Owner of the Transformation manual</li> <li>◆ Owner of the PMO Delivery plan</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 all stakeholders.</li> <li>◆ Owner of the application 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 resources in the working groups</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>◆ Mandate to manage decisions required to take the transformation program further</li></ul>

