

International Treasury & Cash Management Summer Programme

6-10 August 2018
London, UK



The essential elements of international
treasury management

Super early bird discount!

Register now and save £2193

Book by Friday 20 April 2018

Overview

This 5-day residential course is essential if you are seeking in-depth knowledge of cash management and treasury structures and strategies.

Why attend?

- **Practical, hands-on training** featuring corporate case studies and group exercises
- **Intensive 5-day residential course** – everything you need to know in just 5 days
- Delivered by EuroFinance the **trusted, industry leading training provider**
- **Proven track record** – over 300 treasury professionals have attended this course
- **Experienced tutors** that address your **real-life challenges**
- **Network with your industry peers** – we attract professionals from 60+ countries
- **Learn instantly applicable knowledge and skills** to take back to the office
- **Earn up to 35 NASBA CPE credits**, CPD certified
- **Plus! Entertainment programme** – dinners, evening entertainment and excursion.

Hot topics

- Basel III – pricing/deposit market
- Emerging payment methods
- SCF/trade finance
- BEPS
- Corporate treasury dashboard – beyond Excel
- In-house banking, ROBO, POBO, in-house cash
- Cutting the internal spaghetti – various ways to centralise
- Using alternatives to SAP – mini ERPs
- Straight through processing
- Shared service centres
- Centralised IT – more efficient and better information
- Automation of commercial flows
- Accounting treasury
- TMS vs ERP
- Solutions for both decentralised and centralised treasury

Who should attend?

Corporate treasurers and finance professionals

We know it's time consuming to keep on top of the latest developments, so the Summer Programme does the leg-work for you by annually providing an in-depth look at the latest treasury technologies and techniques. We create the programme on a practical level, as well as theoretical so that you can hit the ground running on return to the office with instantly applicable knowledge and skills.

Financial institutions and service providers

The Summer Programme is the perfect opportunity for non-treasury professionals to better understand their clients' day-to-day challenges and discover where their solutions fit. Start thinking like a treasurer and get one step ahead of your competitors.

Lead tutor

**Chris Robinson, Senior EuroFinance Tutor & Director,
TransactionBanking.com EuroFinance Tutor & Director, UK**



Chris has over 20 years experience in the payments business, working in treasury, cash management, transaction services, trade, e-commerce and card acquiring, and has tutored many treasury programmes for EuroFinance. In 2003 he set up transactionbanking.com, a treasury and payments best practice training and consulting business. Prior to this, Chris has worked in senior roles for Citibank, Bank of America and founded the treasury workstation company, Swallow Business Systems. As Global Solutions Head and a European product director for Citibank's GTS, he worked with many leading clients and innovative product solutions. He was part of the Citibank Cash Management Europe management team and had product responsibilities for liquidity, payments and FI products. He has a broad depth of experience in the trends and development of the payments business across many local markets. He has a MBA from Manchester Business School and a BA in Chemistry from Oxford.

