



Partners

SWIFT Partnering Overview

A solution-based, customer-centric, and value-driven model

This document describes the SWIFT partnering model. It provides a common framework for all relationships that SWIFT globally establishes with third-party companies. The partnering model is defined with customer benefits and results in mind. It is based on establishing and measuring the direct value such partnerships bring to our customers.

11 December 2009

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Preface

About this document

This document describes the SWIFT partnering model. It provides a common framework for all relationships that SWIFT globally establishes with third-party companies. The partnering model is defined with customer benefits and results in mind. It is based on establishing and measuring the direct value such partnerships bring to our customers.

Audience

This document is for the following audience:

- SWIFT customers that want to work with third-party companies (SWIFT partners)
- companies that are interested in registering as SWIFT registered vendors
- SWIFT registered vendors that are interested in gaining SWIFT certification for services, applications, connectivity, and business consultancy

Significant changes

This document provides an update to the SWIFT Partnering Overview.

The following tables list all significant changes to the content of the SWIFT Partnering Overview since the 11 June 2008 edition. These tables do not include editorial changes that SWIFT makes to improve the usability and comprehension of the document.

New information	Location
SWIFTRReady connectivity services	"SWIFTRReady Connectivity" on page 13
SWIFTRReady consultancy services	"SWIFTRReady Consultancy" on page 13

Related documentation

- *SWIFT Partner Programme Terms and Conditions*
- *SWIFTRReady Services Programme Overview*
- *SWIFTRReady Connectivity Programme Overview*
- *SWIFTRReady Consultancy Programme Overview*
- *SWIFTRReady Application Programme Overview*

1 The Relationship Framework

1.1 Strategic Drivers

The strategic drivers for the relationship models reflect SWIFT's values and focus, as expressed in the *SWIFT Strategy 2010*. They are aligned with the company's organisational structure to reflect these values.

- **Customer value**

The type of customer value proposition and the way this value is delivered to customers (by co-operating with SWIFT) determines the different relationship models put in place. For more information about the different partner categories, see "Value-Based Partner Categories" on page 6.

- **Customer centricity**

Complete customer solutions and SWIFT partners' capabilities to offer and deliver total solutions to customers in different market segments and different geographic regions, are the basis for SWIFT's solution certification programmes. For more information about certifications, see "SWIFTReady Certification of Solution Components" on page 11.

- **Consolidated partner relationships**

One relationship per partner, covering all value components of the relationship, and one SWIFT team for all types of partner relationships driven by mutual business fit and success.

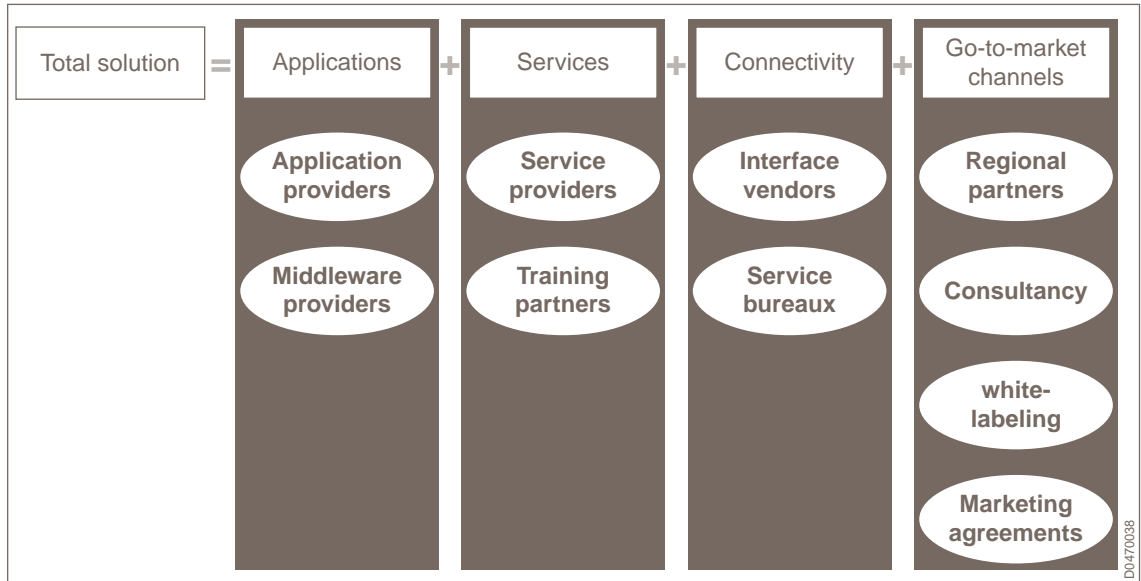
- **Solution-based**

For information about the components that create a solution, see "What is a Total Solution?" on page 4

1.2 What is a Total Solution?

Total solutions offered by partners can be grouped in four types of components as described in the following illustration.

