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# TAKING THE PAIN OUT OF TREASURY



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Founder & Managing Partner  
Strategic Treasurer



## WHAT

Discussing the results and implications of the survey taken both live at the 2023 AFP conference and online.



## WHEN

Thursday, December 7, 2023  
2:00 PM - 2:30 PM EST



## WHERE

Live online presentation  
Replays at [StrategicTreasurer.com](https://StrategicTreasurer.com)



# TOPICS OF DISCUSSION

## KEY AREAS OF FOCUS



### **CHALLENGES**

STRAINING TREASURY



### **SURVEY RESULTS**

WHERE TREASURY HURTS



### **SOLUTIONS**

FINDING RELIEF



### **KEY TAKEAWAYS**

AND FINAL THOUGHTS

# INFLUENCES AND PRESSURES

## INCREASING THE PAIN



### Markets

- Inflation: 4%. Target: 2%.
- Fed funds rate: 5.3%. (End or “end of end”?)
- Unemployment: 3.9%.



### Geopolitical

- Russia/Ukraine.
- Israel/Hamas.
- Localized or spreading?



### Banking troubles

- Silicon Valley Bank.
- First Republic Bank.
- Signature Bank.



Escalation of fraud threats and successes

- AI aiding scaling



Manual labor



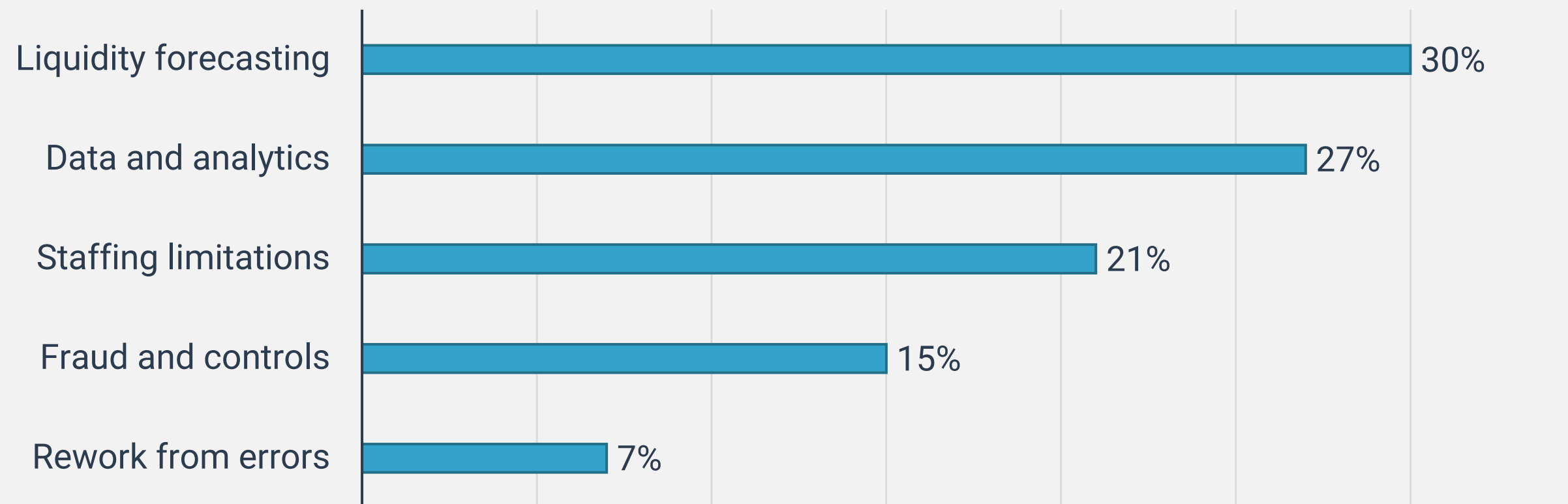
Expectations of risk management



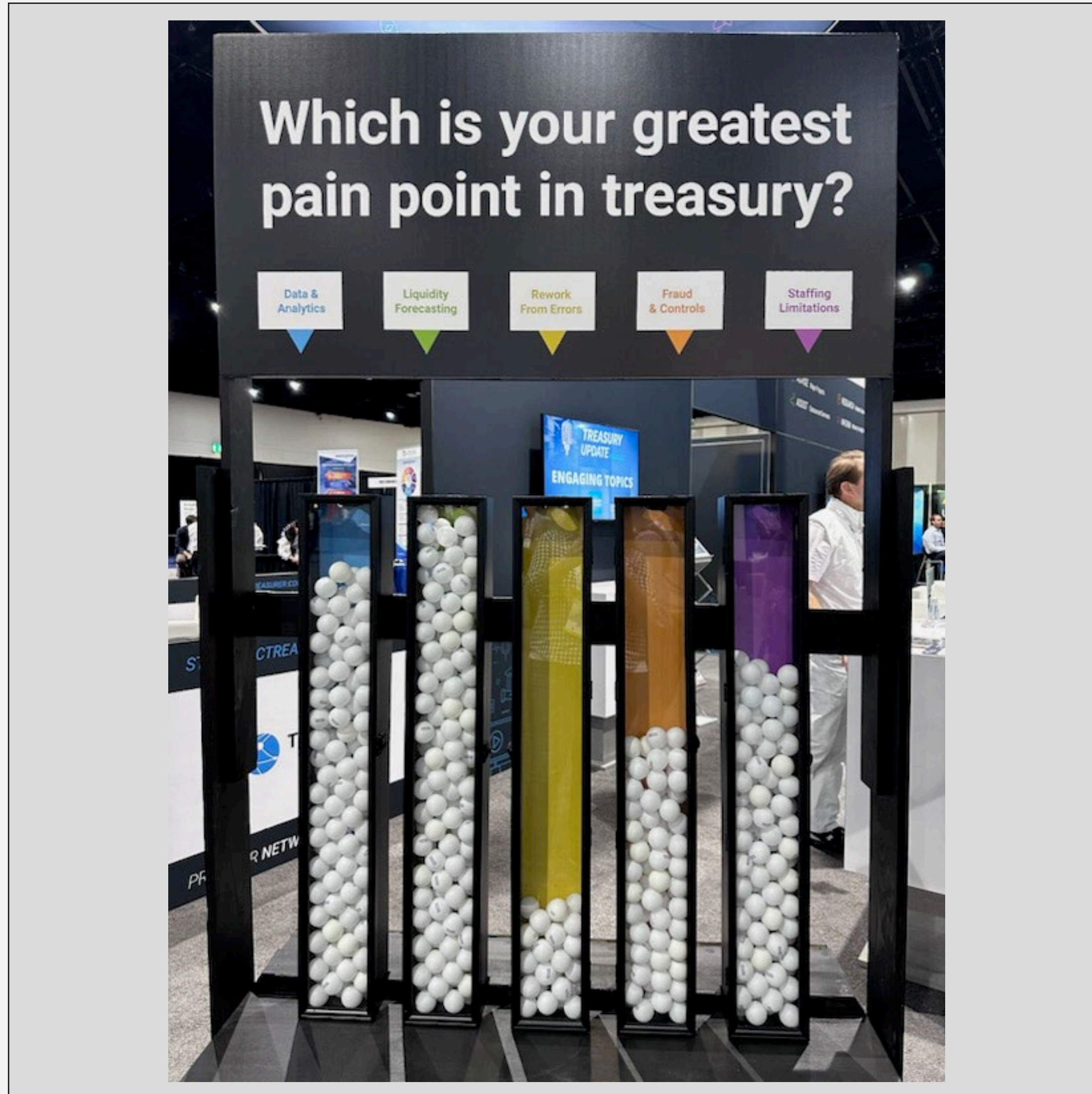
Staffing/age cohort

# POLL QUESTION

**Poll 1 - Which of the following is your greatest pain point in treasury? (single choice)**

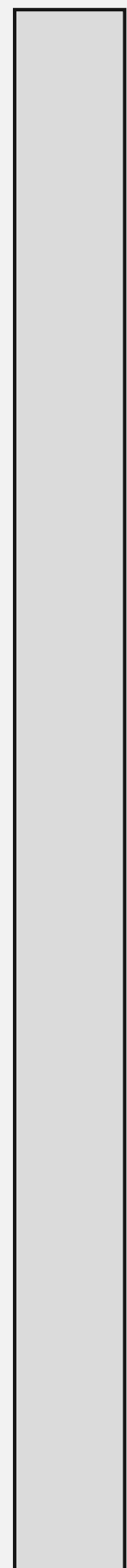


# LIVE AT AFP 2023



# #5 - REWORK FROM ERRORS

## LEADING PRACTICES IN PAIN RESOLUTION

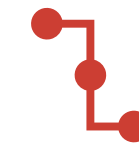


**6%** Rework from errors



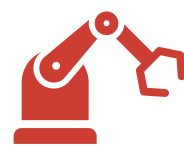
### Process Review

- Root cause analysis
- Unneeded steps
- Manual processes



### End-to-End to End-to-End

- Limited view leads to limited value
- Optimize the entire process
- Harder work, but more value



