

EuroFinance<sup>7</sup>  
Training

# International Treasury & Cash Management Advanced

February 24-26, 2020  
Chicago, US



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

For major discounts register and pay by  
**January 17, 2020**

The Economist Group

## Overview

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 is the most advanced international course EuroFinance offers.

## Learning objectives

- Understand how treasury can deliver improved bottom-line performance for your business
- Study how the implementation of tax-efficient account structures, effective hedging strategies, accurate cash flow forecasting processes and fully optimized working capital approaches may add value to your business
- Discuss alternative account structures for optimizing liquidity and payment processes
- Assess ways in which treasury can effectively contribute to enterprise-wide risk management initiatives
- Get up to date with emerging payment methods and the impacts that faster payments, Blockchain, Open Banking, APIs and PSD2 are having on today's processes
- Become compliant across the regulatory landscape; learn more about the AML and KYC procedures used by banks and treasurers
- Protect your organisation against fraud and cybercrime
- Examine the emerging treasury technology ecosystem and identify opportunities to use the many new technologies, apps and tools available to treasurers today to deliver value
- Gain a comprehensive insight into the current and future challenges facing the treasury managers and CFOs, including establishing the relationships that matter and defining the pathway to digitizing treasury
- 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

## Tutor

### Robert J. Novaria, EuroFinance Tutor & Consultant, US

Bob has more than 30 years of corporate treasury experience in the roles of treasurer, credit director, finance manager and controller at BP America and Amoco Corporation. He has successfully managed post-acquisition integrations, technology upgrades and corporate restructurings. Currently, Bob is a partner with the Treasury Alliance Group, leveraging his corporate experience in client engagements dealing with global treasury, risk and crisis management; cash management and cash flow forecasting; working capital management; shared service operations and general management. He also shares his experiences by tutoring others in courses such as international cash and treasury management, corporate risk management and cash flow forecasting, as well as by chairing, moderating and speaking at treasury conferences worldwide.



## 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.

# Day 1 | Monday February 24

## Corporate Treasury and Risk Management

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08:30 Registration and refreshments

09:00 **Introductions, expectations for course**

09:30 **Expectations of corporate treasurers**

- Level setting: context, functions and responsibilities
- At the core: risk management, liquidity, relationships, capability
- Emerging: embrace the digital challenge

10:15 **Exercise: Individual current state assessment**

- Delineate current objectives, metrics and projects
- Capture highlights of strengths, gaps, pain points
- Open feedback session

10:45 Refreshment break

11:00 **Risk management framework**

- Current global trends impacting treasurers
- Holistic approach to managing risks
- Risk management policies
- Key linkages to the corporate control environment
- Treasury mindset

11:30 **Managing/mitigating financial risks**

- FX and interest rates: hedging
- Counterparties: credit/payment risks
- Debt covenants; contract obligations

12:15 **Case studies: Financial risk management**

- Evaluate circumstances; identify key take-aways
- Feedback session

12:30 Lunch break

14:15 **Compliance and regulatory risks**

- Maintaining company reputation and its LTO
- Tasks at hand:
- Focus on KYC, AML, Basel III, BEPS
- Coping with US Tax Reform, PSD2, GDPR
- Focus on intercompany loans/transactions
- Emphasis on documentation and reporting

15:00 Refreshment break

15:15 **Enterprise-wide opportunities for treasurers**

- Obvious seats at the table
- Include ERM, working capital, project economics, etc.
- M&A
- Crisis management; business continuity plans

15:45 **Cyber threats**

- Focus on internal and external sources
- Role of staff training
- Importance of payment strategy; fraud solutions
- Collaboration with IT, accounting, procurement, banks

16:30 **Conversation about and assessment of day 1**

- Strengths/weaknesses with current strategies; opportunities for value add
- Questions, feedback and recommendations

17:00 **End of day 1 – Informal social reception**

# Day 2 | Tuesday February 25

## Liquidity Management and Treasury Technology

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08:30 Refreshments

**09:00 Global banking infrastructure and processes**

- Money movement
- Clearing and settlement, central banks, SWIFT
- Payments and collections
- Domestic vs international payments
- Payment methods, SWIFT gpi
- Domestic and foreign bank accounts
- Withholding tax and non-resident issues
- Structural approaches for meeting country, region and global needs
- Bank account management

**09:45 Poll: Interests/concerns relating to global infrastructure**

- What are you monitoring?
- Cross-border payments
- Cyber crime
- Expectations relating to emerging developments
- Lessons from complex countries and regions
- Conflicting priorities between treasury and accounting
- Other risks and challenges
- Feedback session

**10:00 Business models, structures and organizations**

- Business climate leads to changing business models
- Tax and legal considerations
- Common responses: centralize, leverage treasury structures, augment expertise
- Typical stages of development; focus on strategic drivers
- Considerations for SSC, ITC, RTC, IHB, POBO/COBO, payment factories
- Talent/skill mix required

