



CASE STUDY

Bank Syariah Indonesia

› COMBINING PRINCE2[®] AND ITIL[®] 4 FOR ISO 20022 SUCCESS



INTRODUCTION

Bank Syariah Indonesia is a government-owned bank created in 2021 from the merger of three Islamic banks.

Its mission is to provide Sharia financial solutions to more than 20 million customers in Indonesia and become a top-five bank in the country.

In May 2025, Euromoney - a provider of intelligence and benchmarking insight for the global banking and finance industry - named Bank Syariah as the "world's best Islamic bank for ESG 2025". The award was based on the bank's growth in sustainable finance (24% of its total portfolio) with a specific focus on "sustainable management of biological and land resources and eco-efficient products". According to Euromoney, it is also Indonesia's first Islamic financial institution to track and offset carbon emissions across its 1,130 sites.

CHALLENGES AND OBJECTIVES

The bank needed to achieve compliance with the new technology messaging format to support ISO 20022 messaging standard for payments. This needed to happen ahead of the deadline for SWIFT – the payment system that facilitates money transfers between banks and other financial institutions – retiring its existing MT message standard for payments, scheduled for November 2025.

This change means banks need to update systems, prepare staff, and collaborate with partners for data quality and interoperability. In detail, this required:

- › **System updates:**
to the technology infrastructure and payment processing systems.
- › **Data management:**
to ensure structured and high-quality data, compliant with ISO 20022.
- › **Stakeholder engagement:**
collaboration between technology, compliance and business teams for adoption.
- › **Meeting regulatory deadlines:**
November 2025 - retirement of the SWIFT payment system's legacy standard.

For Bank Syariah Indonesia, this involved a project including external consultants and tool vendor, Atlassian which would integrate several systems across the bank and require project management and IT operations best practices such as:

Stakeholder communications

Product delivery

Change enablement

SOLUTIONS

To achieve compliance with ISO 200022 within the required deadline, the project team used the combined knowledge and application of PRINCE2 Project Management and ITIL 4.

Deploying each of the best practices in tandem enabled the project team to maintain a structured project management approach alongside a stable and controlled approach to developing, producing and delivering the relevant software.

PRINCE2 PROJECT MANAGEMENT

The project management team chose PRINCE2 Project Management for its controlled approach to risk, quality and standards from beginning to end, stakeholder management and prevention of scope creep.

A. ADOPTING THE PRINCE2 PROJECT MANAGEMENT PRINCIPLES

IT project manager at the bank, Eko Rudi Suteja, ensured that the project team applied all seven PRINCE2 Project Management principles to the whole project lifecycle. For example, the principle of defining roles, responsibilities and relationships across both internal and external stakeholders ensured consistent collaboration to reach the agreed objectives.

B. THE PRINCE2 PROJECT MANAGEMENT BUSINESS CASE PRACTICE

The business case practice was used to meet the business requirement to achieve compliance with the latest ISO 20022 messaging standard for payments.

As the project involved working with an external supplier, the business case also addressed budget and procurement processes.

C. THE PRINCE2 PROJECT MANAGEMENT QUALITY PRACTICE

The software approach included development, testing, implementation followed by monitoring and control: essentially, following the software development lifecycle procedure (SDLC) to ensure that the software product would satisfy user requirements and expectations.

The project team conducted sessions to review and document ongoing business requirements, aligned to the results of software testing. This approach applied controls between software development and testing to ensure that the software was meeting user requirements. Once the test results were approved by stakeholders, the software could then move into production.

D. THE PRINCE2 PROJECT MANAGEMENT RISK PRACTICE

The risk register management product within the risk practice allowed the project team and the bank's internal risk department to regularly review and manage risks to the project, including potential failure of the new messaging for financial transactions and other system errors. This approach also included training sessions for the operational team as the software moved from development to operations.

E. THE PRINCE2 PROJECT MANAGEMENT PLANS PRACTICE

The plans practice - designed in PRINCE2 Project Management to define the products to deliver and the means to deliver them to satisfy the business case - enabled the project team to determine what was in and out of scope for the project. This helped to avoid delays and focus on the in-scope requirements to meet the project deadline. The team also used the plans practice for deployment of the software from development to production.

A predictive approach to project management - driven by the level of risk and need for control - was used for the software development to meet the project objectives and the needs of the users.

