



SWIFT Partners

SWIFT Partnering Overview

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

This document explains the new SWIFT partner management model, valid from April 2008 onwards. It provides a common framework for all relationships that SWIFT globally establishes with third-party companies. The new partnership 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.

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Preface

About this document

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Audience

SWIFT intends this document for the following audience:

- SWIFT customers that want to work with third-party companies (SWIFT partners)
- a company that is interested in registering as a SWIFT registered vendor
- a SWIFT registered vendor that is interested in gaining SWIFT-certification for services, applications, and connectivity

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1 Previous Model

The old partnership model has evolved over the years based on ad-hoc partnership definitions established within different divisions.

This resulted in the following four different partnership models:

- SWIFT Solution Partners
- SWIFT Service Partners (installation, integration, support, training)
- SWIFT Business Partners
- SWIFT Network Partners

These different partner profiles, in addition to service bureaux and interface vendors, were managed by different groups within SWIFT. This resulted in overall inconsistencies as well as lack of strategic overall direction.

The new partner model no longer uses the terminology based on the functional recognition of partner profiles (for example, Business Partner, Service Partner). The new partner terminology reflects the value offered by partners and the recognition of the solutions by the introduction of a consistent certification framework.

The scope of the new model does not include the SWIFT Network Partners in this specific capacity. This is because a clear relationship management exists within SWIFT for them in their role of network provisioning. Obviously, SWIFT Network Partners are part of the new partner framework in their capacity of other solutions and services they provide in a SWIFT context.

2 The New Relationship Framework

2.1 Strategic Drivers

The strategic drivers for the new relationship models reflect SWIFT's values and focus, as expressed in renewed *SWIFT Strategy 2010*. They are also in line with recent organisational changes in the company to reflect these values.

- **Customer value**

Segmentation: the type of customer value proposition and the way this value is delivered to customers (through their co-operation with SWIFT) determines the different relationship models put in place. For more information about segmentation, see "Value Based Partner Segmentation" on page 8.

- **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 12.

- **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.

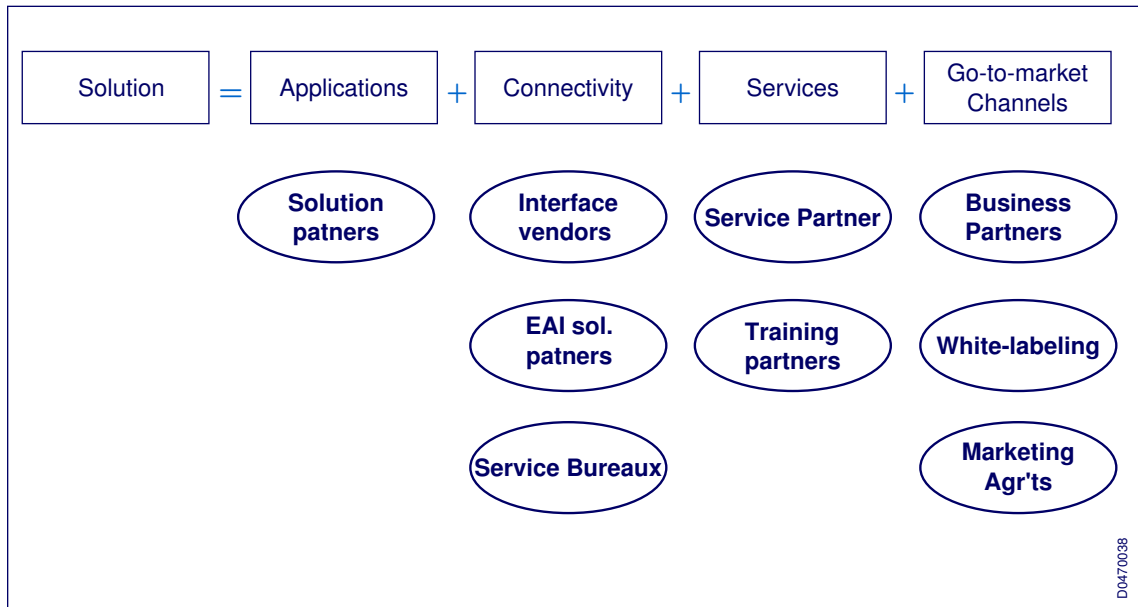
- **Solution based**

For information about the components that create a solution, see "What is a Solution?" on page 6

2.2 What is a Solution?

Total solutions offered by partners can be grouped in four types of components. In the following illustration, the bubbles refer to the previous partner profiles / terminology for seamless transition to the new relationship model.

