

# Treasury Strategies' Technology Briefing

## Implementing your Treasury Management System

### Presented By

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### With Guest

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# Agenda



- 1. Implementation Challenges**
- 2. Implementation Success**
- 3. Corporate Experience**
- 4. Conclusions**





# Implementation Challenges



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## Ready, set, go!



Congratulations! You have selected your new TMS system. Now it's all downhill...

### Implementation reality

- Realization of TMS objectives: most companies will attain 60%, a few 100% and some fail! What happened?
  - We ran out of time.
  - We ran out of money.
  - Had to push that to phase 2.
  - System didn't work like we were told it would.
  - Team just burned out. We had to get something live.

**...with a strong, well-planned approach you can enjoy the value you are looking for.**





## Common Issues



- Replication of old/broken processes
- Light or missing project management
- Unrealistic timelines
- Insufficient budget allowed
- Underestimation of internal resource requirements
- Lack of design planning
- Lack of documentation
- Missing executive mandate/organizational alignment
- Insufficient testing
- Late involvement of key resources: IT, accounting, etc.
- Competing projects internally and at the vendor





# How to attain this . . .





... and avoid this !!!





# Implementation Success



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# Implementation Success



Comprehensive project management

- Create project plan, PMO and governance
- Develop risk assessment and mitigation strategy
- Consult stakeholders/ benefactors and gatekeepers early
- Be sure to resource project sufficiently

- Procure expert support for team
- Enlist temporary staff augmentation
- Elicit active senior team project support
- Ensure accountability
- Implement escalation plan
- Allow safety releases for time, budget and unanticipated issues





# Implementation Success



- Budget enough
- Take time to do Legal well
- Engage in functional planning
- Create and onboard a strong project team
  - Your Treasury
  - IT, Accounting, Audit
  - Vendor
  - Senior Team
- Conduct project kickoff

- Define future-state business requirements – strategic objectives and goals
  - Business objectives
  - Workflows
  - Objective priorities
- Re-engineer processes before you start





# Implementation Success



- Use functional system design as the tactical roadmap
- Leverage future-state business requirements
- Collaborate on design
  - Vendor
  - Treasury
  - Internal partners
  - Expert help
- Clearly define all interfaces and reports

- Train in advance of build
- Resource – recognize you have day jobs
- Build with goals in mind
- Work with the system, not against it
- Prepare for obstacles





# Implementation Success



- Initiate comprehensive test plan
- Follow all test stages
  - Unit testing
  - Interface Testing (SIT)
  - User Acceptance Testing – end-to-end processes
  - Parallel testing
- Aggressively manage issues
- Have pre-agreed gates and criteria

- Maintain comprehensive documentation
  - Design and configuration
  - Functional/operational procedures
  - Cheat sheets
  - SOX documentation
- Implement training program to ensure everyone knows how to use the system as designed





# Implementation Success



- Notify all parties well in advance of go-live
  - Internal partners (IT, Accounting, Audit)
  - External partners (Banks, FX/MM trade/confirm portals)
- Perform technical cut-over prep

- Validate pre-go-live
  - Define criteria
  - Go-live checklist
  - Issue resolution plan
- Acquire sign-off from relevant parties
- Be sure to celebrate and give recognition to participants





# Corporate Experience



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## Corporate Experience: Motorola



### **Mark Rebenstorf**

Director of Global Treasury Operations  
Motorola Solutions Inc.

- **Your project**
- **Challenges you encountered**
- **Recommendations**





# Conclusions



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# Implementation Success



Ensure a successful implementation project:

1. Sufficient budget
2. Future state design
3. Assertive project management
4. Thorough testing
5. Adequate resourcing
6. Comprehensive documentation
7. Expert support





**Thank you!**



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# Treasury Strategies

## Treasury Technology Practice



Our expertise in treasury best practices, knowledge of technology solutions and unbiased viewpoint provide our clients with an experienced team to guide them through the technology maze.

### Clients

- Corporations
- Not-for-Profit Organizations
- Public Sector Organizations
- Technology Vendors



### Solutions for Treasury Departments

- Pre-implementation Best Practices Review
- Process Review & Re-engineering
- Gap Analysis with Current Technology
- Corporate SWIFT Connectivity
- Technology Selection
- Technology Implementation & Optimization
- Strategic Roadmap

### Solutions for Technology Vendors

- Implementation Resource Partnering
- Functionality Enhancement
- Business Strategy





# About Treasury Strategies, Inc.



## Who We Are

Treasury Strategies, Inc. is the leading treasury consulting firm working with corporations and financial services providers. Our experience and thought leadership in treasury management, working capital management, liquidity and payments, combined with our comprehensive view of the market, rewards you with a unique perspective, unparalleled insights and actionable solutions.

## What We Do

### Corporations

We help you maximize worldwide treasury performance and navigate regulatory and payment system changes through a focus on best practices, technology, liquidity and controls.

### Treasury Technology

We provide guidance through every step of the technology process – which includes creating a roadmap, selection, implementation and optimization. Our expert approach will uncover opportunities to optimize the value of your treasury through fully integrated technology solutions.

### Financial Services

Our experience, analytic approach and benchmarks provide unique consulting solutions to help you strengthen and grow your business.

## Locations

Chicago • London • New York

## Accreditations



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