TREASURY UPDATE

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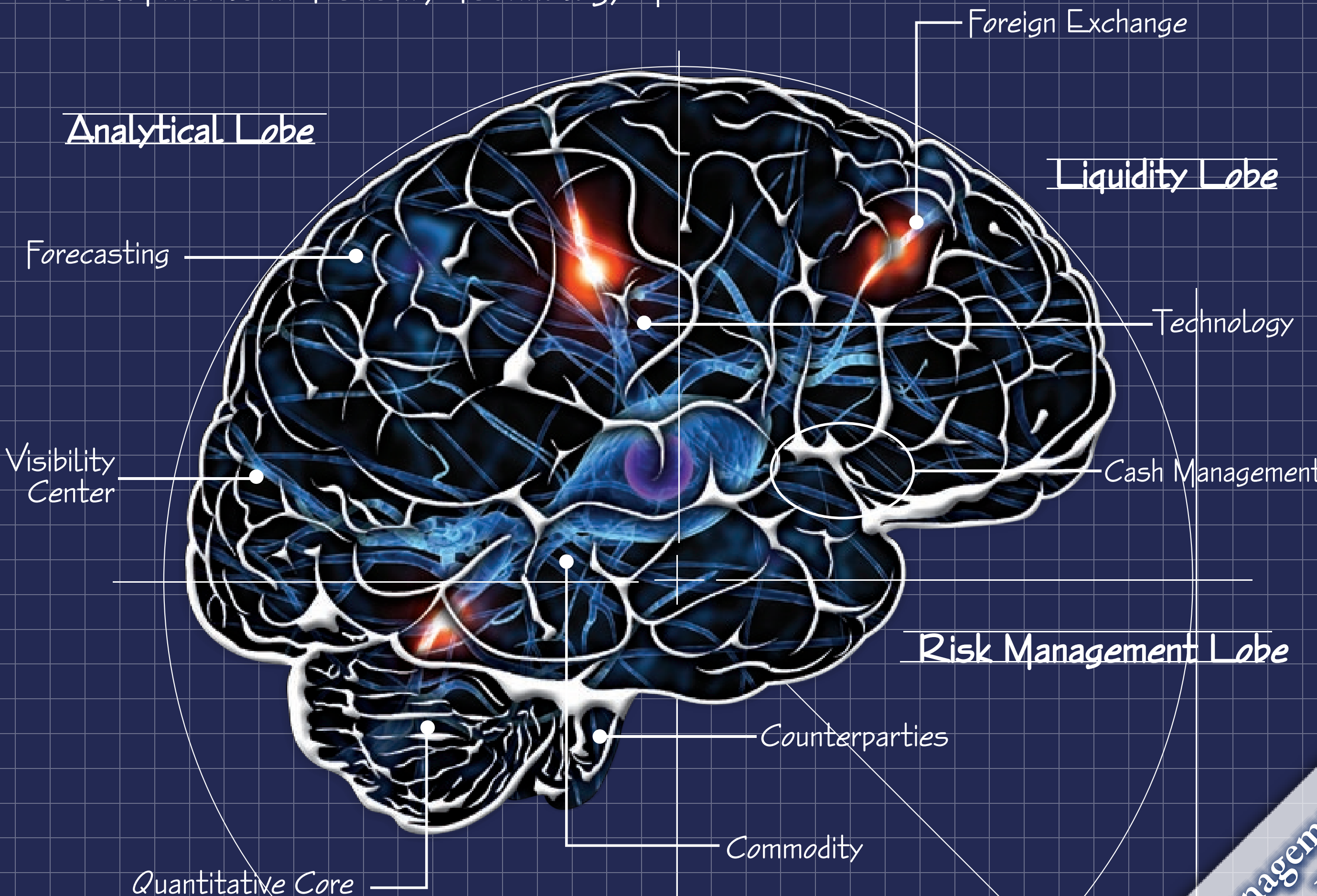
a Strategic Treasurer newsletter

Treasury as the Cerebral Cortex

Creating a Thinking Organization



ICTF

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New International Credit Group Launches

ICTF
THE ASSOCIATION OF INTERNATIONAL CREDIT AND TRADE FINANCE PROFESSIONALS

September 2010 marked the launch of The Association of International Credit and Trade Finance Professionals group (ICTF). Launches typically require the most power to get things off the ground and represent the time when most problems can occur. This association's launch seems to have successfully made it to the second-stage rocket in record time. This new organization has already pulled in key people, lined up sponsors and scheduled two conferences to ensure they clear lower earth orbit quickly and without a hitch.

Treasury has an overlapping set of concerns with credit management, and thus this group, at a certain level. Both Treasury and credit management professionals have deep concerns about counterparty risk and in supporting the organization's ability to do business effectively. Trade finance has long been an issue for international firms, and both Treasury and credit management are increasingly interested in driving better processes and results through advances in these areas. While corporate credit managers don't always report to treasurers, this overlap of concerns is important to understand as they must work collaboratively to ensure their organization will succeed.

ICTF's fast launch includes arranging two international events to draw the most senior credit management leaders from around the world. Their Inaugural European Symposium takes place in Brussels, Belgium, on October 25-26th, 2010, and the first US Symposium is being held in Boca Raton, Florida, on November 7-9, 2010, with Strategic International Trade Credit Management, Recovery and Growth in Uncertain Times, as the theme for both events.

