

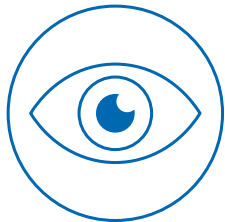
# International Cash Management & Treasury Bootcamp

Take 5 days to learn what could take up to 2 years on the job.

Monday 5 - Friday 9 August 2019 | London

This is the most intensive course in cash management and treasury. In just five days, we cover everything you need to know from the latest treasury technology to selecting the right bank.

This practical course will enable you to apply the 4 principles of international treasury and cash management:



## Visibility

Know where your cash is



## Mobilisation

Make it available



## Optimisation

Invest it



## Compliance

Keep in line with current regulations and governance

## Learning objectives

By the end of the course you'll be able to:

- Manage an RFP and selection process from start to finish
- Create a centralised and distributed treasury
- Connect treasury and ERP systems to banks
- Understand supply chain finance and other funding options
- Develop treasury policies to better manage risk and controls
- Make liquidity visible, available and usable
- Manage the balance sheet
- Improve the accuracy of your cash forecasts
- Benchmark your practices against your peers'

## Fully updated for 2019

- Discover the answers to the most pressing concerns in treasury
- How should you transition from LIBOR to RFRs like SONIA?
- Is Blockchain becoming a reality?
- Where does SAP HANA and BI fit in your treasury plans?
- What's new in the next generation of liquidity and virtual account solutions?
- Will SWIFT GPI change correspondent banking?
- How can automation help you optimise your working capital?
- Is your organisation protected against cybercrime?

## Lead tutor

### Chris Robinson

Senior EuroFinance  
Tutor & Director,  
TransactionBanking.com



Chris has over 30 years' experience in the payments business, working in treasury, cash management, transaction services, trade, e-commerce and card acquiring. He has worked in senior roles for Citibank and Bank of America and founded the treasury workstation company, IT/2. In 2003 he set up TransactionBanking.com, a treasury and payments best practice training and consulting business, working with large multinational corporations and financial institutions around the world. He has a broad depth of experience in the trends and development of payments and treasury across many regions and countries.

## Real-life case studies

Hear how the theory is applied, direct from practicing corporate treasurers:

### FX risk management

#### Christof Nelischer

Former Group Treasurer,  
Willis Towers Watson



### How to plan, implement and run an in-house bank

#### Mike Cassidy

Treasury Director, In-house  
Banking & EMEA, Wyndham  
Destinations



#### Michelle Lau

Treasury Manager, In-house  
Banking & EMEA, Wyndham  
Destinations



### A journey to automation

#### Royston da Costa

Assistant Group Treasurer,  
Ferguson



## Who should attend?

### Corporate treasurers and finance professionals

Understand best practice, benchmark where you are now - and where you should be, and explore the latest trends and hot topics. You will return to the office armed with everything you need to optimise your treasury.

### Financial institutions and service providers

The perfect opportunity to better understand your clients' day-to-day challenges and discover where your solutions fit. Start thinking like a treasurer and get one step ahead of your competitors.

## Why EuroFinance?

- Practical, hands-on training featuring inspiring corporate case studies and group exercises
- Experienced, professional tutors that address your real-life challenges
- The trusted treasury training provider - over 300 treasury professionals have attended this course
- Truly international - we attract professionals from over 60 countries
- Earn up to 35 NASBA CPE credits, CPD certified
- Residential format - this course includes accommodation, dinner and entertainment programme that will help expand your networking opportunities



# Day 1 | Treasury, liquidity and 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 **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
- Virtual accounts the next generation

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 roleplay
- Understanding SWIFT and the different types of messages
- Cross-border payments globally and in the Eurozone
- Impact of SWIFT GPI – new style correspondent banking
- 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
- Impact of open banking

17:30 **End of day 1**

18:00 **Dinner and evening entertainment**

# Day 2 | Risk, debt and investment in treasury

08:30 Refreshment break

## 09:00 Managing debt and investing surpluses

- Short-term or long-term debt
- Challenge of re-financing facilities
- WACC – weight average cost of capital
- Using the debt markets
- Fees, covenants, agreements
- Impact of new reference rates RFR, SONIA

## 09:45 Investing surpluses

- Choice of instruments and asset classes
- Yield curve pickup
- Maximising investable cash
- Benchmarking investment performance
- Impact of negative interest rates
- Appropriate treasury and risk policies

10:45 Refreshment break

## 11:00 Case study: FX Risk Management

Christof Nelischer, former Group Treasurer,  
Willis Towers Watson

13:00 Lunch

## 14:00 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

## 15:00 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

15:45 Refreshment break

## 16:25 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



# Day 3 | Regulatory, centralisation of management

08:30 Refreshments

## 09:00 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)

## 10:00 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

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, Treasury Director, In-house Banking & EMEA, Wyndham Destinations**