### Automation

- Digital handoffs
- Aids scalability and efficiency

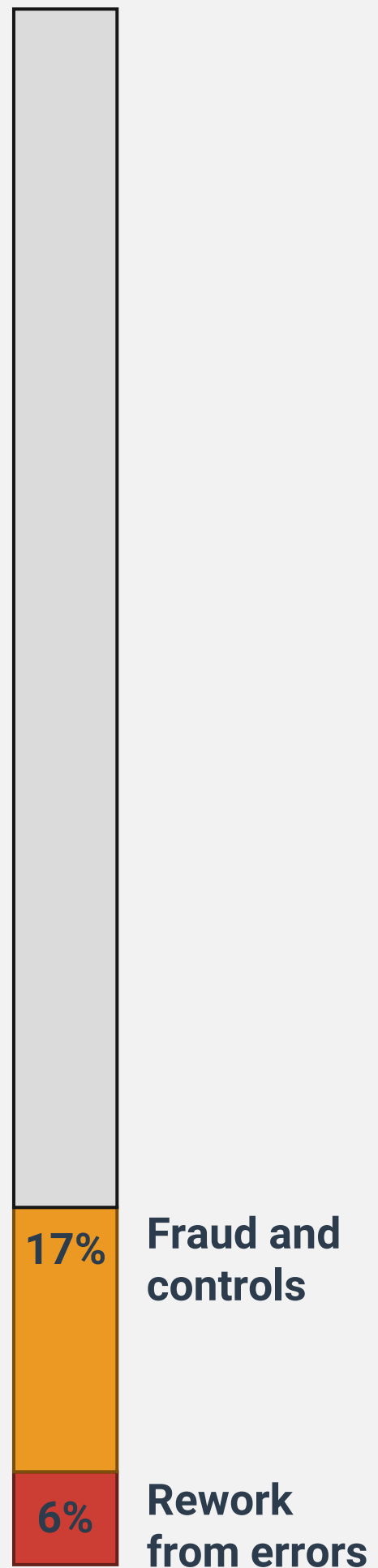


### Eliminate Errors

- Defects cause delays
- Costs time and money

# #4 - FRAUD AND CONTROLS

## LEADING PRACTICES IN PAIN RESOLUTION



### Payment Flow Assessment

- Finding more payment flows
- Points of exposure
- Level of exposure



### Payment Hub

- New formats
- New payment rails
- Fraud and controls



### Bank Security Services

- Commercially reasonable
- Listen to your banker



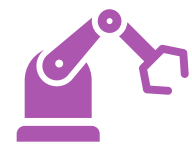
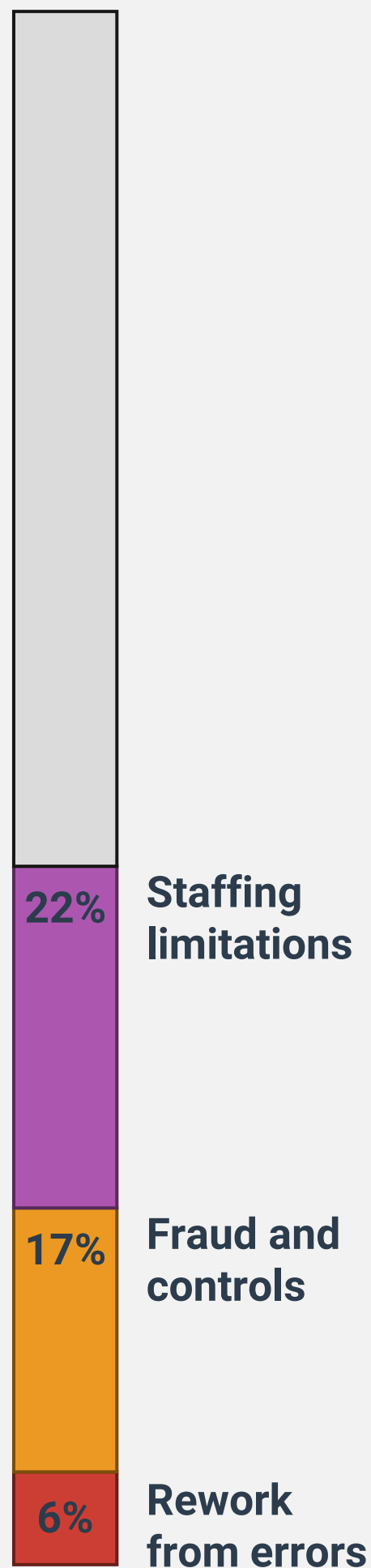
### Payment Security Training