Individual membership in ICTF is $595, and corporate membership is $990. Aneta Spilman, CAE is the President and COO of the association and David Weidinger, Senior Director, Credit and Accounts Receivable at The McGraw-Hill Companies is ICTF's first Chairman. The website is www.ictfworld.org.

Treasury *Update*

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Mission Statement
Treasury Update, a resource for Treasury professionals, is published bi-annually to raise awareness of key Treasury items, issues, and events; assist with tactics and strategies; and enable Treasurers and their organizations to be more resilient, effective, and efficient.

Treasury as the Cerebral Cortex

Creating a Thinking Organization

Strategy

Background. The brain is composed of a number of key components, including the brain stem and the cerebral cortex. The cerebral cortex handles the higher order functions in the brain such as analysis, critical thinking and decisions. Or, at least that is what it tells us it does. And in a complementary fashion, the brain stem handles the bulk of the operational aspects of the body—ensuring an appropriate heartbeat, circulatory system management, directing disease fighting, breathing, most of the blinking—all the basics. The brainstem supports activities that are clearly vital to a person's survival. And, a well-functioning cerebral cortex is highly useful as we seek to thrive.

Treasury, when it functions as the financial cerebral cortex, will be able to address the key issues and questions of today and the emerging questions of tomorrow. It will handle the operational side of running the underlying business by taking a practical approach and automating activities that would otherwise create distractions. The environment is changing rapidly, and Treasury will ensure that they can address these changes through appropriate staff and leveraging current technology. Finally, they will find ways to outwit data which has confounded many Treasury professionals and to leverage information in order to support their thinking and expand their analyses.

Addressing Key Questions. Treasury, as the cerebral cortex, can both ask and answer the key questions of the day. Each of these questions is easier to ask than answer, and they provide a benchmark of sorts regarding where your organization is in terms of being the financial cerebral cortex. Is your organization able to address these questions as well analyze and dispatch them quickly, or will this require much intense pain and extended night and weekend hours?

- *Who are our counterparties? Do we have the same counterparty listed multiple times? Are we overlooking subsidiaries in the entity hierarchies?*

- *Which counterparties are banks? Which are branches? Which ones have a parent guarantee? Which are mission-critical vendors? Which major clients are deteriorating financially?*
- *Where should we focus our limited time?*
- *What is our exposure to particular: Instruments? Countries? Currencies?*
- *What will we need to do if [A] or [B] happens?*
- *If we could improve our predictions and better manage our risk, while possessing a game plan to address those, what would the value of that be to our organization for: longevity, safety, risk management, and cost benefit?*

Getting More Practical. It would be difficult to find anyone who would argue with the general recommendation and even more difficult to find anyone who, upon hearing this, would grab a pen and paper to quickly write down such wisdom. However, when questions arise about the manner in which to realize this vision of spending more time on the higher-order functions, the advice that is provided often lacks the customized specifics. Nonetheless, the general assistance on the way forward can be used by those among us who are creative.

"Automate your process." *Those who love sarcasm will mutter 'now, why didn't I think of that?'* However, the point is really one of focus. In order to spend more time on analysis and on issues a cerebral cortex ought to be spending time on, one must eliminate the manual, operational activities through effective automation. Those functions are vital and must be automated thoughtfully and with much vigor. It bears restating that this requires intentional thought and energy.

"Reduce errors and exceptions." Errors require rework and management's attention. Besides, they cost too much. Six Sigma has taught us that by eliminating errors we save time and money. And by extrapolation, if we create a less error-prone operation, more time can be dedicated to analysis.

"Streamline your process." The lean manufacturing model is relevant in the white collar setting as well. By eliminating wasted steps, some gains can be achieved, especially in larger operational organizations.

(*continued on page 2*)

(**Cerebral Cortex:** *continued from page 1*)

To some extent, general statements such as these can be turned into leading practices if they are customized to the particular situation of a unique company. Nonetheless, several key components are absolutely essential to ensure that Treasury operates as the financial cerebral cortex of the organization.

1. **Staff.** Organizing and developing a 'thinking' team. This group can dispatch operational issues quickly and systematically analyze, test its data and assumptions, and increase its ability to respond to expected and unexpected events.
2. **Structural.** Organizing the bank relationships and structures to support visibility and analysis.
3. **Design.** Socializing an effective and compelling vision and strategic framework. Driving this down through the organization into policies and practices.
4. **Information Design.** Establishing an information and data framework that supports efficient processes and an analytical organization.
5. **System Design.** Systems are to be selected that support the delivery of information and have the flexibility necessary to adapt to future needs.
6. **Synaptic Development.** Cerebral development requires proper exercises of logic and accessibility to the right data and tools to support this analysis. This category combines the staff and the systems to deliver what is anticipated and what becomes known over time.

Static versus Dynamic Environments. In organizations where Treasury acts as the financial cerebral cortex, the Treasury professionals don't spend most of the day chasing people down for forecast information or rekeying data to run a report. And, they don't hold meetings to contemplate building manual controls to catch errors *after* they have occurred. In organizations that experience little change, the impact of being a slow-thinking, brainstem-only Treasury may not reveal the weakness it represents as dramatically as in a dynamic organization. Rapidly changing organizations overwhelm a brainstem-oriented group. It is readily apparent that the need for a functioning cerebral cortex is not being met by a brainstem Treasury group.

