

EuroFinance<sup>7</sup>  
Training

# International Treasury & Cash Management

// Intermediate

Monday 28 - Wednesday 30 October 2019  
Amsterdam, The Netherlands



The essential elements of international  
treasury management

For major discounts, book by  
**Friday 13 September 2019**

The Economist Group

## Overview

This course is designed to provide finance professionals with up-to-the-minute knowledge of the essential elements of corporate cash and treasury management, including: the role of the corporate treasurer and the structure of treasury; cash and liquidity management; interest rate and foreign exchange management.

You will gain a complete insight into the new and existing challenges facing the industry and develop practical skills and knowledge that can be immediately applied upon your return to the office.

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## Who should attend

Designed for experienced professionals who have a good understanding of treasury concepts, but are seeking more sophisticated and in-depth knowledge of structures and strategies.

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## Learning objectives

By the end of the course, you will be able to

- Place Treasury and cash operations in the context of your business and its challenges
  - Understand the issues surrounding cash management in an international context
  - Identify the differing capabilities of potential banking partners and how to manage both the selection and ongoing bank review processes
  - Have insight into the techniques used by multi-national corporations to manage their cash across a range of currencies
  - Have a comprehensive view into the technologies available to you to manage your cash position
  - Review your risk profile in the light of the most common exposure to cybercrime
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## Key benefits

- // A complete insight into international treasury from a truly global perspective
  - // Leading industry tutors, experts in their field
  - // Practical training illustrated with real-life case studies and exercises
  - // Excellent networking opportunities
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## 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 28 October

### Corporate Treasury and Banking

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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
- Finance models – decentralised, shared services and commissionaire
- Impact of business model on treasury structure ;decentralised, regional and centralised treasury
- Allocation of treasury responsibilities
- Treasury models
- In-house banking

10:30 Refreshments

11:00 Treasury as a business service provider

- The product portfolio of an in-house bank
- Funding and investment
- FX centre
- In-house banking and cash management
- 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
- Types of clearing: High value, Low value clearing (ACH), cheque clearing
- Comparing different environments
- Associated data transmission
- Evolution

13:00 Lunch

14:00 International money movement

- International banking principals and challenges
- 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

15:00 Refreshments

15:00 Related payments and collection services

- Check and draft collections
- 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 29 October

### Liquidity Management and Treasury Systems

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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
- Cost efficiencies
- Potential providers
- Evolution and new approaches to netting

10:00 Exercise: Setting up a netting system

10:45 Refreshments

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
- Multi-bank concentration
- 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 Refreshments

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 2

## Day 3 // Wednesday 30 October

### Financial Risk and Bank Relationships

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08:30 Refreshments

**9.00 Current trends in treasury and banking**

- Cybercrime, fraud and security
- 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 Refreshments

**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 Refreshments

**15:45 International bank RFPs**

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

**16:15 Exercise – what to include in bank RFPs**

17:00 Course close and presentation of certificates of attendance

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Program level: Intermediate

No prerequisites or advanced preparation required

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# Registration form

ITCM // Intermediate

28-30 October 2019 // Amsterdam, The Netherlands

You must quote this code when booking:

WEB

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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

Register and pay by **Friday 13 September 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: €2,699+21% VAT = €3,265.79

Full registration: €3,599+21% VAT = €4,354.79

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