Official publication

treasurytoday

research | insight | analysis

DAY 1 | Monday 6 August

Best practice treasury, cash management and international money movement

- 08:15 Registration and refreshments
- 09:00 **Welcome and introduction**
- 09:30 **Introduction to corporate treasury and cash management**
- The role of treasury and its core elements
 - Why treasuries differ between companies
 - Sources of financial risk – foreign exchange risk; interest rate risk; credit risk; counterparty risk
 - What is cash management and how it links with other treasury functions
 - The benefits of good cash management
 - Treasury policy framework
- 10:15 **Trends and best practice in international treasury**
- Trends in today's market
 - Current global perspectives of treasurers
 - Impact of regulation
 - Creating efficiency in the supply chain
 - Managing treasury with a global process
 - Creating centralised and distributed treasury
- 10:45 Refreshment break
- 11:00 **Compliance and regulatory issues**
- New regulatory environments
 - Framework of policies and procedures
 - Basel III
 - AML and KYC procedures for banks
 - Dodd-Frank and EMIR
 - Money market regulation
 - BEPS (base erosion and profit shifting)
- 12:15 **Case study**
- Overview of client case study that will be used throughout the program to illustrate the key learnings
- 13:00 Lunch
- 14:00 **Clearing and settlement systems (with European, US and Asian examples)**
- Types – net settlement, RTGS, hybrid
 - Clearing and settlement risks
 - High value payment clearing
 - Low value ACH clearing and cheque clearing
 - TARGET2, SEPA
 - Major clearing systems around the world
 - Concepts of float, value dating and finality
 - Domestic payment/collection instruments
- 15:15 Refreshment break
- 15:30 **The international banking system**
- Who are the players?
 - How money moves – interactive role play
 - Understanding SWIFT and the different types of messages
 - Cross-border payments globally and in the Eurozone
 - Corresponding bank charges
 - Straight-through processing (STP)
 - Currency cheque and draft collections
 - Letters of credit and documentary collections
- 16:00 **Exercise: Looking at different payment and collection instruments in practice**
- 16:30 **Emerging payment methods**
- Faster Payments – specific country implementations
 - Mobile payment solutions
 - Blockchain – a primer
 - Potential Blockchain solutions and current activities
 - Disruptive technology – FinTech solutions in the payment space
- 17:30 End of day 1
- 18:45 Dinner and evening entertainment

DAY 2 | Tuesday 7 August

Treasury management, risk management and hedging

- 08:30 Refreshments
- 09:00 **Managing debt**
- Short-term or long-term debt
 - Challenge of re-financing facilities
 - WACC – weight average cost of capital
 - Using the debt markets
 - Fees, covenants, agreements
- 09:45 **Investing surpluses**
- Choice of instruments and asset classes
 - Yield curve pickup
 - Maximising investable cash
 - Benchmarking investment performance
 - Appropriate treasury and risk policies
- 10:30 Refreshment break
- 10:45 **Effective risk management strategies**
- Instruments used for risk mitigation
 - Risk models – VAR
 - FX – spot, forward, swaps, options, NDFs
 - Interest rate swaps, futures, CFDs
 - Defining an appropriate hedging strategy
 - Managing to the yield curve
 - Managing currency needs of subsidiaries
- 11:45 **Linking cash flow forecasting to working capital management**
- Optimising working capital
 - Order to cash and purchase to pay cycles
 - Actions to reduce float
 - Accounting and compliance issues
- 12:15 **Cash flow forecasting**
- Objectives of forecasting
 - Short-term and long-term forecasts;
 - Models – Miller Orr etc.
 - Receipts and disbursement methods
 - Distribution method; pro-forma statements
 - Exercise: cash flow forecasting
 - Practical exercise to forecast cash needs and investment balances
- 13:00 Lunch
- 14:00 **Case study: FX hedging and risk management**
- John Donegan, Director of Treasury EMEA, Hewlett Packard Enterprise**
- 16:00 Refreshment break
- 16:15 **Local and foreign currency accounts**
- Where to hold them and manage them
 - Implications for banking costs
 - Importance of correct 'ownership'
 - Resident/non-resident issues
- 16:45 **Exercise: Account location**
- Practical problems of where to hold currency accounts
- 17:30 End of day 2
- 19:00 Dinner and evening entertainment

Any questions?

Call
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or email
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DAY 3 | Wednesday 8 August

Liquidity management and centralising treasury

08:30 Refreshments

09:00 Cash pooling – notional and cash concentration

- Definitions and types of notional pooling
- Single country single currency pooling
- Cross-border single currency pooling
- Tax and regulatory issues
- Documentation
- Cash concentration and zero balancing
- Money market investment
- Mobilising core balances
- Impact of Basel III and proposed US Section 385

10:45 Refreshment break

11:00 Case study: In-house banking – Wyndham's experience

Planning and implementation

- What is an in-house bank?
- Why have an in-house bank?
- Considerations when establishing an IHB
- Cost or profit centre?