To be a thinking and analytical organization requires many components. One important aspect is that Treasury has access to appropriate data in the proper format and being sure that this data can be trusted. This data is used in several key manners: First, it will be used to deliver the standard set of management reports which help run the business. This data and the underlying metrics rarely change. Second, some data will be used to perform ad hoc analysis and what-if scenarios. For the first use, two adjectives describe this type of data and how management uses it:

1. **Accessibility.** This data is retrieved in an automated manner. It is easily accessible, accurate, and can be checked or researched quite simply. While it may require some initial setup, it will largely keep running on its own.
2. **Variance Analysis.** Treasury's knowledge of historical data usually provides a starting point where variances can be easily explained. Institutional knowledge can easily detect if something is amiss or is missing from this data. And, Treasury will usually know exactly where to go to fix the data problem.

Having fast and accurate reporting, coupled with a steady finger on the pulse of the business, allows the organization to better manage through the normal business fluctuations. However, turbulent times bring new and unexpected situations. And, when these events unfold, the CEO and the board of directors will demand answers. This requires a different and more specialized toolset than is required for simply maintaining the status quo.

When market turbulence hits and 'things' go awry, it seems common to hear such excuses as ***"Things went bad so quickly."*** or ***"Nobody could have expected that."*** While it may be impossible to predict some specific situations, this does not absolve Treasury from ensuring that their organization is well prepared to handle the unpredictable.

In this article as well as in other writings, we have discussed in some length how organizations need to prepare their information and systems to support better analysis. Properly designing the information framework and organizing the staff are key components to effectively develop Treasury's synapses.

The data normalization process is an area where many firms attempt (what they believe is) a short-cut to better analysis. Too many Treasury professionals seek to follow the sequential and linear process of marshalling the data into a cube or database. This linear process is best known for its track record of failure. The causes of failure are too numerous to list in this article. Some who are bold and self-confident push forward knowing that they will achieve better results than those who have tried the exact same approach. Months later, as

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Better Data Formats Hold Promise

Alphabet Soup: XML - ISO20022 - MX Does it Matter?

Technology

I want real time data.
I want accurate data.
I want robust data.
I don't want to think about the format my data is in.
Anonymous or Any one of us…

What is the big deal about data formats? Almost any one associated with Treasury bank account reporting has heard of the two major formats currently in use. In the US and Canada the BAI2 (Bank Administration Institute) format is commonly used. The MT 940/942 SWIFT (Society for World Wide Interbank Financial Telecommunications) format for bank account reporting standards are used in most other international settings. So why do we need a new SWIFT format for information reporting?

Prologue: Some Background on Formats for Non-Technologists

Before we can answer the question of 'Why do we need a new SWIFT format?' we need to understand some of the differences in electronic message formats. There are two types of formats under consideration in this article. This explanation is a bit oversimplified, and if you are a technologist you may get a bit concerned by how little we say. However, we are trying to get the non-technologist to understand the main point since it is important. Back to the two types of formats: First, there are the positional formats. These formats allow the user to determine that 750000 in a particular location refers to the amount of the transaction. SWIFT MT and BAI messages are basically positional formats. See Exhibits 1 and 2. The decoding is performed based off of the standard. Second, there are the self-descriptive formats. These formats carry information that explains that the 750000 is an amount. The decoding is done based off of the information contained in the data itself. Examples of this are the MX formats (which are part of the broad XML category).

MT 940 Example

```
:20:INGEB
:25:0650014652
:28C:4
:60F:C060304EUR44,89
:61: 060327D0,45N030NONREF
:86:453261094 1318224 ALBERT HEIJN HUISS>HUISS
PASNR 013T500 05-08-05 12 UUR 25 TRANSACTIENR 7492221
:62F:C060305EUR41,75
:64:C060305EUR98,00
:65: C060306EUR94,85
```

Exhibit 1

BAI 2 Example

```
01,ABCBANK,1234567,060511,1642,666660,,,2/
02,1234567,1234567,ABCBANK,1,060510,0000,CAD,2/
03,3219011,CAD,010,10537498,,,015,214517,,,030,214517,,,040214517,,,045,214517,,,060,214517,,,072,000,
,,074,000,,,100,89096974,1,,400,36838935,29,,470,000,0,/
16,699,69321,V,060509,,400974,400974/
88,FR:CHEQUES PD,ENCODED
88,ENDT:20060510
88,TRID:400974
16,699,34584,V,060509,,30223,30223/
88,FR:EFT DEBIT
88,ENDT:20060510
88,TRID:30223
88,EI:ACH: VISA PAYMENT  VISA PAYMENT
```

Exhibit 2

Every MT message is made up of data fields. Each data field in a message has an index number, an assigned definition of the data field, and some allowable data or data code that is permitted in that data field. The MT electronic message format was built when it was expensive to store and transmit data. Over the last ten years data transmission and storage costs have plummeted and there is no longer any expense-based reason to be overly frugal with data transmission. The problems with MT messages are that they are fixed in length and have a limited amount of data that can be transmitted via code. Additionally, MT messages are not easily legible to humans, and the data requires mapping (from a field in the message to some data base) and translation (from code into something meaningful) at the very least to be usable.

