The most advanced techniques used by the world’s leading treasuries

FOR MAJOR DISCOUNTS REGISTER AND PAY BY 11 OCTOBER 2019
OVERVIEW

This is the most advanced international course EuroFinance offers. This course is designed for finance, treasury and banking professionals who have at least five years practical experience in various roles in treasury management and who need to gain a deeper practical knowledge of advanced treasury management techniques.

This course builds on the tools and techniques covered during the International Cash and Treasury Management Intermediate level course. Participants are expected to be familiar with the concepts and practical application of risk mitigation, liquidity management and money movement.

LEARNING OBJECTIVES

// Understand how treasury can deliver improved bottom-line performance for your business through tax-efficient account structures, effective hedging strategies and optimising working capital.

// Discuss alternative account structure for optimising liquidity and payments

// Get up to date with emerging payment methods including faster payments, Blockchain, Open Banking, API and PSD2

// Become compliant and learn AML and KYC procedures for banks and treasurers

// Protect your organisation against fraud and cybercrime

// Gain a comprehensive insight into the current and future challenges facing the treasury managers and CFOs.

// Develop practical skills and knowledge that can be immediately applied upon your return to the office.

// Explore the techniques being deployed by the leading global treasury organisations.

TUTORS AND TEACHING METHODS

EuroFinance tutors are chosen for their up-to-the-minute knowledge and expertise. Every learning point is powerfully reinforced by case studies, interactive exercises and role-plays so you can apply your newly acquired knowledge as soon as you return to the office. You will be required to complete a questionnaire prior to the course to enable you to define your objectives before the start of each module. This will allow each tutor to tailor the programme accordingly and ensure you walk away with the information you came to learn.

WHY TRAIN WITH EUROFINANCE?

We have secured the services of the industry’s leading tutors on cash and treasury management. Selected for their proven market expertise both regionally and globally, detailed technical knowledge and commitment to the highest standards of training, trainers share a dedication to, and have long-term experience in, the corporate treasury and banking field.
Customised training courses

We offer customised training courses that provide the skills and solutions for the specific needs of your staff or customers. For more information on this please email:

training@eurofinance.com
DAY 2 // TUESDAY 10 DECEMBER 2019
EFFICIENT PAYMENTS AND ACCOUNTS

08:30 REFRESHMENTS
09:00 WORKING CAPITAL AND COMMERCIAL FLOWS
Key principles of Working Capital Management and maximising efficiency of commercial payments and receipts
- Cash Conversion Cycle – CCC, DPO, DSO, DIO
- Cash Management efficiency techniques
- Funding working capital and releasing under-utilised cash
- Weighted Average Cost of Capital
- Optimising financial metrics – off balance sheet

09:20 INTERMEDIATING COMMERCIAL FLOWS, PAYMENTS FACTORIES AND SHARED SERVICES
Shared service centres and payment factories – tools to optimise treasury and take control
- The business case for shared services
- Benchmarking SSC processes
- Centralising vs Outsourcing
- Benefits of centralising administrative processes
- Creating efficient accounts payable processes
- Role of ERP systems in commercial flows
- Using commercial cards and p-cards for procurement and T&E
- Integration with procurement systems and platforms

10:00 TECHNIQUES FOR COMMERCIAL FLOWS
New opportunities when regionalising commercial flows
- What can be achieved in ERP
- ‘On behalf of’ collections and payments (POBO/COBO)
- In-house cash banking
- Case study – Treasury ERP

10:45 REFRESHMENT BREAK
11:00 DOMESTIC PAYMENTS
How money moves and settles domestically
- Domestic Clearing Infrastructure Summary and key concepts
- Changing payments infrastructure
- Eurozone payment and clearing options – Life after SEPA
- Comparison of regional systems – Americas/African/European/Asian examples
- Specialised local instruments
- Emerging Payment methods – Faster Payments, Mobile, Blockchain, Open Banking, API and PSD2

12:00 INTERNATIONAL PAYMENTS
Moving money across borders efficiently to minimise charges and loss of availability
- SWIFT and International money movement
- Using intermediary or correspondent banks
- Serial Payments vs Pay Direct with Cover
- The types of messages and when they are used
- Regional Payment systems
- Using BICs, IBANs and UIDs
- Implications of OFAC and AML
- Currency check collections and bankers drafts
- Letters of Credit and Documentary collections

12:45 LUNCH
13:45 ACCOUNT STRUCTURE FOR COMMERCIAL AND TREASURY FLOWS
Principles for account location – where to hold them and how to manage them
- Easy countries and problem countries – examining different scenarios
- Integrating resident and non-resident accounts
- Impact of Euro/SEPA on account structures
- Importance of establishing correct ownership
- Incorporating netting, inter–company funding and centralised liquidity
- Approaches to regional and global liquidity management structures
- Linking in a treasury centre or an in-house bank
- Integrating concentration, notional pooling, POBO/ROBO, interest optimisation, interest enhancement and funding

14:20 THE EVOLVING REGULATORY AND GOVERNANCE/RISK FRAMEWORKS
Treasury compliance and policy challenges
- Framework of policies and procedures
- Impeding Money Market Fund Reforms EU and US
- Compliance - AML and KYC procedures for banks and treasurers
- EMIR and Dodd Frank reporting
- Intercompany loan pricing considerations