Running an in-house bank

- How WOOL works
- Netting considerations
- The inter-company netting process
- The benefits

The future and learnings

- Current developments
- Environmental factors – Lessons learnt

Mike Cassidy, In-house Banking & EMEAI, Treasury Department, Wyndham Worldwide Corporation

13:00 Lunch

14:00 Approaches to treasury organisation and impact on cash management

- Levels of treasury responsibility
- Decentralised vs. distributed vs. centralised approaches
- Full centralisation
- In-house banking – the main functions
- Typical treasury structures used by MNC's
- Newer structures – POBO/COBO – 'Pay/Collect on behalf of'

15:00 Managing a bank treasury

- Differences between banks and corporates
- Role of ALCO committees
- Money market and funding desks
- Matching assets and liabilities
- Managing the gap
- Central bank regulatory considerations
- Reserves, collateral, Tier I capital

15:45 Refreshment break

16:00 Case study: The evolution of the corporate treasurer: Our journey to automation

- Treasury Management System
- Global cash pooling
- Online dealing (including money markets portal)
- Automated interface into ERP (including market data)
- SWIFT (cash visibility using MT940s)
- EMIR
- Implementation of a new TMS (cloud based)
- Impact of cyber crime on treasury

17:00 End of day 3

18:00 Dinner and evening entertainment

DAY 4 | Thursday 9 August

Systems integration: Treasury, ERP and banking platforms

08:30 Refreshments

09:00 Shared service centres and payment factories

- What functions could go into a shared service centre?
- Where to locate your SSC
- Integration with ERP accounting
- Payment factories – functionality
- Technology to link to one lead bank or multiple banks
- Challenges with domestic instruments and paper

10:30 Refreshment break

10:45 Inter-company netting

- Types of netting
- Financial flows and inter-company FX
- Netting drivers
- Example netting analysis
- Structural and policy issues
- Case studies
- Netting review checklist
- Netting methods

11:30 Treasury and banking systems

- Typical functions within a treasury system
- Service providers to treasury
- Current treasury platforms
- System integration: What can be achieved?

13:00 Lunch

14:00 Corporate case study: Selection, implementation and integration of treasury management systems

- The major providers – choosing, comparing
- System integration – what can be achieved?
- The system project check list – what to do, when to do it, what to avoid, what resources
- Adapting to today's compliance environment
- Risk systems integration
- Bank support and reporting
- Latest trends and enhancements

William Ward-Brew, Head of Treasury Operations, Anglo American plc

15:15 Refreshment break

15:30 Banking systems

- Electronic Banking Channels – Proprietary and Industry solutions
- Linking electronic banking to the corporate treasury management system
- File versus message channels
- Importance of ISO20022
- SAP Financial Services Network
- eBAM – Bank Account Management
- Multi banking aggregation
- Achieving straight-through processing

16:15 Corporate access to SWIFT: MA-CUG's/SCORE

- SWIFT SCORE solutions for multi-banking
- Best-practice use of FIN and FileAct
- SWIFT Bureau or SWIFT Alliance Lite 2?
- BEI or BIC – which codes and how many
- Hidden costs – evaluating the options
- Control, contingency and security
- SWIFT Services – SWIFT Ref, 3Skey, Sanctions Screening

17:00 End of day 4

17:30 Dinner and evening entertainment

"I attended the course to prepare for a new step in my career. The course gave me a complete helicopter view and provided high quality back-up documentation."