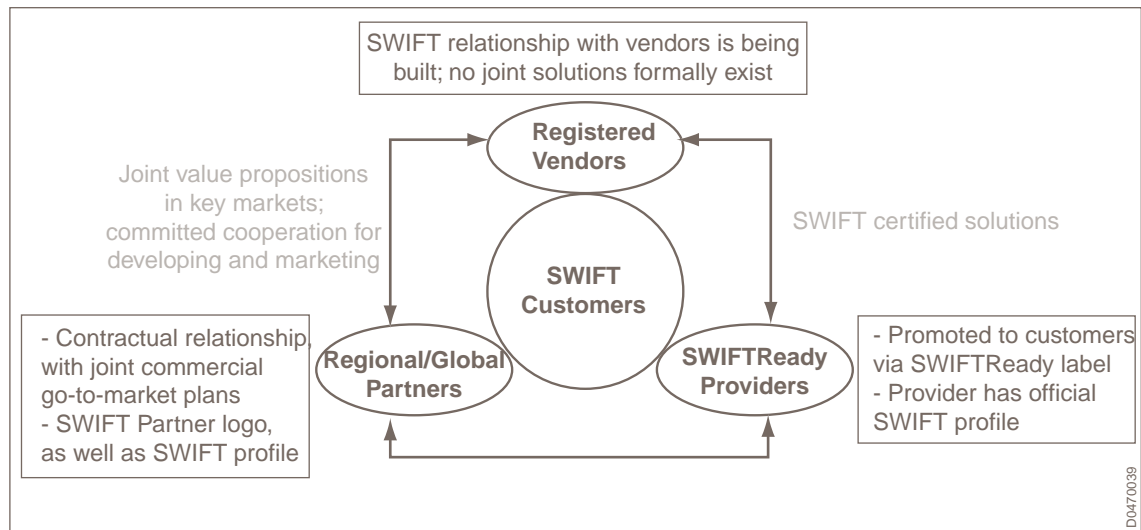
The four components of a solution



2 Value-Based Partner Categories

It is the way in which the relationship delivers customer value that determines partner categorisation and the related relationship types.

Relationship types



All companies registered with SWIFT Partner Management are classified into one of three distinct categories:

- **SWIFT registered vendors**

SWIFT registered vendors have access to information and invited to selected events

- **SWIFTRReady providers**

SWIFTRReady providers are recognised for their solution capabilities. They receive labels and certificates

- **SWIFT partners**

SWIFT partners are selected based on mutual need and fit, strategic importance of jointly developed solutions, close commercial working relationship with joint target initiatives

Customer value

There is absolutely no hierarchy between the SWIFTRReady provider and the regional or global partner. Both relationship types have their own purpose, dynamics, and relationship mechanics. Therefore, SWIFT partner status does not necessarily mean that SWIFT spends more time and effort with this company (compared to a SWIFTRReady provider), it is just a different type of cooperation. The delivered customer value of the relationship determines the time and effort spent by SWIFT with its partners. Conversely, the type of relationship does not determine how much time and effort SWIFT spends with other companies.

Metrics

A comprehensive metrics framework aims to measure the actual customer value, delivered by working with SWIFTRReady providers and SWIFT partners.

The key metrics are listed here:

- the number of adopted solutions
- customer satisfaction
- SWIFT traffic enabled
- customer total cost of ownership (TCO) and time-to-live (TTL) reduction

SWIFT records these metrics on a number of scorecards. This helps SWIFT decide how to work with the different SWIFTReady providers and SWIFT partners, and also how much time to spend with each. Higher delivered value results in greater co-operation and an increased access to the facilities and infrastructure.

