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| **Direção de Sistemas de Informação** |  | **Meeting Agenda – Internal Only** |
| B BNPP PF – SIBS Cartões Committee |

**Meeting Information**

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| **Date:** | 09-03-2017 | **Location:** | B BNPP PF, Lisboa |
| **Objective:** | Review the Service Contract and KPI’s with the supplier | | |
| **Attendees:** | *B BNPP PF*  Carlos Camões  Jerome Begorre  Sofia Oliveira | *SIBS Cartões*  João Antunes  Luís Condeço | |

**Agenda**

* **Service Contract**
  + SLA and KPI’s
  + Governance
  + Include mandatory clauses regarding French Regulation CRBF 97-02 (PSE) and SIBS Cartões Business Continuity Plan (PCA)

**Additional Information**

1. **Support & Maintenance Contract**
   1. *Service Scope*

* Plastic card production *(Annex I.A)*
* Card embossing and related services *(Annex I.B)*
* Carrier cards and PIN letters personalization *(Annex I.C)*
* Card enveloping and expedition *(Annex I.D)*
* Packaging of cards and PIN letters *(Annex I.E)*
* Delivery of information *(Annex I.F)*
  1. *SLA*
     1. *Existing cards*

*Annex II, page 25*

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|  | Urgent Productions | Daily Productions | Large Productions (renewals) |
| Quantities | until 1.000 cards | until 3.000 cards | more than 15.000 cards |
| SLA for card delivery | 3 hours | D + 1 | Letter: D+1  Card : 1 week |
| Working day max production | - | 3.000 cards | 7.500 cards |
| File size | until 1.000 cards | until 3.000 cards | until 5.000 cards |
| File reception hour | from 06:00 to 17:00 | until 06:00 | until 16:00 |
| Card delivery hour | from 09:00 to 20:00 | after 18:00 | after 18:00 |
| Penalties | 5% of personalization cost for each hour of delay (max 100%) | 5% of personalization cost for each day of delay (max 100%) | 5% of personalization cost for each week of delay (max 100%) |

* For daily productions, in order meet the SLA, SIBS Cartões must receive the files until 06:00 a.m. of day D (working days);
* For large productions, in order to meet the SLA, PF must inform SIBS Cartões 15 days in advance of the expected quantities; SIBS Cartões has a production capacity of 100.000 cards a week.
* The accomplishment of these SLA, as well as the application of the penalties, requires annual planning and quarterly reviews of cards issuing plans with PF.

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|  | The contract must define SLA’s for incident resolution, eventually categorized in incident types. |

* + 1. *New Cards*

*Annex II, page 26*

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| Task | Owner | Duration / SLA (working days) |
| Delivery of final graphic layouts | B BNPP PF | 0 |
| Preparation of the graphic image | SIBS Cartões | 3 |
| Approval of graphic image | B BNPP PF | 5 |
| Adjustments and corrections | SIBS Cartões | 3 |
| Final approval | B BNPP PF | 5 |
| Delivery of the image to the international brand | SIBS Cartões | 1 |
| Approval of the card image | Visa / Mastercard | 10 |
| Card 1st production (only magnetic stripe) | SIBS Cartões | 35 |
| Card 1st production (chip EMV) | SIBS Cartões | 42 |

* 1. *KPI’s*

The supplier doesn’t deliver any reports about KPI’s. The contract indicates that PF can obtain the performance indicators through the flat files exchanged with SIBS Cartões or provided in SIBS Cartões Portal.

* Card issue file: PF 🡪 SIBS FPS 🡪 Sibs Cartões
* Return of processing card issue file: Sibs Cartões 🡪 PF
* Card expedition file: Sibs Cartões 🡪 PF

The statistics below are approximate values, based on manual control by Suporte IT team. Currently we don’t have an automated process to obtain and follow these statistics.