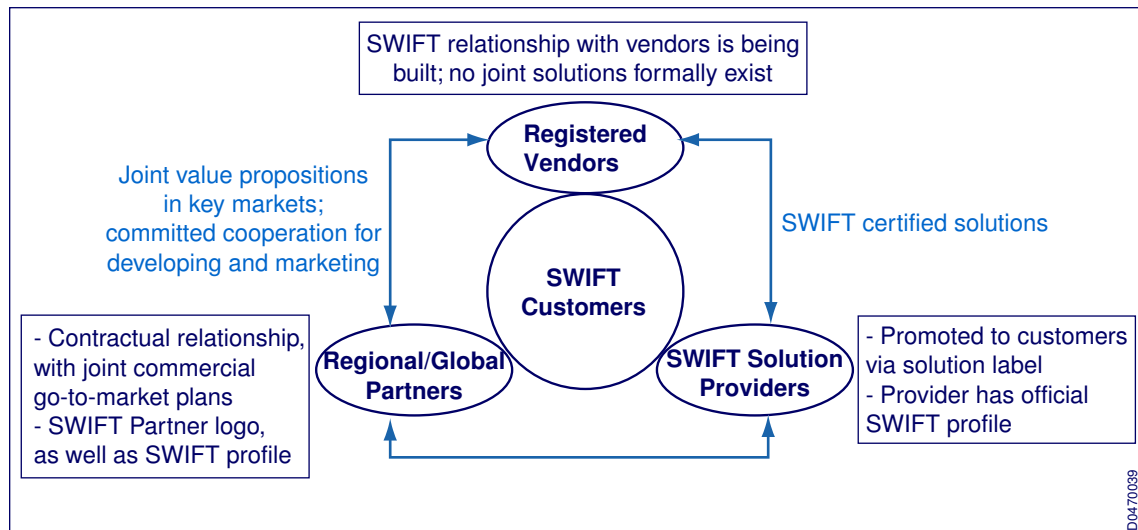
The four components of a solution



3 Value Based Partner Segmentation

The way in which the relationship delivers customer value, drives partner segmentation 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**
access to information and invited to selected events
- **SWIFT solution providers**
recognised for their solution capabilities and receive labels / certificates
- **SWIFT partners**
selected based on mutual need and fit, strategic importance of jointly delivered value, close commercial working relationship with joint target initiatives

Customer value

There is absolutely no hierarchy between the SWIFT solution provider and the regional/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 solution provider), it is just a different type of co-operation. The delivered customer value of the relationship decides the time and effort spent by SWIFT with other companies. The type of relationship does not decide how much time and effort is spent by SWIFT with other companies.

Metrics

A comprehensive metrics framework aims to measure the actual delivered customer value, delivered by working with SWIFT solution providers and SWIFT partners. SWIFT anticipates the key metrics to include the number of adopted solutions, customer satisfaction, SWIFT traffic enabled, and customer implementation cost (TCO) and time (TTL) reduction. SWIFT records these metrics on a number of scorecards. This helps SWIFT decide how to work with the different SWIFT solution providers and SWIFT partners, and also how much time to spend with each. Higher

delivered value results in more co-operation and an increased access to the facilities and infrastructure.

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

3.1 SWIFT Registered Vendors

This relationship type 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 is being developed if proven customer interest in SWIFT market segments or initiatives exist. This relationship type implies that no joint solutions formally exist. The companies in this category do not seek or receive any recognition from SWIFT and therefore they 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.

3.2 SWIFT Solution Providers

The relationship model

A vendor enters the SWIFT solution 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, connectivity). This relationship type includes formal recognition, endorsement, and marketing of the solution provider's certified solution by SWIFT (i.e. SWIFTReady).

When SWIFT customers are interested in these solutions, SWIFT co-operates with the solution 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 three customer solution components:

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

SWIFTReady solution components

SWIFT solution providers may use a distinct label to help customers recognise all certified solution components. The solution provider receives a SWIFT-published profile that both parties can use to communicate and promote the solutions to appropriate target customers. All SWIFTReady 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 SWIFT Solution providers, see Appendix A, "Entitlements" on page 17.