2.1 SWIFT Registered Vendors

This category is the entry-level into SWIFT's overall partner framework. Its main purpose is to address the needs of companies who want to obtain information, documents, test tools and development products from SWIFT. SWIFT's relationship with these vendors is either limited or can be developed if proven customer interest in SWIFT market segments or initiatives exists. This type of relationship implies that no joint solutions formally exist. The companies in this category do not seek or receive any recognition from SWIFT, and therefore are not listed or published in any SWIFT collateral or website.

For more information about entitlements available to registered vendors, see Appendix A, "Entitlements" on page 17.

2.2 SWIFTReady Providers

The relationship model

Vendors enter the SWIFTReady provider relationship model at the moment they have successfully passed SWIFTReady certification for one or more of their solution components. Whereby they become a provider of a SWIFTReady solution component (application, service, consultancy, connectivity). This relationship type includes formal recognition and marketing of the SWIFTReady provider's certified solution by SWIFT (that is, SWIFTReady).

When SWIFT customers are interested in these solutions, SWIFT co-operates with the SWIFTReady provider as needed. However, no formal commercial or business development agreement exists between the provider and SWIFT. Any vendor can apply for SWIFTReady certification for all available and published SWIFTReady certification programmes run by SWIFT. SWIFT pro-actively supports and works with vendors that provide solution components that are important for SWIFT customers, for certain SWIFT products or market segments.

Customer solution components

Today SWIFT runs certification programmes for four customer solution components:

- **SWIFTReady applications**
financial applications and middleware
- **SWIFTReady services**
training, implementation, integration, migration, system care, support

- **SWIFTRReady connectivity**
SWIFT connectivity offered by shared infrastructure providers
- **SWIFTRReady consultancy**
joint development of the SWIFT for corporates business

SWIFTRReady solution components

SWIFTRReady providers may use a distinct label to help customers recognise all certified solution components. The SWIFTRReady provider receives a SWIFT-published profile that both parties can use to communicate and promote the solutions to appropriate target customers. All SWIFTRReady certifications (and the associated labels) are granted on a yearly basis and are subject to annual renewal by meeting the pre-defined criteria.

For more information about entitlements available to SWIFTRReady providers, see Appendix A, "Entitlements" on page 17.

2.3 SWIFT Regional and Global Partners

The relationship model

This relationship model is used when SWIFT and the partner agree on a joint customer value proposition and a close commercial and marketing relationship. No formal criteria exists for this type of relationship. It is at the discretion of SWIFT to identify or respond to the partners that fit SWIFT's strategic needs in specific market segments and geographic locations. SWIFT Partner Management facilitates the selection by working with the key internal stakeholders. Depending on the type of value proposition, these can be any or all of SWIFT's Markets, Product or Regional Commercial Divisions.

For more information about entitlements available to SWIFT partners, see Appendix A, "Entitlements" on page 17.

Regional partner

- Typically have a strong geographic regional or local presence, with a specific focus on SWIFT business.
- Their overall SWIFT-related solutions and value propositions cover as wide a range as possible for specific customer segments in this region, covering the appropriate financial business domains (payments, trade, treasury, securities) as well as functional areas (services, applications, connectivity).
- A commercial agreement is in place, with joint marketing and business development plans.
- Regional partners are required to be part of the SWIFT Partner Programme by registering as a vendor and renewing their registration on an annual basis. Regional Partners are exempt from registration and renewal fees. For more information, see Appendix A, "Entitlements" on page 17.

Example of logo

Regional partner logo



Global partner

- Typically have a well established global presence and cover key financial markets worldwide.
- Strategic joint value proposition development and delivery to key financial market segments form the basis of these partnerships. This is where mutual fit and joint strategic focus are endorsed at executive level at both companies.
- Global partnerships will be implemented on a regional basis, for example, the go-to-market approach will be regionalised and driven by each region.
- Global Partners are required to be part of the SWIFT Partner Programme by registering as a vendor and renewing their registration on an annual basis. Global Partners are exempt from registration and renewal fees. For more information, see Appendix A, "Entitlements" on page 17.

Example of logo

Global partner logo



2.4 Alliances

Specific alliances

In addition to the three relationship types, SWIFT also establishes alliances with *thought leaders*, relationships with analysts, and co-operation with some consultants, amongst others. These alliances are not necessarily measured on specific customer solutions delivery. They can

be seen as a framework for SWIFT to drive industry solution innovation, establish new value propositions, increase market share, and leverage these companies' areas of expertise and leadership.