F. THE PRINCE2 PROJECT MANAGEMENT PROGRESS PRACTICE

Monitoring and comparing actual achievements against planned achievements while providing a forecast for the project's objectives is central to the method's progress practice. In the case of this project, it allowed the project team to monitor activities and calculate any potential delays and predict the delivery date for the project.

G. STAKEHOLDER MANAGEMENT

PRINCE2 Project Management's guidance on leading successful change notes how a strong understanding of the relationships between project and organisational ecosystem - plus the ability to identify the associated stakeholders - is fundamental to successful change.

For Bank Syariah Indonesia's project, the attention paid to stakeholders made collaboration more efficient, especially between internal bank departments and external suppliers.

Project manager, Eko Rudi Suteja, took the role of "servant leader", focused on understanding the challenges and requirements of all stakeholders and using an empathetic, people-centric approach to ensure everyone worked together effectively on the project.

In addition, rich communication, including daily and weekly meetings to report progress, meant that users were able to test the software and provide feedback to the external vendor regarding the success or failure of functionality, coding, etc.

ITIL 4

The project team deployed knowledge and skills based on ITIL 4 Specialist: Create, Deliver and Support, value streams and practices including change enablement.

A. ITIL 4 SPECIALIST: CREATE, DELIVER AND SUPPORT

Adopting knowledge and skills from this ITIL 4 module - focused on the design, delivery and management of digital products and services - helped the project team move the software product into operations. This was about creating scalable IT operations.

As people began to use the software, the ITIL approach ensured employees in business as usual (BAU) operations were supported and any problems were addressed by escalating issues to technical teams.

This also involved creating a plan for continual improvement to maximise the effectiveness of the software within the system, supporting its functionality and long-term usability.

B. ITIL 4 CHANGE ENABLEMENT PRACTICE

ITIL 4's change enablement practice is designed to maximise the number of successful service and product changes based on proper risk assessment, authorised changes and managing the change schedule.

This was critical for the bank's deployment of the latest ISO 20022 messaging standard for payments because operational stability was essential, along with business continuity.

C. OTHER ITIL 4 PRACTICES DEPLOYED

- › **Continual improvement:**
to make the systems scalable in order to fulfil the growth in demand for data.
- › **Release management:**
to provide quality control when moving software into live production.
- › **Deployment management:**
to manage the environment in a more controlled manner.
- › **IT asset management:**
to manage and control all IT assets including software, hardware, network and vendor.



RESULTS

By January 2025 the bank was compliant with the ISO Standard ISO20022 - one of the first banks in Indonesia to achieve this. The project had been delivered on time, on budget and to the required quality.

The implementation of this international standard means the bank can also expand its product strategy beyond Indonesia, including remittance, treasury and trade bank products.

The project was deemed high priority and regulatory compliance was achieved well in advance of the deadline, which allowed the project team to focus on another high-priority and strategic project.

DISCLAIMER

Copyright © 2025 PeopleCert International Limited and its affiliates including Axelos Limited ("PeopleCert")

All rights reserved. No part of this document or the information in it may be copied, distributed, disclosed or used other than as authorized by PeopleCert. Information identified as being under a Creative Commons license may be used in accordance with that license. ITIL®, PRINCE2®, and the Swirl logo are registered trademarks of PeopleCert.

This publication is designed to provide helpful information to the recipient. Although care has been taken by PeopleCert in preparation of this publication, no representation or warranty (either express or implied) is given by PeopleCert with respect to the completeness, accuracy or suitability of the information or advice contained within it, and PeopleCert shall not be held responsible for any loss or damage whatsoever relating to such information or advice.

Content, diagrams, and logos are correct at the time of each Case Study creation but may be subject to change without notice.

This case study was created in September 2025.

"Combining PRINCE2 Project Management and ITIL 4 gave us a holistic approach to manage project deliverables while accommodating the needs of service performance and quality."

Eko Rudi Suteja, IT project manager and PeopleCert Ambassador



Become the next success case!

Connect with us to share your journey and challenges. Together, we can craft a solution that propels your organization forward. Your story could inspire our next success case study.

peoplecert.org



PeopleCert is the global leader in the certification industry, with a product portfolio of global best practice frameworks and certifications including ITIL® and DEVOPS INSTITUTE® for IT & Digital Transformation, and PRINCE2® for Project, Programme & Portfolio Management, as well as language qualifications through LANGUAGECERT®. Our certifications are delivered across the globe, empowering people and organizations to achieve what they are capable of, improving organizational efficiency and realizing their life ambitions through learning.