Trusted B2B relationships

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Disclaimer

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The Digital Customer lifecycle

- **Know**: First-time interaction
- **Validate**: Risk and compliance
- **Serve**: Returning customer
- **Commit**: Contracts and consents
B2B electronic signatures

Who can sign?
How to reach that person?
How to verify signing rights?
B2C
Recipient = person
Signer = known
B2C
Recipient = person
Signer = known

B2B
Recipient = organization
Signer = (potentially) unknown
Challenges with B2B

- The recipient of the contract may not be the signer

- Multiple signatures may be required
  - Depending on risk (e.g. value of contract)

- How to determine if the signer is authorized
Ideal B2B signing situation

Originator

Determine signer

Sign

Business register

Company policy

Sign audit
Business registers

Determining who is allowed to sign
Challenges with business registers

- Often made for human consumption
- Lack of digital contact information
- Lack of unique identifiers for people
- Quality?
### Example: “Norsk Hydro ASA”

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>Svein</td>
</tr>
<tr>
<td>Chairman of the board</td>
<td>Dag</td>
</tr>
<tr>
<td>Deputy of the board</td>
<td>Irene</td>
</tr>
<tr>
<td>Board member</td>
<td>Sten</td>
</tr>
<tr>
<td></td>
<td>Svein</td>
</tr>
<tr>
<td></td>
<td>Billy</td>
</tr>
<tr>
<td></td>
<td>Liv</td>
</tr>
<tr>
<td></td>
<td>Finn</td>
</tr>
<tr>
<td></td>
<td>Maria</td>
</tr>
<tr>
<td>Signature</td>
<td>Daglig leder alene, to styremedlemmer i fellesskap eller styrets leder og nestleder hver for seg</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prokura jointely</td>
<td>Terranirts, Kjetil Berg, Erik Fjærland, Anne Føhr, Håvard Hægeland, Eivind Løchen, Pål Kjær, Per Christian, Marit Nordstrøm, Tim Johnsen, Anne-Elisa Nilsen, Stephanie Hansen, Arvid primus, Ole Peterson, Tom Rate, Hanne Røed, Hilde, ... To i fellesskap</td>
</tr>
</tbody>
</table>

- **Names only**
- **No identifiers**
- **No e-mail or phone**

**Free text description of signature rights**

**The last “name” is an instruction**
## Example: “Lego A/S”

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>(Adm. dir.) Niels</td>
</tr>
<tr>
<td>Signing rule</td>
<td>Selskabet tegnes af alene, af to bestyrelsesmedlemmer i forening, af et bestyrelsesmedlem i forening med en direktør, af to direktører i forening eller af den samlede bestyrelse.</td>
</tr>
</tbody>
</table>

- **Names and addresses**
  - No identifiers
  - No e-mail or phone

- **Free text description of signature rights**
  - Valgform: Generalforsamling
  - (Næstformand) Thomas
  - Valgform: Generalforsamling
  - ... Søren
Back to planet Earth

A practical solution
A practical solution

Originator

Sign

Lookup

Attest

Sign audit

Business register
Swedish company registry

SIGNICAT

Signicat AB
Organisationsnummer: 5567515561
Företagsform: aktiebolag

Företrädare

<table>
<thead>
<tr>
<th>Namn</th>
<th>Förmann</th>
<th>Funktion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nordeth</td>
<td>Gunner</td>
<td>styrelseledamot</td>
</tr>
<tr>
<td>Erksen</td>
<td>Jon Ölvid</td>
<td>styrelsesupplendent</td>
</tr>
<tr>
<td>Hagemäs</td>
<td>Ida Klinta</td>
<td>extern firmahebdirektör</td>
</tr>
<tr>
<td>Silverw</td>
<td>Stig Mikaell</td>
<td>revisor</td>
</tr>
</tbody>
</table>
The Dutch company register - KVK

- iDIN data
- KvK data (in geval van match)
- ‘Best match’ resultaat

Geeft info over ‘beste match’ op basis van:
1. Geboortedatum
2. Initialen
3. Mandaat (4 rollen met onbeperkt mandaat)
4. Uitzonderingen op mandaat (bijv. gelinkt aan vestiging)
5. Achternaam

Doorzoekt ‘gerelateerde organisaties’ tot 2 niveaus diep.
What about onboarding?
Who are you?

- Optical scanning and selfie
- Chip in document and biometrics
- Possession of phone
- Possession of e-mail
- Proof of address
- Virtual meeting
- Physical meeting

Combine as needed
Can I trust you?

Known ➔ Validated

Registry lookup

Credit score  Etc.

Citizen  Sanction
Who can you represent?

Known

Validated

Representative

Registry lookup

Citizen

Sanction

Credit score

Etc.

Business
UBO?

Ultimate beneficiary owners
UBO?

Ultimate beneficiary owners
UBO?

Ultimate beneficiary owners
The continuous journey
The Digital Customer lifecycle

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Risk and compliance

Serve
Returning customer

Commit
Contracts and consents
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Summary

- The theory is simple
- Challenges
  - Availability of information
  - Quality of information
  - Structure of information
Questions?

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