BAI2 and SWIFT MT messages are similar. For bank statement reporting regarding transactional data, BAI2 offers more information which is useful for Treasury and for posting purposes. We refer to this additional and more complete data as 'enriched information.' This does not mean BAI2 is where we hope to end up. While BAI2 offers an advantage over the MT940 (prior day) and MT942 (same day), it is not as complete as many organizations would like in order to speed posting or to further their Treasury department goals. The MX message formats allow for the richest data sets (most information).

From Positional Formats to Self-Descriptive Formats

Data storage and transmission are not the only changes that have occurred over time. The growth of the internet and the

(continued on page 9)

(**Cerebral Cortex:** *continued from page 2*)

they recover from a major migraine headache, the excuses are deployed: ***"The data was far worse than we could have imagined."*** and ***"We ran into too many sidetracks and detours since we had other projects going on."*** or ***"We couldn't get the attention of other areas since they had different priorities."***

These are great excuses for using the same incorrect approach others have used while expecting a different result.

Strategic & Analytical. At every Treasury conference there will be at least one speaker who waxes eloquent about how the organization should shift more of its activities away from the tactical and day-to-day (brainstem) to the strategic (cerebral cortex). Of course, many of them use the language of business, not the terms used to describe what sits within your cranium. Additionally, these comments take on various forms and offer additional insight into how Treasury should appear, if it is acting as the cerebral cortex of finance.

"We need to move from a tasking organization to a thinking organization." This message states it plainly. It assumes that the tasks can and should be automated, freeing up more time for rational thought and analysis.

"Invert the pyramid." In a similar way, the point is to increase the strategic activities while decreasing those operational steps absorbing the vast majority of staff time (for many Treasury groups).

Brain Food: Outwitting Your Data. In developing, supporting, and protecting Treasury's cerebral cortex, a few key steps surrounding your need for data are crucial and include the following:

1. **Create a clear vision and strategy to achieve that vision.** The vision and strategy must be clearly understood and socialized throughout the organization.
2. **Formulate a good data design to support the appropriate synaptic structure.** This design will guide the system selection, information management tools, and processes.
3. **Access the data appropriately.** The traditional method of Extract, Transform, and Load (ETL) may not be the most effective manner of accessing the data.
4. **Normalize the data.** Scrub the data one time and establish a continual process to keep it clean. Data normalization may occur in the primary system or in interim steps/tables. The data can be fixed the hard way (through direct updates), the easy way (with a systematic scrub and append) or by getting around the problem when necessary (tables).

Exhibit 1 shows the components of progression, moving from a brain-stem oriented organization to one that allows Treasury's cerebral cortex to function optimally. Movement from an operational orientation to a more strategic and analytical one requires adopting a greater reach of both data and analytic capabilities. This demands tools that will

(*continued on page 8*)