14:45 REFRESHMENT BREAK
15.00 PRINCIPLES OF WORKING CAPITAL AND CASH MANAGEMENT EFFICIENCY
Working capital – what is a ‘sufficient’ cash buffer?
- ‘Order to Cash’ and ‘Purchase to Pay’ cycles
- Eliminating cash cycle times
- Automation of receivables matching
- Electronic bill presentment and payments
- E-invoicing and dispute management

16:00 SUPPLY CHAIN FINANCING
The new face of trade solutions in your supply chain
- The Financial Supply Chain
- P&L vs Balance Sheet Management
- Measures of working capital performance
- Examples of ‘buy–side’ and ‘sell–side’ financing
- Supplier Financing programs
- Achieving off–balance sheet financing
- Accounting implications of Receivables Finance
- Electronic solutions and technology developments
- Documentation and logistics

17:10 EXERCISE – IMPROVE LIQUIDITY OR IMPROVE RETURN ON ASSETS
Using financing to deliver cheaper funding and/or improving financial ratios

17:30 END OF DAY 2
DAY 3 // WEDNESDAY 11 DECEMBER 2019
WORKING CAPITAL, SYSTEMS AND BANK RELATIONS

08:30 REFRESHMENTS

09:00 BUILDING TREASURY DASHBOARDS WITH BUSINESS INTELLIGENCE
- How to use the latest Business Intelligence and TMS systems
- Key reporting components, KPIs, KRIIs and KLIs
- Data Visualisation and Charts
- Data warehouse, Data Layer, Analytical Model
- Including data from ERP, Excel Models, RRF services
- Delivery on Mobile, Tablet and PC
- Commonly used reporting platforms

09:50 CASH FORECASTING
Cash forecasting precision is critical for funding efficiently and managing cash
- Objectives of Cash Forecasting
- Long, Medium and Short term
- Direct vs Indirect method
- Statistical vs Items level forecasting
- Models for Cash Forecasting (Miller-Orn, Baumol)
- Separating Payables and Receivables
- ERP Bank reconciliation
- Tools for Forecasting

10:40 REFRESHMENT BREAK

11:00 LEVERAGING AN ERP FOR TREASURY
Integrating ERP systems into today’s treasury – the new treasury models and next level of efficiency
- Treasury Systems versus ERP systems
- Cash Management and Cash Forecasting Modules
- Integrating In-House Cash modules
- Role of Treasury in ERP process definition
- Implementing receivables matching in ERP
- Aligning ERP with Treasury
- ERP Deployment and new business models
- Challenges of Implementation
- Technology Platforms for Payments Factories
- Payments Factory as an alternative to ERP

11:45 TREASURY TECHNOLOGY
Assessing the critical Functions of a treasury management system
- Functionality of Treasury Systems
- Web based FX trading
- Treasury functionality within ERP systems
- Selection, implementation and integration of treasury management systems
- Latest trends and enhancements
- Benchmarking your system
- How much customisation
- System integration case studies

12:30 BANKING SYSTEMS AND CORPORATE SWIFT
Linking electronic banking and SWIFT to the corporate treasury management system
- Typical bank proprietary channels
- Multi banking aggregation
- Corporate access to SWIFT – MA-CUGs and SCORE
- SWIFT FileACT and FIN
- SWIFT Bureau, SWIFT Alliance Lite 2, or direct connection
- Proprietary or Industry standards
- Managing the documentation issues
- Objectives for Systems Integration
- Control, contingency and security

13:00 LUNCH

14:00 INTEGRATION AND INTERNATIONAL STANDARDS – WHAT’S NEW
What to look out for in different technology choices – avoiding ‘the bleeding edge of technology’
- Current internationally accepted standards
- ISO20022 vs EDIFACT, ANSI, iDoc
- Work Flow Management and reconciliation
- SAP Financial Services Network (FSN)
- eBAM, SWIFT T35key and Reference Data
- Emerging technologies

14:30 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

15:00 SELECTING BANKING PARTNERS
Understanding what is ‘best practice’ ( mandates, relationship) when choosing bank relationships
- Critical requirements for multinational corporates
- Bank geographic strategies
- Local or regional banks?
- Supporting credit banks
- Approaches to pricing and service quality
- Corporate organisation matches
- Right bank or right solution

15:45 THE INTERNATIONAL RFP PROCESS
What to look for in structuring a good RFP or tender document to get the best proposal from bankers
- Selecting a bank and services
- The tender document – what to include
- RFP Process checklist – what should your expectations be?
- Handling the short-list and negotiation meetings
- Identifying and pre-qualifying banks
- How banks structure their proposals
- How to evaluate the bank responses – benchmarks, formats

16:00 CLASS EXERCISE: CHOOSING THE RIGHT BANK
- Prioritising your banking requirements
- Selecting banks for cash management services in a foreign country
- Focus on corporate requirements and bank selection process
- Impact of credit on relationships
- How banks propose viable solutions and differentiate themselves

16:25 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

16:45 COURSE WRAP-UP
- Summarising Treasury Management
- Review of Objectives
- Lessons learned

17:00 END OF COURSE
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[ ] US $501m-$999m [ ] US $1bn-$9.9bn [ ] Over US $1bn

What is the annual turnover of your company?

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