

PRE-EVENT TRAINING

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TUESDAY
25 SEPTEMBER
08:30 - 17:30

TREASURY MANAGEMENT FOR CFOS

In the radically changing economic environment, treasury is both central and critical to many of the key tasks facing a CFO – managing FX risks, ensuring availability of credit, driving working capital efficiency and restructuring banking relations to work in a shared services environment. This workshop provides practical examples of the best practice used by multinationals to meet these challenges. It is ideal for a CFO new to treasury management or as a refresher to update your current knowledge and set the agenda for the coming year and beyond.

BEST PRACTICE IN INTERNATIONAL TREASURY AND CURRENT TRENDS

- Treasury as a strategic tool and performance driver for the CFO
- Maximising liquidity and availability of credit facilities
- Managing for economic value rather than accounting value
- Importance of: cash; liquidity; working capital management
- Role of ERP systems to create supply chain efficiency
- New products and responses of the banking players
- Impact of the credit crunch on bank relationships
- Coping with FX: interest rate; commodity; counterparty risk

TREASURY ORGANISATION AND TREASURY TECHNIQUES

- Organisation of treasury and the role of the CFO
- Setting treasury policy and governance
- Treasury as a tool to actively manage risks
- Levels of treasury responsibility: centralised; distributed; decentralised
- Inter-company lending: re-invoicing; factoring
- Centralising exposure management: inter-company FX
- Tax neutral or tax advantaged treasury vehicles
- Matching duration of credit facilities to cash flows

LIQUIDITY MANAGEMENT AND INVESTMENT

- Accessing balances and capital locked in the organisation
- Types of notional pooling, zero balancing and concentration
- The tax, legal, documentation and regulatory issues
- Mobilising core balances and money market investment
- Impact of IAS 39 and Basel II/III on the corporate balance sheet

SUPPLY CHAIN MANAGEMENT AND WORKING CAPITAL

- Principles of supplier and receivables financing
- Creating win, win, win in the chain
- Financing: POs; invoices; acceptances; promissory notes
- Off-balance treatment: SEC issues; without recourse
- Leveraging credit differentials
- Distributor and inventory financing

SHARED SERVICE CENTRES AND PAYMENT FACTORIES

- Critical role of treasury to deliver banking interfaces to SSCs
- Integration of ERP accounting with payments systems
- Examples from Oracle and SAP
- Achieving economies of scale: benchmarking the processes
- Challenges to eliminate domestic instruments and paper
- New business models for commercial flows: commissionaire; limited buy/sell

GLOBAL PAYMENT INFRASTRUCTURE AND TECHNOLOGY

- Multi banking and corporate access to: Swift; FileAct; MA-CUGs; SCORE
- What is happening in SEPA?
- Applying the right security and controls
- Automated bank reconciliation and receivables matching
- Cash forecasting process
- The great formats debate: ISO20022; EDIFACT; ANSI; BANSTA; BAI; MT940
- Creating a treasury dashboard

WHAT TO EXPECT IN THE FUTURE

- Treasury policy agenda issues for CFOs



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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.