- Human element
- Upgrading the human firewall
- Leading practice



# #3 - STAFFING LIMITATIONS

## LEADING PRACTICES IN PAIN RESOLUTION



### Automation

- Ability to use tools productively
- Only way to manage exposures effectively



### Artificial Intelligence

- Industrial revolution-level event
- Speed and quality
- Staff not keeping up

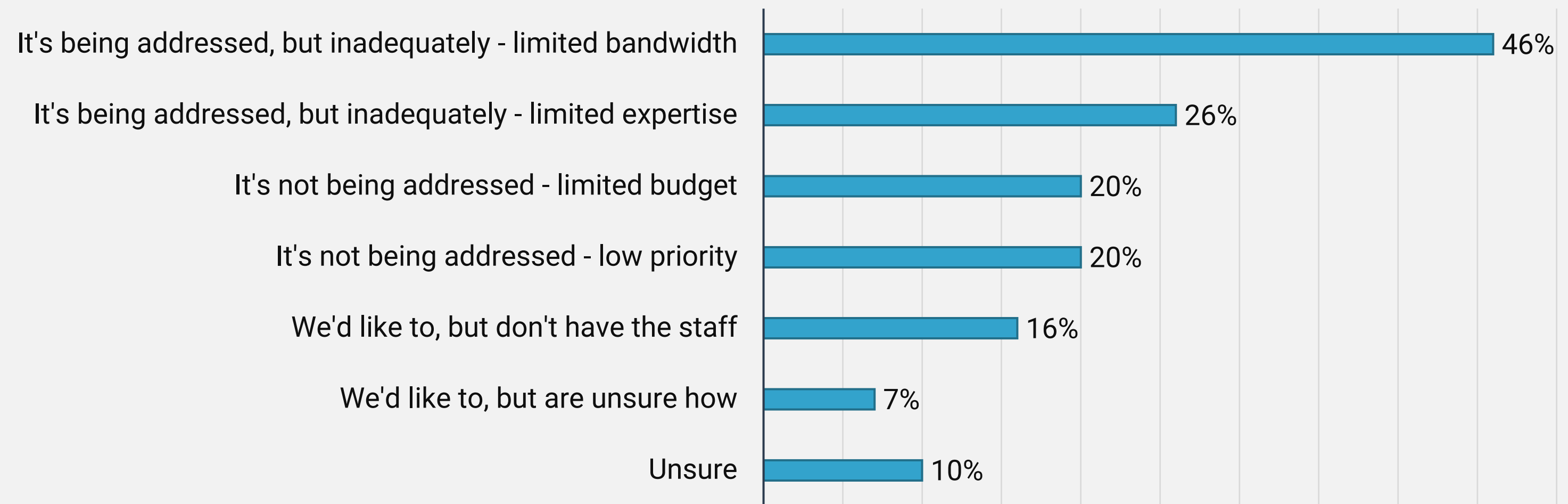


### Staff Support

- Skillsets to support automation
- Leveraging AI and generative AI
- Cohort differences

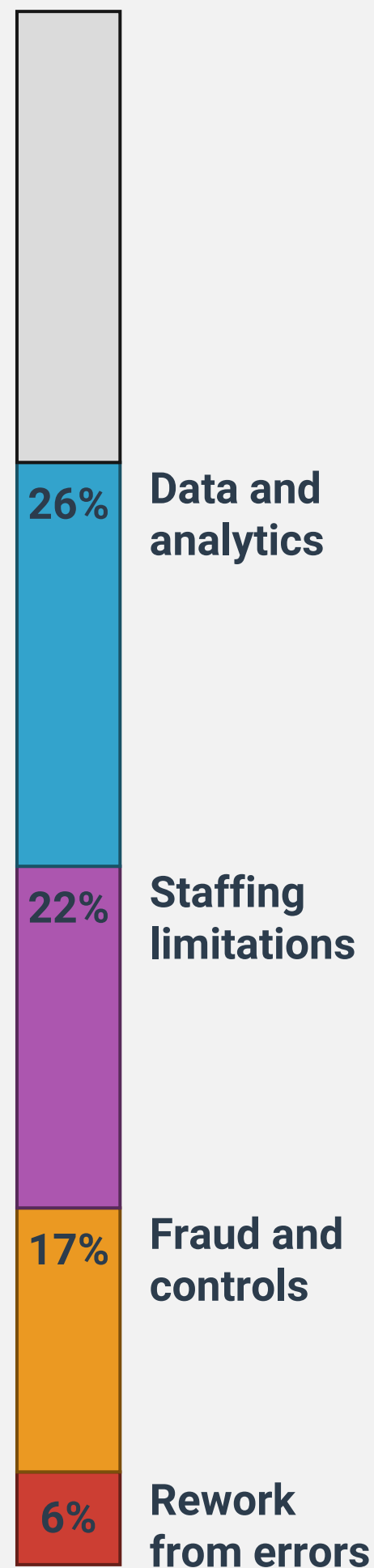
# POLL QUESTION

**Poll 2 - Why does the pain point you selected continue to be a pain point? (select all that apply)**



# #2 - DATA AND ANALYTICS

## LEADING PRACTICES IN PAIN RESOLUTION



### Technology Roadmap

- Tech has changed dramatically
- Understand the optimal end-state
- Logical steps on the way