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|  | According PF procedure PF0007 PSE’s Control PC9, the supplier must deliver a report about his performance and SLA levels. |

2016 Key Indicators

Key Events with internal causes:

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| --- | --- | --- | --- |
| **Date** | **Insufficient Stock of** | **Insignia** | **Afected Productions** |
| 02-06-2016 | paper | Conforama | july-16 |
| 14-06-2016 | paper | JOM | july-16 |
| 28-06-2016 | paper | IKEA | july-16 |
| 30-06-2016 | paper | CTT | july-16 |
| 04-08-2016 | plastic | IKEA | aug-16 |
| 14-08-2016 | Lack of paper stock | IKEA | aug-16, Sep-16 |
| 25-08-2016 | Lack of plastic stock | Conforama | aug-16, Sep-16 |
| 21-10-2016 | Lack of plastic stock | Worten and RP | nov-16 |
| 26-11-2016 | Lack of plastic stock | Worten and RP | Dec-16 |
| 13-12-2016 | Lack of plastic stock | Decathlon | dec-16 |

* 1. *Governance*

*Annex IV, clause 1*

* Quarter meetings between SIBS Cartões and PF
  + Objectives / agenda:
    - Evaluate service levels;
    - Identify problems and define action plans;
    - Review KPI’s of the quarter; analyze deviations and root causes
    - Review of the quarter planning
  + Support Documents: Performance Control Report, Action Planning
  + Attendees: SIBS Cartões Manager, PF Manager
  + Location: SIBS Cartões
* Card Issuing Annual Planning – to be provided by PF at the end of each year, with the forecast for next year;
* Card Issuing Monthly Planning by Card Type – to be provided by PF quarterly, two months in advance;
* Performance Control Report – SIBS Cartões provide a set of flat files that allow PF to build a report in order to control card production performance.
  1. *Costs*
* The production Costs are deducted from Marketing Department budget.

*Annex III, clauses 2 and 3*

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| Service | Cost |
| Card Personalization (front and back) | 0,15€ / card |
| Photo (front or back) | 0,40€ / card |
| Chip recording (if chip provided by PF) | 0,16€ / card |
| Chip recording (if chip provided by SIBS) | 0,11€ / card |
| Print, enveloping and expedition | 0,14€ / card |
| PIN letter personalization, printing and folding) | 0,06€ / letter |
| PIN letter personalization, printing, folding and enveloping) | 0,10€ / letter |
| Packaging of cards or PINs (until 50 packs / bag) | 0,50€ / bag |
| Packaging of cards or PINs (more than 50 packs / bag) | 0,75€ / bag |
| Extra card processing (request by email or fax) | 8,00€ |

* 1. *Commitments*

*Annex IV, clause 2*

* + 1. *From PF*
* Provide to SIBS Cartões, at the end of each year, the annual card issuing planning for the next year;
  + With the image of the new cards *(This is not achievable by PF)*
  + With the forecast divided by issuing, renovation and special campaigns
* Define the materials to use in each card production (card plastic, carrier card papers, envelopes);
* Inform SIBS Cartões 15 days in advance if a large production is expected (more than 15.000 cards);

*(This has not been done by PF)*

* Inform in a quarterly base SIBS Cartões of the card issuing forecast by month;

*(This has not been done by PF)*

* Maintain a minimum stock of:
  + Envelopes – 2 months
  + Carrier cards (paper) – 2 months
  + Cards (plastic) – 3 months

*(There are some internal failures in this process)*

* Supply the material with the required characteristics in order to ensure:
  + the proper functioning and productivity of the equipment in SIBS Cartões factory
  + the quality and security parameters demanded by SIBS and Mastercard

*(Regarding the paper quality, there are some internal failures in this process)*

* Approve annual provision planning;
* Approve additional contracts with suppliers that SIBS Cartões eventually needs to hire.
  + 1. *From SIBS Cartões*
* Define and deliver a production plan based on the information provided by PF regarding the card issuing forecasts;
* Present quarterly production plans;
* If demanded by PF, provide all the materials necessary to card production (envelopes, paper carrier cards and plastic). *(PF is not using this service)*
* Present an annual purchases plan regarding materials; *(PF is not using this service)*
* Provide information about card production and expedition states; *(This information is available in SIBS Cartões Portal detailed by file logical sequence).*
* Provide information about paper, envelopes and plastic stocks. *(Stocks are controlled by Communication Dept. that receives from SIBS Cartões a monthly report with the levels of material stocks; the information is also available in SIBS Cartões Portal).*