3 SWIFTReady Certification of Solution Components

SWIFTReady certification programmes validate and recognise the various SWIFTReady provider and partner capabilities (solutions) available to customers. These industry-recognised labels are the most important reference tool for customers. Many customers use it as a key requirement in their RFI and RFP processes.

SWIFTReady certification programmes are available for four customer solution components:

- financial applications and enterprise application integration (EAI) solutions
- services (and expertise to deliver such services)
- connectivity solutions
- consultancy services

3.1 Evaluation of SWIFTReady Providers

Any vendor that has a SWIFT-certified solution component, is referred to as a SWIFTReady provider. However, the actual SWIFTReady labels are issued for the solution components (application, services, connectivity, consultancy), and are not related or referring to the actual company providing the solution. Once a solution component is SWIFTReady, SWIFT will put in place a specific metrics process to measure the actual delivered value of this certified solution to customers. This value quantification has no direct bearing on the actual certificate, but acts as a basis for SWIFT to evaluate which of the SWIFTReady providers SWIFT should further invest in and spend more time on moving forward.

3.2 SWIFTReady Applications

SWIFTReady certification of applications is based on the existing scheme that is well established and well known. SWIFTReady applications are financial applications, supporting FIN or XML-based solutions such as Securities Settlement, Cash Reporting, Exceptions and Investigations, and Trade Services Utility.

SWIFTReady certification involves three stages of validation:

- **Technical validation**

SWIFT uses an external provider to execute the technical validation of the products applying for a SWIFTReady application label. The technical validation includes test scenarios based on business flows defined in the label criteria. The validation provider provides a detailed report of the technical validation.

- **Functional validation**

The functional validation takes place at SWIFT's premises (headquarters or main offices) and consists of a detailed demonstration of the applicant product to SWIFT business experts, who assess compliance. The content of the presentation is agreed beforehand with SWIFT.

- **Customer validation**

SWIFT further verifies customer satisfaction regarding the usage of the product. This is achieved through a customer survey, a conference call, or a visit to the customer premises.

The SWIFTReady Application label indicates the category of the application and the year of validity.

Example of label

SWIFTReady Application label



3.3 SWIFTReady Services and Expertise

SWIFTReady services are delivered using SWIFT-Certified Experts (technical experts or solutions experts).

The SWIFTReady certification of services is structured into two areas of competency and expertise:

- **SWIFTNet infrastructure (functional)**

Alliance Access, Alliance Gateway, Alliance Integrator

- **Solutions (business)**

Cash Reporting, Exceptions and Investigations, Trade Services Utility, SWIFT for corporates, Bulk Payments for SEPA, Funds

The types of services that can be offered to customers include:

- implementation services
- integration services
- training services
- migration and upgrade services
- system care services

Example of label

SWIFTReady Services label



3.4 SWIFTReady Connectivity

Description

The SWIFTReady Connectivity label is awarded to shared infrastructure providers that meet higher standards of resiliency and security. The programme aims to help users to identify the best providers that meet very strict quality levels. Stringent requirements must be verified by SWIFT before a shared infrastructure provider is awarded the SWIFTReady Connectivity labels.

Requirements

The main requirements are listed below:

- a non-redundant disaster recovery site
- full SWIFTNet enablement
- auditable security and access control processes
- ability to process the peak day volumes in 2 hours
- availability of SWIFT-certified expertise. The detailed requirements are available in the *Shared Infrastructure Providers Operational Requirements*.

Example of label

SWIFTReady Connectivity label



3.5 SWIFTReady Consultancy

Description

The SWIFTReady Consultancy programme defines a framework that enables consultancy firms and SWIFT to develop the SWIFT for corporates business. While opportune and occasional interaction between SWIFT and consultancy firms remains valid as a collaborative model, the SWIFTReady Consultancy programme provides a planned and structured approach to collaborate and co-ordinate actions.

This programme is for management consultancy firms with a recognised corporate treasury practice and a significant customer base.

Requirements

Consultancy programme participants must have the ability to contribute to the development of the SWIFT for corporates market in a significant way. They want to build a longer term partnership with SWIFT, to collaborate in a structured way and co-ordinate actions towards mutually agreed objectives.

SWIFTReady Consultancy programme participants are required to be part of the SWIFT Partner Programme by registering as a vendor and renewing their registration on an annual basis. If their partnership with SWIFT is focused on the SWIFTReady Consultancy programme only, then they

are exempt from registration and renewal fees. For more information, see Appendix A, "Entitlements" on page 17.