**Michelle Lau, Treasury Manager, In-house Banking & EMEA, Wyndham Destinations**

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 MNCs
- 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 1 capital

15:45 Refreshment break

## 16:00 Case study: Running a regional treasury centre

- Practical approach to managing treasury for a large multi-national company
- FX, hedging, currency pooling and netting
- Creating a centralised payments process from SAP

17:00 End of day 3

18:00 Dinner and evening entertainment

# Day 4 | Shared service centres, fraud and cybercrime

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 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
- Is blockchain a reality? How to use it
- Machine learning and AI
- Smart contract applications

## 12:15 Fraud and cybercrime

- Treasury policies to protect your treasury
- Common cyber attacks today
- Phishing, spoofing and social engineering
- Hardening systems and firewalls
- Encryption and authentication controls
- Recovery plan from a cyber attack

13:00 Lunch

## 14:00 Case study: 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 cybercrime on Treasury

**Royston Da Costa, Assistant Group Treasurer, Ferguson**

15:15 Refreshment break

## 15:45 Corporate access to SWIFT: MA-CUGs/SCORE

- SWIFT SCORE solutions for multi-banking
- Best-practice use of FIN and FileAct
- SWIFT Bureau or SWIFT Alliance Lite 2?
- BIC – replacing BEI codes
- Hidden costs – evaluating the options
- Control, contingency and security
- SWIFT services – SWIFT Ref, 3Skey, sanctions screening

## 16:30 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

17:15 End of day 4

17:30 Dinner and evening entertainment

# Day 5 | Financial SCM, treasury systems and bank selection

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 (seller centric)

- 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 – supply chain finance
- Understanding the credit differential
- Creating a supply chain Finance program
- Accounting challenges
- Supplier onboarding
- Implementation options
- Comparison with dynamic discounting

## 11:30 Corporate cards

- Use of commercial cards for business flows
- Purchase cards – controls and expense management
- Using cards for traditional procurement spend
- Linking into T&E systems SAP/Concur
- Integrating with latest procurement platforms – Coupa, SciQuest
- Pre-paid as an alternative to cash distribution

## 12:10 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

13:00 Lunch

## 14:00 Report back

- Each team will present its solution to the class
- Question and answer session with each team
- Analysis of exercise findings by course tutor

## 14:30 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

15:45 Refreshment break

## 16:00 Quiz

- Fun, multiple choice exercise to recap

## 16:30 What to expect in the future

- What to expect in 2019 and beyond
- Policy agenda issues for treasurers
- New banking products
- Key infrastructure developments

17:00 End of day 5 and presentation of certificates

# Course information

Please quote this code when booking:

WEB

## Delegate prices

Register and pay by **Friday 3 May 2019** to qualify for the early registration discount. If payment is not received by this date, you will be charged the full registration fee.

Early registration	£5,535 + 20% VAT = £6,642
Full registration	£6,995 + 20% VAT = £8,394

VAT must be paid irrespective of delegate country of residence and is fully recoverable by corporations sending their delegates.

If the delegate considers that withholding tax is payable, then the delegate will pay to Eurofinance Conferences Limited such additional amounts as are necessary to ensure receipt of the full amount of the invoice.

If you do not require accommodation, please contact us to find out our non-residential rate.

## What's included?

The registration fee includes:

- Comprehensive 5-day programme
- Speaker Q&A sessions
- Accommodation
- Refreshments
- Dinner
- Evening entertainment

## Accreditation

Earn up to 35 CPE credits

**Delivery method:** Group-live  
**Program level:** Intermediate  
No prerequisites or advanced preparation required

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## How to register

Register online at

[www.eurofinance.com/training](http://www.eurofinance.com/training)

Please quote the booking code above.

## Further enquiries

Email: [registrations@eurofinance.com](mailto:registrations@eurofinance.com)

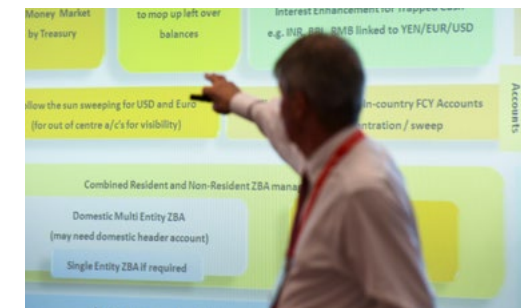
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## The venue

**Thistle Kensington Gardens**  
104 Bayswater Rd, London W2 3HL



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