### Data Lake for Treasury

- Place to house data
- Structured and unstructured
- An environment to support analysis

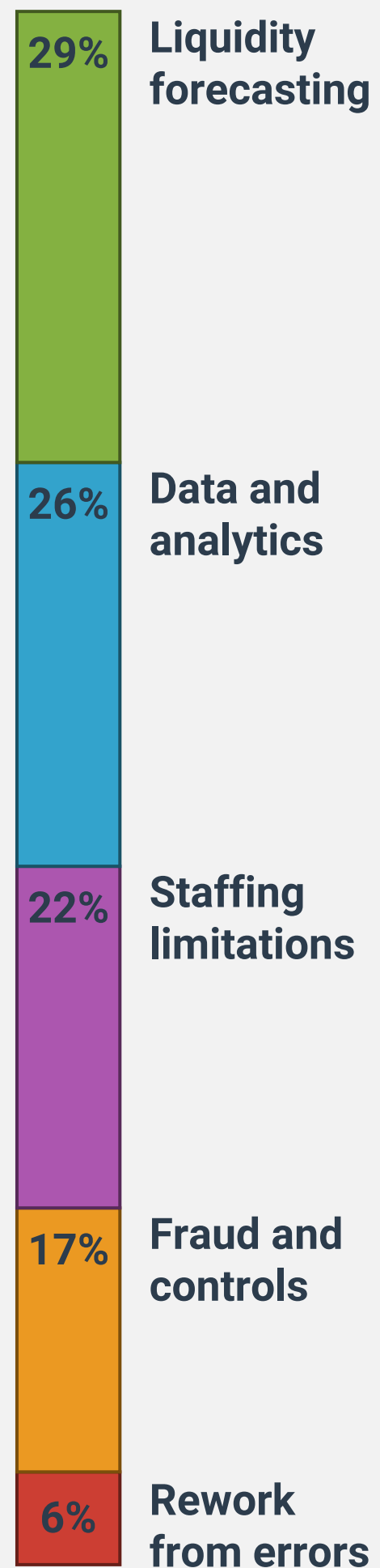


### Business Intelligence

- More data
- Democratization of analytics
- Self-service and faster learning

# #1 - LIQUIDITY FORECASTING

## LEADING PRACTICES IN PAIN RESOLUTION



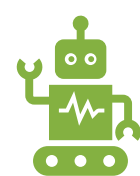
### Forecast Process Review

- Cyclicity
- Trends
- Materiality
- Changes



### Variance Analysis

- Learning process
- Improving and updating the models



### Technology Utilization

- Multiple models
- Faster build
- Support for improvements



### Optimal Implementation

- Automated information gathering and data normalization
- Balance between automation and analysis



*ADVISE*



*ASSIST*



*RESEARCH*



*INFORM*

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### ADVISE Major Projects

- Treasury Structures
- Liquidity & Risk
- Banking Services
- Treasury Technology



### ASSIST Outsourced Services

- Fee Management
- Employee Security Training
- Compliance Services
- Connectivity & Onboarding



### RESEARCH Market Data

- Survey Participation
- Research Report Access
- Industry & Peer Benchmarking
- Critical Treasury Assessment



### INFORM Industry Insights

- Technology Analyst Report
- Webinars (CE Credits)
- Podcasts & Videos
- eBooks & White Papers



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- Product Design & Roadmapping
- Messaging Optimization
- Investment Validation



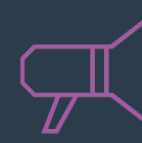
### ASSIST Outsourced Services

- Sales Optimization & Training
- Marketing Team Support
- Content Amplification
- SME Speaker Bureau



### RESEARCH Market Data

- Treasury Insights (Data Services)
- Tailored Market Research
- Survey Program Sponsorship
- Client Benchmark Reporting



### INFORM Industry Insights

- Expert Content Creation
- Platform Access & Distribution
- Targeted Demand Generation
- Custom Campaign Programming



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