Beyond scope

This programme is not for *ad hoc* collaboration at mutual prospects or events, which do not require a structured partnership between the consultancy firm and SWIFT.

This programme is not for technical or implementation consultants, who can benefit from the SWIFTReady Services label.

Example of label

SWIFTReady Consultancy label



4 Promotion of SWIFTReady Providers and SWIFT Partners

4.1 Listing

A list of all certified providers, identifying the SWIFTReady certifications granted, is available on swift.com. This list provides a holistic view of all SWIFT partners and SWIFTReady providers, where the customer is able to see the view of the SWIFT-certified components of the solutions or the joint value propositions offered by these companies. Customers can also search a supplier by specific certification type. For example, customers can look up a supplier that has a SWIFTReady application for the Exceptions and Investigations solution, as well as solution experts for Exceptions and Investigations, and technical experts for solutions integration and Alliance Gateway.

4.2 Solution Labels and Partner Logos

SWIFTReady labels are issued in paper and electronic format to the partners and SWIFTReady providers. These can be used by the supplier in their marketing collateral and publications. SWIFT-Certified Experts are provided with business identification, for customers to recognise them when delivering on-site services. SWIFT partners also receive a SWIFT partner logo to identify them as such.

4.3 SWIFTReady Provider and SWIFT Partner Profiles

SWIFT maintains and publishes official profiles for all the SWIFTReady providers and partners, which clearly describe the scope and content of the actual relationship, certified solutions, and region of applicability. These can be used by SWIFT and the SWIFTReady providers or SWIFT partners in their communication with customers and the media.

4.4 Relationship Management

SWIFT Partner Management provides all vendors with a single point of access to SWIFT. SWIFT assigns a relationship manager to SWIFTReady providers and SWIFT partners. They also have direct access to SWIFT Partner Management - business development experts (Centre of Expertise) related to their main SWIFT-related business segment activities.

5 How to Join the SWIFT Partner Programme

For more information about the SWIFT Partner Programme and about becoming a registered vendor, see www.swift.com > About SWIFT > Partner Corner.

Appendix A

Entitlements

A.1 Vendor Entitlements

Registration and Ordering

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
vendor registration annual fee	2,500 EURO	2,500 EURO ⁽¹⁾
PIC assignment	yes	yes
software licenses	list price	percentage discount (based on delivered customer value)
directory services	list price	list price
ITB access	list price	based on usage patterns

(1) The EUR 2,500 registration and renewal fees are not charged to Regional Partners, Global Partners, and SWIFTReady Consultancy providers that do not have any other SWIFTReady label or partner relationship with SWIFT.

Information

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
access to private SWIFTNet registered vendor community	yes	yes
access to private SWIFTNet community for SWIFTReady providers and partners	no	yes
subscription to various SWIFT newsletters and alerts	yes	yes

Support

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
telephone support - partner management / administrative	self-service website (when available)	yes
telephone support - partner management / marketing experts	only in context of solution development	yes

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
telephone support - technical (Customer Support Centre)	subject to software license	yes
online customer services / case manager	yes	yes
ITB access	yes	yes

Training

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
self-study material	list price	percentage discount (based on delivered customer value)
class room courses (scheduled for customers)	list price	percentage discount (based on delivered customer value)
webinar sessions	list price	discounted or free
access to SWIFT internal technical training	no	yes (based on certifications)
access to SWIFT internal sales training	no	only for commercial partnerships

Events

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
invitation to SWIFT partner events	yes (payable)	yes (one free participant per event)
invitation to SWIFT customer events (as participant)	by invitation only (participation fees)	yes (subject to participation fees)
invitation to SWIFT customer events (as exhibitor)	no	yes
invitation to Sibos	yes	yes (priority listing, no free ticket)
joint customer events	no	yes

Recognition

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
label for certified services and experts	no	yes
label for certified applications	no	yes
label for certified connectivity	no	yes

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
label for certified consultancy	no	yes
certification fees	not applicable	percentage discount (based on delivered customer value)
publishing of joint success stories	no	yes
SWIFT partner logo	no	partners only

Relationship

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFTReady providers
account management	no	relationship manager and access to COEs
SWIFT executive sponsor	no	global partners only
summit meetings	no	global partners only
joint marketing plans	no	partners only
service assignments, sub-contracting	no	case by case basis
joint go-to-market agreements	no	partners only

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