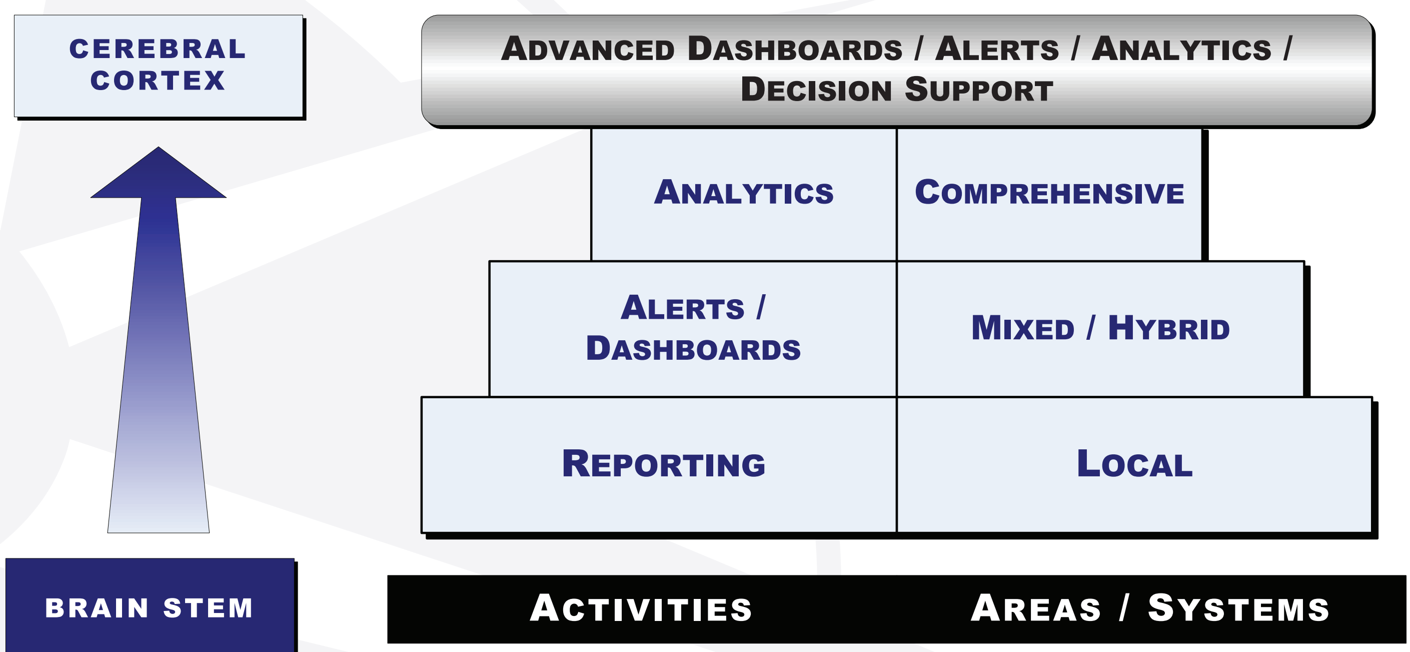

Exhibit 1

Enriched Information: Predictive Data Expands

Credit Rating Services Expand to Help Treasury

Visibility

Organizational exposure to interest rate and foreign exchange volatility has consistently been an area of concern. Increasingly, firms are also focusing on exposures to particular counterparties, countries, and even particular financial instruments. As Treasury looks at these exposures systematically, the order of their questions emerges as follows:

1. What is my exposure to FX, IR, Commodities, Counterparties, Countries, etc? The firm must be able to aggregate and normalize all of the information that is necessary to answer this question.
2. What does that exposure mean? The question of how to evaluate that exposure is usually best addressed from a risk framework perspective (internal decisions) and from a predictive/analytical perspective (external sources of enriched data).

Assuming the organization has determined what their exposures are, how are those exposures enriched with external data? Credit rating NRSROs (Nationally Recognized Statistical Rating Organization) have come under fire since 2008 due to their style of identifying problems—largely non-predictive.

The level of data and automation needed by any individual firm will vary. Please see Exhibit 1, which offers a continuum-view of the sources and tools that may be required for a firm to address and enrich their visibility to their exposures.

There has been much development in a range of enriched data categories, which we touched on in the Treasury Technology column (pages 14 -15). Let's highlight just a few of these enriched data sources by category:

<u>Country Data</u>

D&B Country Risk Data

Dun & Bradstreet's acquisition of Country Risk Data shows, by country, current outlook and trends, their current rating, and their projected trend. Given the turmoil in various countries (Portugal, Ireland, Greece, Spain, etc.), this information is increasingly viewed by more organizations as vital for those who have exposures internationally.

<u>Entity-Level Ratings</u>

The D&B Financial Stress Score

This predictive score shows the likelihood of corporate bankruptcy over a 12-month period. This statistical model has been refined, tightened, tested, and shown to be more accurate than their previous version of the model.

The D&B Commercial Credit

This Dun & Bradstreet score is also predictive and shows the percentage of the likelihood of financial impairment over a 12-month period. Used by credit managers, this score is also increasingly used by those tracking counterparty risks of customers, suppliers, and financial institutions.

Bloomberg Entity Ratings

In late 2010, Bloomberg rolled out entity level ratings that utilize a number of factors for their statistical model. This model, called the Credit Analysis Tool, employs Credit Default Swap (CDS) rates, financial statement information, and additional data sources to model an

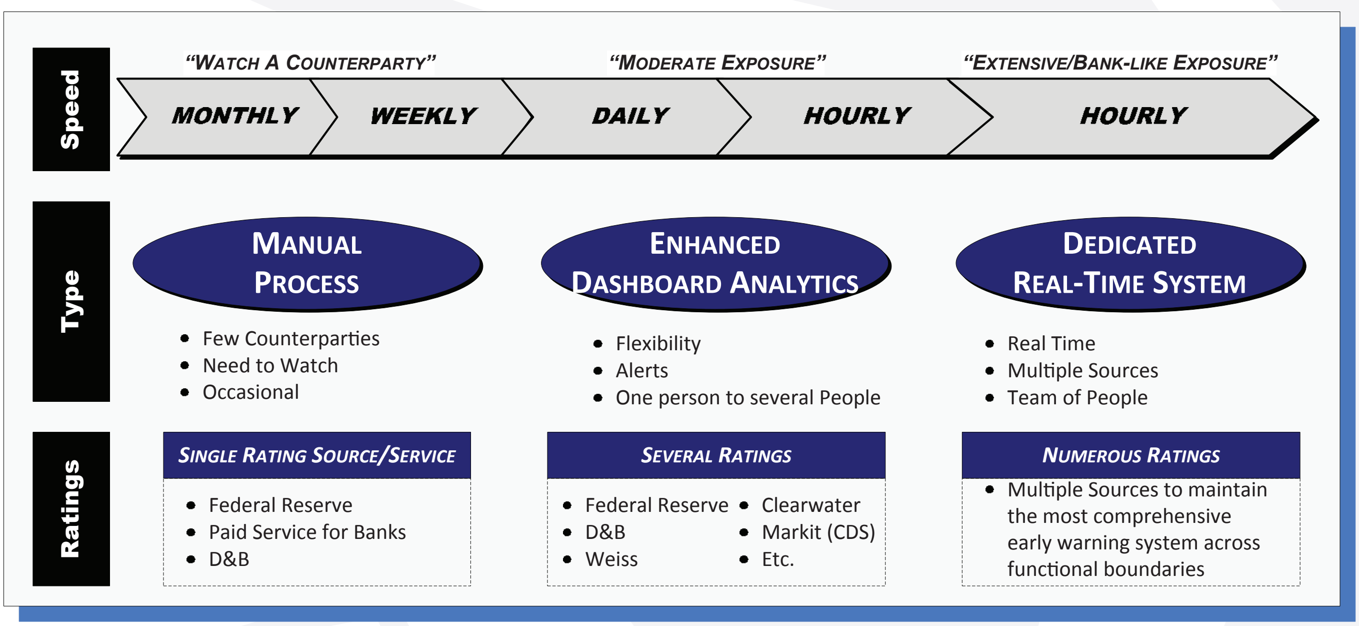

Exhibit 1

(*continued on page 8*)

