

EuroFinance⁷
Training

INTERNATIONAL TREASURY & CASH MANAGEMENT

// INTRODUCTORY

25-27 February 2019
London, UK



Your comprehensive guide to the essential
elements of cash management

► FOR MAJOR DISCOUNTS REGISTER
AND PAY BY **11 JANUARY 2019**

The Economist Group

OVERVIEW

This is the only course of its kind on international corporate treasury and will serve as your comprehensive guide to the essential elements of cash management. Over three days our expert tutors will use a mix of teaching methods including lectures, real life case studies and group exercises to provide you with practical skills and knowledge that can immediately be applied upon your return to the office. This course is also the ideal precursor for our intermediate level programmes.

It has been specifically designed for finance and treasury professionals who are either new to international corporate treasury or need to refresh or expand their knowledge to gain a practical understanding of all the technology, terminology and procedures. It is also relevant for banks, consultants and system suppliers who need to better understand the needs of their corporate clients.

LEARNING OBJECTIVES

Ensure that you are operating best practice in the current economic climate and receive the latest update on industry developments through the key topics:

- // The role of the corporate treasurer
- // Liquidity management techniques
- // Domestic and international banking systems
- // How customers choose banks for cash management purposes
- // How the money markets work and how FX calculations work in practice
- // The latest technologies and procedures within the industry
- // The various types of risk faced in corporate treasury
- // Cash forecasting and working capital management

WHY TRAIN WITH EUROFINANCE

Real world treasury training // Leave with skills and techniques that you can immediately apply when you get back to the office.

Unrivalled knowledge of current best practice // We talk to treasurers on a daily basis and know what matters most to the profession.

Expert tutors // We have secured the services of the leading tutors in the profession with both banking knowledge and corporate expertise to give you the best all-round training available.

Truly global // We run treasury events all around the world and attract a very international audience.

Practical teaching methods // Our courses aren't just theory, we use real-life case studies and group exercises to illustrate each learning point.

We are the treasury specialists // EuroFinance has been working exclusively with the treasury and cash management profession for over 20 years.

TUTOR

**Adrian Rodgers, Senior EuroFinance Tutor & Director,
ARC Solutions, UK**



After qualifying as a Chartered Accountant, Adrian spent a number of years with IBM, in a variety of treasury and sales roles. Adrian was also part of the implementation team which created IBM International Financial Services, the European centralised treasury operation based in Dublin. Adrian then joined the newly created cash management consultancy team of Chase Manhattan Bank, with a brief to help create cash management solutions which matched the needs of customers' underlying businesses and technology infrastructures. As a Director at PricewaterhouseCoopers, he specialised in managing change in the finance function, including re-engineering of corporate treasury. His current company is an independent consultancy providing advisory, design and implementation services to corporates and banks, on a variety of change-related issues within the finance function. Services include strategy development, process design, bank and vendor selection and project management. Clients include major corporations with a strong international focus.

Official publication

treasurytoday
research | insight | analysis

DAY 1 // MONDAY 25 FEBRUARY

INTERNATIONAL TREASURY AND MONEY MOVEMENT

08:30 REGISTRATION AND REFRESHMENTS

09:00 INTRODUCTION AND COURSE ADMINISTRATION

09:15 OVERVIEW AND INTRODUCTION TO INTERNATIONAL TREASURY

- The main elements of treasury management
- Evolution and the changing role of the corporate treasurer
- Policy and strategy
- Changing face of treasury process – automation, control and STP
- The importance of cash and liquidity management

09:45 BUSINESS MODELS AND TREASURY ORGANISATION

- Underlying business models – organisation, integration and culture
- Business model as driver of treasury structure
- Finance models – decentralised, shared services and commissionaire
- Impact on treasury structures; decentralised, regional and centralised treasury
- Allocation of treasury responsibilities
- Treasury models
- In-house banking

10:30 REFRESHMENT BREAK

11:00 TREASURY AS SERVICE PROVIDER

- The product portfolio of an in-house bank
- Funding and investment
- In-house banking and cash management
- FX centre
- Netting centre
- Payment factory
- Location considerations

11:45 EXERCISE

12:15 CLEARING AND SETTLEMENT SYSTEMS FOR DOMESTIC MONEY MOVEMENT

- Types of settlement systems and how they work domestically – net settlement; real-time gross settlement; bilateral systems; continuous linked settlement
- High value clearing
- Low value clearing (ACH)
- Check clearing
- Comparing different environments
- Associated data transmission
- Evolution

13:00 LUNCH

14:00 INTERNATIONAL MONEY MOVEMENT

- International banking principals
- Understanding SWIFT, the types of messages and when they are used
- Cross-border payments – Globally; Eurozone payment and clearing options
- Corporate options – Using correspondent or partner banks; using network banks for international money movement
- Straight-through processing and barriers to STP

15:15 REFRESHMENT BREAK

15:45 OTHER PAYMENTS AND COLLECTION SERVICES

- Check and draft collections – domestic and currency
- Branch deposits and virtual accounts (incl notes and coin)
- Documentary collections and letters of credit
- Cards – T&E; procurement; stored value
- Web and mobile payment approaches

16:30 EXERCISE: INTERNATIONAL MONEY MOVEMENT

17:30 END OF DAY 1 AND SOCIAL DRINKS RECEPTION

An informal social drinks reception will take place near the venue for those participants wishing to network with other participants also to obtain one-on-one practical advice from the tutor.