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|  | SIBS delivers a monthly report with the stock levels, which contains the alerts concerning the stocks that are below the safety level. However can be too late to refill the stock without impact on production.  There should be possible to define thresholds by contract, from which SIBS must trigger an alert to PF. |

* 1. *Forecasts for 2017*
     1. *New Cards Issue*

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|  | **jan-17** | **feb-17** | **mar-17** | **apr-17** | **may-17** | **jun-17** | **jul-17** | **aug-17** | **sep-17** | **oct-17** | **nov-17** | **dec-17** | **Total** | **%** |
| **Distribution** | **7.430** | **8.431** | **8.027** | **8.042** | **7.768** | **8.104** | **8.150** | **8.850** | **10.059** | **8.665** | **9.320** | **10.725** | **103.571** | **93,22%** |
| IKEA | 1.200 | 1.300 | 1.400 | 1.500 | 1.500 | 1.500 | 1.600 | 1.650 | 1.550 | 1.600 | 1.550 | 1.600 | 17.950 | 16,16% |
| CONFORAMA | 1.200 | 1.200 | 1.250 | 1.300 | 1.220 | 1.200 | 1.250 | 1.300 | 1.350 | 1.300 | 1.350 | 1.400 | 15.320 | 13,79% |
| RP | 2.129 | 2.817 | 2.082 | 2.050 | 2.050 | 2.000 | 2.200 | 2.100 | 2.459 | 2.200 | 2.500 | 3.000 | 27.587 | 24,83% |
| JOM | 196 | 193 | 185 | 192 | 198 | 204 | 200 | 200 | 200 | 215 | 220 | 225 | 2.428 | 2,19% |
| FNAC | 1.514 | 1.555 | 1.581 | 1.300 | 1.500 | 2.000 | 1.500 | 1.800 | 2.200 | 1.800 | 2.100 | 2.700 | 21.550 | 19,40% |
| Salvador Caetano | 491 | 566 | 579 | 500 | 500 | 400 | 550 | 600 | 600 | 650 | 550 | 600 | 6.586 | 5,93% |
| Media Markt | 500 | 600 | 700 | 1.000 | 600 | 600 | 600 | 950 | 1.500 | 700 | 800 | 900 | 9.450 | 8,51% |
| Outros | 200 | 200 | 250 | 200 | 200 | 200 | 250 | 250 | 200 | 200 | 250 | 300 | 2.700 | 2,43% |
| **Direct** | **276** | **300** | **300** | **300** | **300** | **300** | **300** | **300** | **300** | **300** | **300** | **300** | **3.576** | **3,22%** |
| **NCP** | **3.961** | **3.948** | **3.935** | **3.922** | **3.909** | **4.493** | **4.020** | **2.631** | **3.310** | **2.850** | **4.335** | **2.826** | **3.961** | **3,56%** |
| **TOTAL** | **11.667** | **12.679** | **12.262** | **12.264** | **11.977** | **12.897** | **12.470** | **11.781** | **13.669** | **11.815** | **13.955** | **13.851** | **111.108** | 100,00% |