Four Steps to Prudently Pursue Yield

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The Federal Reserve's recent decision to reinvest proceeds from its mortgage-backed securities holdings sent an important signal that the near zero interest rate policy will likely linger longer than previously expected. With the futures market predicting the Fed funds rate stuck on zero through much of 2011, institutional cash investors need to learn how to deal with this prolonged low yield reality. Therefore, our Credit Research team at Capital Advisors Group developed this four-step guide to provide a helpful perspective to the institutional cash investment community.

Step 1: Recognize the New Normal

The landscape of liquidity investing was permanently altered by regulatory changes after the financial crisis of 2008. Money market funds are required to hold more liquid investments in shorter maturities. Banks must bring off-balance sheet vehicles such as asset-backed commercial paper programs back on balance sheets. Financial firms are told to hold more capital and reduce risky activities. All of these measures resulted in the disappearance of certain higher yielding securities and lower yield on those securities that survived. Thus, investors should reset their yield expectations in this post crisis era.

Step 2: Do No Harm

Primum non nocere in Latin means "First, do no harm." In our survival guide, this phrase means any additional yield opportunities should not come at the expense of the first two principles of liquidity investments: the protection of principal and adequate liquidity. Most of us know that but in practice, it is easier said than done. The fact that prime money market funds have increased their exposure to Southern European financial issuers since May 2010 is a good example of failure to do just that.

One should not criticize prime money market funds for investing in non-government securities, as that is what they are designed to do. We thought it was inappropriate that some money funds boosted yield by increasing exposures to a region when headline risk was running high. Rather, we suggest investors consider increasing exposure to issuers supported by strong credit and economic fundamentals. These credits may include strong financial issuers in growing markets such as Canada and Australia, companies benefiting from strong exports and the cheap dollar, and mispriced asset-backed programs supported by top-notch financial sponsors. If one does not simply take what the market has to offer but instead focuses on strong credit characteristics, one may find a few diamonds in the rough and manage to avoid the perils of chasing yield.

Step 3: Make Liquidity Pay

While uncertainty requires most investors to keep some balances in overnight vehicles in excess of their daily cash needs, we believe a large balance in money funds without an apparent need is akin to lending money to other fund investors at no cost. Extending maturities on suitable investments to match target expenditures may be a more preferred liquidity management tool.

As reiterated by the Fed, short-term interest rates will likely stay range bound for an extended period. Buying a security with a slightly longer maturity may produce higher yield than rolling bonds from the same issuer in shorter maturities. The current yield spread of the 12-month benchmark rate known as LIBOR over the 1-month LIBOR rate is 0.66%. If we assume the Fed is on hold and all market factors remain unchanged, one would earn an annualized yield of 0.27% a month for the next year. Lending the money out for 12 months, investors may earn 0.93%. With the futures market not expecting any Fed action through at least September 2011, a maturity extension of 3, 6, or 9 months may be appropriate for an investor with no immediate cash needs. Even in this near zero interest rate environment, it is possible to achieve higher yield potential without significantly increasing interest rate risk, which we will discuss next.

Step 4: Watch for the Turn

Having made the case for extending maturities to improve yield opportunities, we cannot stress enough the downside risk of over-extension. In fact, one of the basic principles of fixed income investing is that higher interest rates almost always hurt investors more than help them. We caution investors of the risks of higher interest rates for two reasons. First, history shows that when the Fed starts a tightening cycle, the pace may be faster than the market anticipated given the current low starting point. This means bonds with several months left to maturity may experience some unrealized losses. For this reason, we advise investors to refrain from investing beyond the time when the Fed is expected to start tightening. Note that in this cycle, the Fed may need to shrink its balance sheet before tightening rates, so we should have some early indications on the timing of its moves. Another reason to watch for higher rates stems from the great debate of austerity vs. stimulus among investors of sovereign bonds. While the market's focus so far has been on the fiscal health of the U.K. and some Eurozone countries, the crosshairs may be on the U.S. if the government starts a new round of stimulus spending to help consumers or local governments. This means higher bond yields and unrealized losses, although the impact on short-duration investors may be less than on long-term investors.

Conclusion: Make the Most out of a Prolonged Low Yield Environment

It has been a long and painful stretch of low yields for the Treasury community, which happens to be endowed with record levels of cash on its balance sheet. We advise the institutional investor to recognize the new reality of lower expected yield from cash instruments, to add credit exposures based on sound fundamentals, to sensibly invest in moderately longer maturities and to be vigilant of the risk of higher interest rates. While none of the suggestions are earth shattering, we think it is helpful to be reminded of these tips and we wish investors better yield opportunities in the coming months.

Lance Pan

Lance is Capital Advisors Group's Director of Investment Research. He is responsible for assessing the risk of various asset classes in order to safeguard the investments of Capital Advisors Group's clients. His role includes creating advanced credit approval and surveillance procedures, issuing credit driven investment opinions to the company's trading desk, and providing credit based investment strategies to Capital Advisors Group's portfolio management team.

