

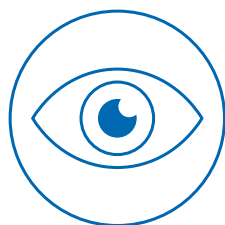
International Cash Management & Treasury Bootcamp

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

Monday 2 - Friday 6 December 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 four 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.

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



Real-life case studies

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

Monday | 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**

Tuesday | 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 Corporate case study

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

Exercise: Account location

- Practical problems of where to hold currency accounts

17:30 End of day 2

19:00 Dinner and evening entertainment



Wednesday | 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 Corporate case study

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

Thursday | 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 Corporate case study

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

Friday | 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 11 October 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 <small>(Book by Friday 11 October, 2019)</small>	Full registration
Residential <small>Includes: Accommodation, dinner and evening entertainment.</small>	£5,535 + 20% VAT = £6,642	£6,995 + 20% VAT = £8,394
Non-residential <small>Does not include: Accommodation, dinner and evening entertainment.</small>	£4,825 + 20% VAT = £5,790	£6,175 + 20% VAT = £7,410

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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.

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How to register

Register online at
www.eurofinance.com/training

Accreditation

Earn up to 35 CPE credits

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



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