* + 1. *Card Renewals*

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|  | **jan-17** | **feb-17** | **mar-17** | **apr-17** | **may-17** | **jun-17** | **jul-17** | **aug-17** | **sep-17** | **oct-17** | **nov-17** | **dec-17** | **Total** | **%** |
| **Distribution** | **4.196** | **7.033** | **8.198** | **7.979** | **11.017** | **9.922** | **7.551** | **11.594** | **11.628** | **13.601** | **12.751** | **10.070** | **115.540** | **50,05%** |
| Conforama | 360 | 621 | 701 | 597 | 821 | 1.049 | 505 | 1.135 | 992 | 1.498 | 1.088 | 1.192 | 10.559 | 4,57% |
| Confort | 7 | 9 | 13 | 46 | 104 | 31 | 24 | 34 | 30 | 56 | 35 | 56 | 445 | 0,19% |
| Euronics | 58 | 83 | 121 | 61 | 94 | 113 | 70 | 131 | 103 | 164 | 146 | 78 | 1.222 | 0,53% |
| Fnac | 1.466 | 4.212 | 2.534 | 2.411 | 3.107 | 2.770 | 2.209 | 4.269 | 2.500 | 3.459 | 5.005 | 2.457 | 36.399 | 15,77% |
| IKEA | 992 | 933 | 1.820 | 1.794 | 2.298 | 2.773 | 1.780 | 2.481 | 2.582 | 2.820 | 1.787 | 2.081 | 24.141 | 10,46% |
| Moviflor | 129 | 133 | 148 | 406 | 1.533 | 353 | 67 | 156 | 348 | 244 | 53 | 341 | 3.911 | 1,69% |
| Renault |  |  |  |  |  |  |  | 20 | 7 | 25 | 1 | 2 | 55 | 0,02% |
| RP ON | 1.172 | 1.022 | 2.828 | 2.612 | 2.891 | 2.773 | 2.853 | 3.305 | 4.975 | 5.246 | 4.538 | 3.792 | 38.007 | 16,46% |
| Tien 21 | 12 | 20 | 33 | 52 | 169 | 60 | 43 | 63 | 91 | 89 | 98 | 71 | 801 | 0,35% |
| **Direct** | **712** | **829** | **1.640** | **1.445** | **1.590** | **2.783** | **843** | **2.455** | **7.888** | **3.077** | **1.115** | **1.954** | **26.331** | **11,41%** |
| Black | 100 | 127 | 179 | 169 | 151 | 211 | 118 | 172 | 208 | 198 | 112 | 167 | 1.912 | **0,83%** |
| Cetelem | 340 | 495 | 1.105 | 958 | 1.080 | 1.138 | 575 | 1.075 | 1.380 | 1.466 | 649 | 1.116 | 11.377 | **4,93%** |
| Cetelem (Credial) | 191 | 122 | 212 | 142 | 155 | 243 | 78 | 125 | 168 | 229 | 56 | 160 | 1.881 | **0,81%** |
| Green | 8 | 7 | 5 | 7 | 3 | 15 | 3 | 10 | 22 | 25 | 1 | 17 | 123 | **0,05%** |
| White | 73 | 78 | 139 | 169 | 201 | 1.176 | 69 | 1.073 | 6.110 | 1.159 | 297 | 494 | 11.038 | 4,78% |
| **SONAE** | **3.336** | **3.350** | **6.634** | **8.599** | **8.712** | **7.376** | **7.441** | **8.518** | **8.246** | **8.633** | **10.993** | **7.147** | **88.985** | **38,55%** |
| CONTINENTE | 295 | 268 | 271 | 272 | 281 | 278 | 281 | 270 | 242 | 231 | 185 | 230 | 3.104 | **1,34%** |
| SPORTZONE | 243 | 498 | 342 | 399 | 730 | 407 | 461 | 639 | 474 | 302 | 551 | 266 | 5.312 | **2,30%** |
| WORTEN | 2.798 | 2.584 | 6.021 | 7.928 | 7.701 | 6.691 | 6.699 | 7.609 | 7.530 | 8.100 | 10.257 | 6.651 | 80.569 | **34,90%** |
| **TOTAL** | **8.244** | **11.212** | **16.472** | **18.023** | **21.319** | **20.081** | **15.835** | **22.567** | **27.762** | **25.311** | **24.859** | **19.171** | **230.856** | 100,00% |

**Reference Documents**

|  |  |  |
| --- | --- | --- |
| Service Contract | Contrato\_SIBS\_Cartoes\_v20090624.pdf |  |