To read more of Capital Advisors Group's research on institutional cash investment strategies, please visit www.capitaladvisors.com/whitepapers

(**Enriched Data:** *continued from page 6*)

overall predictive rating and predictive score. Bloomberg is presenting this approach and model through webinars and has recently made them available through their terminal services.

Money Market Ratings

Capital Advisors Group's FundIQ

FundIQ is a newly named, and now more readily available, research and rating product that covers prime institutional money market funds. This research, offered by Capital Advisors Group, is updated on a monthly basis and reviews 15 of the largest prime institutional money market funds. Their scoring system covers five categories and 49 separate factors to provide ratings. The ratings information is in the form of letter grades, coupled with a plus (+) or a minus (-). With the new 2a-7 investment rules in the US and the short duration of these funds, it is highly instructive and surprising to see how widely the practices and holdings differ between funds in this investment space.

Moody's

Moody's is also changing the way money market funds are rated, with categories ranging from M1 to M4. Moody's is currently in the comment period of their proposed changes. As their new rating methodology is finalized, they will provide more information in early 2011.

New ratings and additional predictive information is now available. This new and enriched data allows Treasury groups to more effectively perform their duty as financial risk manager.

Rapid Ratings™ International

Rapid Ratings™ accesses various sources of information, applies its own statistical models and analyses, and arrives at a proprietary 1-100 score for entities. Historically, they faced much less competition before the general market skepticism about rating agencies emerged and drove other market players to begin offering additional predictive values.

Other Rating Systems

Many other ratings and rating proxy information from bank rating companies and various services exist. However, these brief explanations should allow your firm to begin thinking more deeply about managing risks and considering how you may want to use one or more of the existing enriched data sources.

Strategic Treasurer would enjoy discussing your needs on the topic and leveraging our knowledge and know-how of combining your internal data and enriched data sources into a useful and flexible tool, no matter where you are on the spectrum—from using a manual process to using (or needing) a highly automated process.

(**Cerebral Cortex:** *continued from page 5*)

aggregate information, provide alerts, help an organization analyze and project, enrich internal data with external predictive information and provide decision support. Together, these assist organizations to transact more efficiently with better control and to report appropriate information more quickly. Additionally, this approach enables Treasury to dynamically manage and analyze information accurately and with confidence.

It is appropriate to note that previously to achieve the right structure and system architecture to support a Treasury cerebral cortex would have cost a sizable fortune and would never really have met the requirements. However, the desired results can now be achieved for a mere fraction of the investment previously required to accomplish *much* less. Exhibit 2 provides comparative descriptions of Treasury structures designed to support either a brainstem or cerebral cortex structure.

Former	New
• Linear	• Associative
• Costly	• Dynamic
• Sub-optimal	• Great ROI
• Historically focused	• Historical and predictive
• Slow	• Fast and instantaneous
• Lacking in accuracy	• Highly accurate
	• Analytical

Exhibit 2

Conclusion. The design and creation of the structures and processes necessary to support the cerebral cortex of Treasury can *certainly* be achieved. This will move your organization to be both analytical and strategic – fulfilling the role of the financial cerebral cortex of the organization. Those who are solving today's challenges by manually capturing data in spreadsheets need to quickly move past these highly ineffective methods.

Craig Jeffery
Founder & Managing Partner
Strategic Treasurer

(**Better Data** *continued from page 4*)

Hypertext Markup Language (HTML) standard has changed the way we interact with data. HTML as a standard has made data presentation over a wide range of platforms possible and enabled our web interaction. Similarly, the way data is exchanged between systems has changed. No longer is data commonly exchanged using comma separated or pipe delimited files. Instead there has been a migration to XML or eXtensible Markup Language. XML is designed to transport data and not to display data like HTML. It is designed to be verbose, self descriptive, plain text based and able to exchange data in a software and hardware independent manner. This is a big change in data transport and is made possible by the greater bandwidth available in today's communication channels.

SWIFT MX messages are XML based and defined by the international standards ISO 20022. This means they are capable of carrying a much greater payload of data than their predecessors, the MT message. See Exhibit 3. What this really means to the corporate user is that there is a POTENTIAL for much greater data richness than is currently available. This potential exists across every interaction with the bank. In fact the MX message formats (called schemas) were designed based on a business interaction process and not a data transport function.

ISO 20022 XML Example

```
<?xml version = "1.0" encoding = "UTF-8"?>
<Document xmlns = "urn:iso:std:iso:20022:tech:xsd:camt.053.001.01" xmlns:xsi = "http://www.
w3.org/2001/XMLSchema-instance">
<BkToCstmrStmtV01>
<GrpHdr>
<MsgPgntn>
<PgNb>1</PgNb>
<LastPgInd>true</LastPgInd>
</MsgPgntn>
</GrpHdr>
<Stmt>
<Id>AAAASESS-FP-STAT001</Id>
<CreDtTm>2007-10-18T17:00:00+01:00</CreDtTm>
<FrToDt>
<FrDtTm>2007-10-18T08:00:00+01:00</FrDtTm>
```