10:45 Refreshment break

**11:00 Case studies: Traditional pathways to centralization**

- Use and applicability of traditional approaches
- Emerging options: approaches at internet businesses, solutions offered by the fintechs

**11:30 Liquidity management: objectives and techniques**

- Framework for value creation
- Commercial flows; tax and treasury objectives
- Processes for liquidity management
- Cash concentration; trapped cash
- Physical and notional pooling; netting
- Investing, including yield, fair value accounting
- Best practices

12:30 Lunch break

**13:30 Exercise: What liquidity issues matter most?**

- Identify approaches in place to address issues
- Assess reliance on structural approaches to deliver efficiencies
- Feedback to pinpoint commonalities and differences

**14:00 Cash forecasting**

- Insights into the process
- Objectives; elements of the forecasting challenge
- Critical link to cash management routines and culture
- Process specifics
- Summary of best practices

15:00 Refreshment break

**15:15 Treasury technology ecosystem**

- Definition of ecosystem
- Players: banks, fintechs, others
- Overlap and competition among ERP, TMS and more
- Integration, role of international standards
- Technology risks and challenges; trends and options

**15:45 Selecting and implementing treasury solutions**

- Requirement scorecards; due diligence
- Embracing project and change management

**16:15 Exercise: Technology diagnostic**

- Assess the strategy driving your current technology landscape
- Set vision and roadmap for the future
- Pinpoint adjustments to strategy, opportunities for technology enhancements

**16:45 Conversation about and assessment of Day 2**

- Opportunities identified to add value
- Questions, comments and recommendations

17:00 End of day 2

# Day 3 | Wednesday February 26

## Working Capital, Relationships and Partnerships

08:30 Refreshments

### 09:00 Pathways to digitization

- Specifics about connectivity, formats, integration, aggregation
- Insights into APIs, AI, RPA, and fintech solutions
- Real-time reporting, dashboards
- Targeting intercompany loans/transactions
- Survey feedback on progress being made

### 09:45 Digital treasury transformations

- Review of selected case studies to identify relevance for your company

### 10:15 Case study: Pathway to enhanced cash forecasts

- Assess strengths and weaknesses
- Identify opportunities to enhance accuracy through use of AI, other tools
- Discuss potential enterprise-wide value derived from reliable cash forecasts

10:45 Refreshment break

### 11:00 Working capital management

- Potential for lack of organizational clarity
- Order to cash, purchase to pay cycles
- Cash conversion cycle, focus on cash flow generation
- Optimization approaches; process opportunities
- Maintain viability of supply chains
- Platforms address working capital opportunities
- Efficient win-win SCF; real time profit opportunities
- Transparency through process monitoring
- Leveraging the community effect
- Landscape expanded to include non-bank players

### 12:00 Exercise: Opportunities in the trade space

- Activities delivering value today, projects underway
- Project ownership/management in company
- Key changes noted in the landscape
- Feedback session; questions

12:30 Lunch break

### 13:30 Bank relationship management

- Role for banks in evolving treasury ecosystem
- Relationship considerations and challenges
- Relationship management tools
- Strategic partnerships

### 14:00 Bank selection process

- Bank landscape and profiles
- Selection criteria; evaluation categories
- Key elements of the RFI and RFP processes

### 14:30 Exercise: Strategic bank partnerships

- Establishing and maintaining bank partnerships
- Selection criteria
- Processes to monitor and maintain strategic effectiveness
- Feedback session

15:00 Refreshment break

### 15:30 Exercise: Vision for your treasury

- Identify potential adjustments to your treasury strategies
- Recap opportunities for improvements and digital enhancements
- Traditional approaches that will add value
- Roles for APIs, AI, RPA, blockchain; uses cases with promise
- Openness to “ready to go” tools vs POC opportunities
- Impact on skills, talent
- Scope out potential implementation plan(s); resources required
- Share results, ask questions

### 16:30 Course wrap-up

17:00 End of Course/Awarding of certificates



#### Earn up to 21 CPE credits

Delivery method: Group-live

Program level: Advanced

Field of Study: Finance

Pre-requisite: at least 5 years' experience in Corporate Treasury

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# Prices

We offer a variety of discounts for group bookings. For advice on how to get the best rate for you, contact the training team on +44 (0) 20 7576 8555 or [training@eurofinance.com](mailto:training@eurofinance.com).

Register and pay by **Friday January 17, 2020** 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	USD \$2,990
Full registration	USD \$3,695

- 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

## How to register

Register online at:

[www.eurofinance.com/adv-chicago](http://www.eurofinance.com/adv-chicago)

Please quote the booking code at the top of the page.

For further enquiries, please call: +44 (0)20 7576 8555  
or email: [registrations@eurofinance.com](mailto:registrations@eurofinance.com).

## Venue information

Information on the venue/hotel will be provided 2–4 weeks prior to the start of the course. Travel should only be booked once the venue details are received.

### Let us create the course for you!

If you have a whole team or project to develop, our customised training service is the most cost effective solution. Get a course tailored to your exact needs at a time and location to suit you.

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