DAY 2 // TUESDAY 26 FEBRUARY

OPTIMISING COMMERCIAL FLOWS

08:30 REFRESHMENTS

09:00 SETTLING TRANSACTIONS WITHIN A MULTINATIONAL GROUP

- Types of intercompany settlement – third party, bi-lateral, multilateral and clearing house
 - Trade payments and receivables
 - Financial flows
- Corporate business structure drivers of netting
- Structural issues
- Policy issues and netting methods
- Practical problems that may be encountered (e.g. regulatory issues)
- Netting review checklist
- Evolution and new approaches to netting
- Cost efficiencies
- Potential providers

10:00 EXERCISE: SETTING UP A NETTING SYSTEM

10:45 REFRESHMENT BREAK

11:15 COST IMPACTS, BANK PRICING AND USE OF CURRENCY BANK ACCOUNTS

- Why use currency accounts and where to locate them
- Managing currency accounts (reporting, funding, defunding)
- How banks price and impact on corporate cost (float, earnings credit, overt and covert) fees
- Impact of value dating on international money movement; Europe and the PSD
- Resident and non-resident issues – importance of establishing correct ownership
- Understanding value dating

12:00 LIQUIDITY MANAGEMENT: PART 1 – CONCENTRATION AND POOLING IN ONE CURRENCY

- Cash concentration and similar services
- Types of pooling – physical; notional etc
- Tax and regulatory issues
- Documentation
- Interest and how it is allocated
- Cross-border rules and impact in cash concentration
- Bank capabilities
- Money market investment

13:00 LUNCH

14:00 LIQUIDITY MANAGEMENT: PART 2 – CONCENTRATION AND POOLING IN MULTIPLE CURRENCIES

- Traditional approaches to intercompany funding
- Limitations of traditional approach
- Synthesising an exchange rate
- Interest compensation approach
- Transparency and understanding the savings
- Bank capabilities and use of correspondents

15:00 REFRESHMENT BREAK

15:30 PUTTING IT ALL TOGETHER: CREATING EFFICIENT ACCOUNT STRUCTURES

- Determining the most efficient account structures
- Easy countries and problem countries – examining different scenarios
- Impact of PSD on European account structures
- Adding sophistication of models for operational purposes
- Structures that combine operational efficiency and liquidity management optimisation
- Ownership issues and effect

16:30 EXERCISE – LIQUIDITY STRUCTURE COMPARISON

17:30 END OF DAY TWO

DAY 3 // WEDNESDAY 27 FEBRUARY

WORKING CAPITAL AND SYSTEMS INTEGRATION

08:30 REFRESHMENTS

9.00 **CURRENT TRENDS IN TREASURY AND BANKING**

- The roots and operational impact of the banking crisis
- Impact on bank behaviour – internal measurement within the bank
- Best practices in cash management
- Regulatory impact
- The increased importance of corporate treasury

10.00 **SHARED SERVICES: INITIATIVES, CENTRES AND PAYMENT FACTORIES**

- Differing approaches
- Technology Platforms
- Impacts on treasury and the appropriate response
- Account structures
- Choice of banks
- Implementation and customer service requirements

10:45 REFRESHMENT BREAK

11:15 **GLOBAL PAYMENT TECHNOLOGY**

- Mechanization in treasury departments
- Balance and transaction reporting
- Payment channels – moving from paper transactions to electronic; impact of e-business and new payment channels
- Multiple banking formats in business systems
- Multi banking and the role of SWIFT
- Transaction detail
- Corporate needs and bank challenges

12:15 **EXERCISE – INTEGRATION OF COMMERCIAL AND TREASURY TRANSACTION PLATFORMS**

13:00 LUNCH

14:00 **BANK RELATIONSHIP MANAGEMENT**

- Objectives of BRM
- Relationship vs. transactional banking
- Role of credit
- Measurement and feedback
- Common points of failure
- Rewarding the effective
- Relationship meetings

14:30 **SELECTING CASH MANAGEMENT BANKS TO FULFIL DIFFERENT ROLES**

- Approaches to bank selection
- How the process of bank selection works
- Selection for domestic, pan regional and global purposes
- Bank geographic strategies
- Importance of matching Corporate organisation
- Local or regional banks?
- What multinational corporates are looking for
- Approaches to pricing and service quality
- Understanding what constitutes 'best'

15:15 REFRESHMENT BREAK

15:45 **INTERNATIONAL BANK RFPS**

- Process checklist – what should your expectations be?
- Formats
- Pricing and costs
- Using different techniques
- Identifying and pre-qualifying banks
- The tender document – what to include
- How to evaluate the bank responses
- Handling the final short list and negotiation meetings
- Due diligence

16:30 **EXERCISE – WHAT TO INCLUDE IN BANK RFPS**

17:15 **COURSE CLOSE AND PRESENTATION OF CERTIFICATES OF ATTENDANCE**

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Register and pay by **11 January 2019** to qualify for the early registration discount.

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