— Romy Peelman, Deputy Group Treasurer, Sappi International SA

DAY 5 | Friday 10 August

Working capital, supply chain and choosing a cash management bank

08:30 Refreshments

09:00 Working capital

- Working capital metrics
- The cash conversion cycle
- Approaches to optimising working capital
- Comparison of working capital benchmarks

09:45 Financing the supply chain

- Understanding the supply chain
- Flow of value versus goods versus funds
- Example of seller centric finance – receivables finance
- Selling and financing receivables
- Balance Sheet implications of financing
- Worked example: Benefits of receivables finance

10:30 Refreshment break

10:45 Financing the supply chain (buyer centric)

- Example of buyer centric finance – SCF
- Understanding the credit differential
- Creating a supply chain finance program
- Accounting challenges
- Supplier onboarding
- Implementation options
- Comparison with dynamic discounting

11:45 Corporate cards

- Use of commercial cards for business flows
- Purchase cards – controls and expense management
- Using cards for traditional procurement spend
- Pre-paid as an alternative to cash distribution

12:30 Lunch

13:30 Team exercise: Developing requirements for a multi-national corporate

- Summarising the requirements
- Defining the areas of inefficiency
- Identifying potential solutions
- Understanding priorities and challenges of implementation
- Corporate teams will focus on requirements and bank selection process
- Banker teams will propose viable solutions and differentiate themselves

14:30 Report back

- Each team will present its solution to the class
- Question and answer session with each team

15:00 Analysis of exercise findings by course tutor

15:15 Refreshment break

15:30 The bank selection and RFP process

- The tender document – what to include
- Linking cash management and credit requirements
- Review of domestic bank selection criteria
- Selection for pan-European and global purposes
- Bank geographic strategies
- Local or regional banks?
- Identifying and pre-qualifying banks
- How to evaluate the bank responses – benchmarks, formats
- Handling the short list and negotiation meetings
- What multinational corporates are looking for
- Understanding what constitutes best practice (mandates, relationships)
- How banks respond to RFPs
- Approaches to pricing and service quality

16:15 Quiz

- Fun, multiple choice exercise to recap

16:30 What to expect in the future

- What to expect in the coming year and beyond
- Policy agenda issues for treasurers
- New banking products
- Key infrastructure developments

17:00 End of module and presentation of certificates

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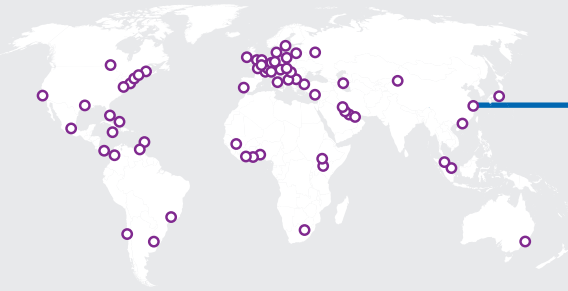
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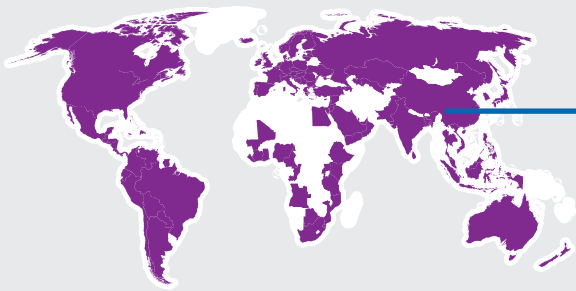
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"Thanks to this course, I can now put all
the pieces of the treasury puzzle together."

— Tom Thijs



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Registration form

ITCM | Summer Programme

6-10 August 2018 | London, UK

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Which industry sector is your company in?

What is the annual turnover of your company?

☐ Under US \$25m ☐ US \$26m-\$100m ☐ US \$101m-\$500m
☐ US \$501m-\$999m ☐ US \$1bn-\$9.9bn ☐ Over US \$10bn

Delegate prices

To qualify for the discounts, payment must be received by the deadlines specified below.

Super early bird registration: £4,782 + 20% VAT = £5,978
(book by Friday 20 April 2018)

Early registration: £5,535 + 20% VAT = £6,642
(book by Friday 15 June 2018)

Full registration: £6,975 + 20% VAT = £8,370

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