3.3 SWIFT 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 as 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. The selection is facilitated by SWIFT Partner Management working with the key internal stakeholders, which depending on the type of value proposition 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.

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.

Example of logo**Global partner logo**

4 SWIFTReady Certification of Solution Components

SWIFTReady certification programmes validate and recognise the various solution 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 classified into three categories:

- SWIFTReady certification of financial applications and EAI solutions
- SWIFTReady certification of services (and expertise to deliver such services)
- SWIFTReady certification of SWIFT connectivity solutions

4.1 Evaluation of SWIFT Solution Providers

Any vendor that has a SWIFT certified solution component, is referred to as a SWIFT solution provider. However, the actual SWIFTReady labels are issued for the solution components (application, services, connectivity), 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 SWIFT solution providers SWIFT should further invest in and spend more time on moving forward.

4.2 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, E&I, TSU.

SWIFTReady certification involves two stages of validation:

- **Functionality**

compliance with a published list of functional criteria and/or expertise (depending on the certification programme) - successful validation results in a *SWIFT Conformance Statement*

- **Quality**

positive references from live users of the solution (measured through customer questionnaire and interview feedback) - successful feedback results in issuance of the SWIFT certified solution label

During 2008, new labels will be designed and awarded to all SWIFTReady applications. This label indicates the category of the application and the year of validity.

Example of label**SWIFTReady application logo**

4.3 SWIFTReady Services and Expertise

SWIFTReady services are currently known as SWIFT *accredited* services. Currently, SWIFT Service Partners offer and deliver these services using SWIFT-Certified Experts (technical experts or solutions experts).

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

- **SWIFTNet infrastructure (functional)**
SWIFTAlliance Access, Gateway, Integrator
- **SWIFTSolutions (business)**
Cash Reporting, E&I, TSU, Corporate Access, 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 logo**

4.4 SWIFTReady Connectivity

To date, two connectivity solutions fall into this category: service bureaux and SWIFT interface products. Currently SWIFT validates these solutions through different validation processes before they can be made commercially available to customers. It is SWIFT's intention to further harmonise

and extend the certification related to these solutions, so they can be an integral component of the official SWIFT Partner Management certification programme.

A more stringent and formal, but still optional, certification of service bureaux will provide a benefit to customers when evaluating their connectivity options to SWIFT. The SWIFT certification aims to offer additional guarantees to customers with respect to guaranteed functionality and service levels. This SWIFTRReady connectivity programme replaces the existing, SWIFT Business Partner - service bureau label.

5 Promotion of SWIFT Solution Providers and SWIFT Partners

5.1 Listing

A list of all certified providers, identifying the SWIFTReady certifications granted, will be available on swift.com. This will provide a holistic view of each SWIFT partner / SWIFT solution provider, 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 will also be able to search a supplier by the specific certification type. For example, they can look up a supplier who has a SWIFTReady application for E&I, as well as solution experts for E&I, and technical experts for solutions integration and SAG.

5.2 Solution Labels and Partner Logos

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

5.3 SWIFT Solution Provider and SWIFT Partner Profiles

SWIFT will maintain and publish official profiles for all the SWIFT solution 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 SWIFT solution providers / SWIFT partners in their communication with customers and the media.

5.4 Relationship Management

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

6 Additional Information

For more information about becoming a SWIFT registered vendor, see www.swift.com > Partners > How to become a SWIFT registered vendor.

For swiftcommunity.net members, see:

- the SWIFTRReady services community www.swiftcommunity.net
- the SWIFT registered vendors community www.swiftcommunity.net

Appendix A

Entitlements

A.1 Vendor Entitlements

Registration and Ordering

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFT solution providers
vendor registration fees	2,500 EURO	2,500 EURO
PIC assignment	yes	yes
software licenses	list price	percentage discount (based on delivered customer value)
directory services	yes (conditions to be defined)	yes (conditions to be defined)
ITB access	list price	based on usage patterns

Information

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

Support

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

Relationship type	Registered vendors (informed)	SWIFT partners and SWIFT solution providers
ITB access	yes	yes

Training

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