Exhibit 3

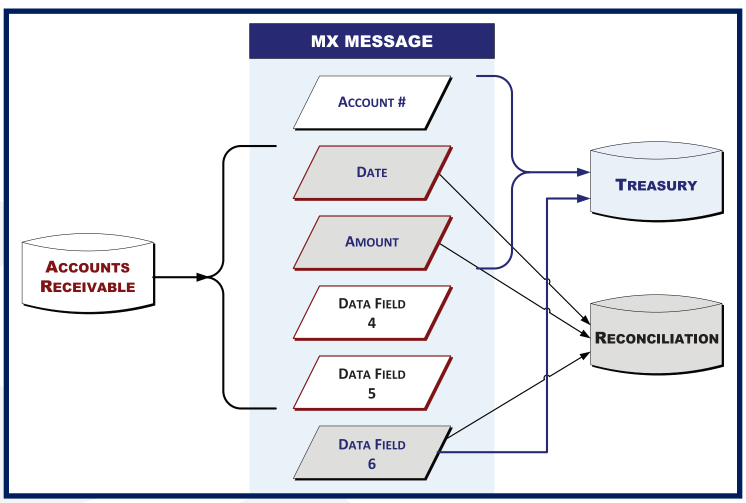

Exhibit 4

So this is great news right? Well, there are some downsides. Just because the potential for better and richer data exists does not mean that the potential is being used. As a part of the migration from MT to MX formats, some financial institutions are just mapping the same data into a different format and leaving the other fields blank. This means that the opportunity and value of providing enriched data is lost. Much of the data for the fields available in a given MX message resides in different systems inside the financial institution or bank. Work is required on the part of the bank in order to program the communication systems to consolidate all of the requested data from these disparate systems. This programming work is expensive and unless there is significant demand from the corporate market, it is unlikely to be a high priority. So while the MX message is the way of the future, there are still miles to go before we arrive. Or, kilometers if you prefer.

Enriched data may mean fewer data transmissions. Or rather, a single file can be used by many areas of an organization. Each area can simply use the information that is needed. For example, instead of having a lockbox file sent to the Accounts Receivable group, and a transaction file sent to Treasury, and a separate file sent to the reconciliation team, a single file can be delivered that all three areas can access. Each will use only the information needed for their particular function. See Exhibit 4.

Application: Treasury must have and maintain an information management plan to allow Treasury to meet its objectives. Check to make sure your Treasury information management plan includes the various developments of enriched data (i.e., XML or MX message types). And, discuss this with your banks and Treasury consultant.

Ric Thompson
Sr. Technology Consultant & Leader of Strategic Treasurer's Treasury Technology Practice

Ensuring You Remain Important to Key Relationship Banks

Risk Adjusted Return on Capital and Your Bank Relationships

Relationship Management

Treasurer to CFO: *"I would like to talk about how we have allocated our business to our lending banks. Some concerns have been voiced that we are not in a profitable situation with a few banks."*

CFO to Treasurer: *"**What!?** We shouldn't have to be concerned whether our relationship is profitable or not with our banks, that's the bank's problem!"*

This viewpoint is often heard emanating from CEOs' and CFOs' offices. Some even subscribe to the method of simply slicing their business pie by dividing the amounts of their service charges among their banks. They believe this ensures the banks are adequately compensated.

However, when speaking with bankers you will find that profitable relationships can be an art and not a science, especially where lines of credit are involved and the fees charged for services may or may not reflect a profitable return for the bank. For example, if you have a multi-year line of credit and do not draw on the line, essentially the bank has an asset that is not producing a return. (On a bank's balance sheet, loans are assets and deposits are liabilities.) Unless you are a AAA rated company, a risk factor is allocated to your relationship, and costs of servicing your relationship are added, further complicating the mix.

The question for Treasurers who desire mutually beneficial relationships would then be: "How does my banker measure the profitability of my relationship?" In these post-credit-crisis times with fewer providers of credit, it has never been more important to ensure mutually beneficial relationships with your banking partners. When we think of credit, it is natural to think about lines of credit, but other products you depend on require credit, often called background lines, as well.

To calculate the profitability of relationships, the majority of the larger banking institutions utilize RAROC (Risk Adjusted Return on Capital). RAROC has been around for more than twenty years in the financial industry. Some financial institutions use variations on the name and/or exact formula, but the basic idea of measuring risk versus return runs throughout the models. Let's explore RAROC, how it affects bank pricing, and possibly your overall relationship with your banks.

The basic formula for RAROC is:

Risk-adjusted Return/Economic Capital

~or~

Economic Return/Economic Capital

When taking higher risks you should be rewarded with higher returns. It is this risk/return relationship that RAROC models calculate when bankers consider using their balance sheet (i.e., direct lending or extending credit for various Treasury or risk services) and at which price or spread. The financial institution will often use a rating agency's score of your company and/or will often also use an internal rating they assign. This rating then prescribes a risk-assessment matrix to dictate: the amount of money they are willing to lend/allocate to you, your spread on loans, prices and fees on other services, and ultimately if the bank wants to increase/decrease business with you (or if they even desire you in their portfolio). If you have ever made a career move from a highly rated company to a BBB or lower company, you have seen, or perhaps even been shocked by: the pricing differentials, the availability of credit, or worst case, have even been asked to find a new banking partner.

(*continued on page 16*)

Traditional Credit Products	Other "Credit" Products	
Lines of Credit	Controlled Disbursement Accounts	Virtual Vaults
Letters of Credit	ACH Origination (credits &/or debits)	Hedging/Derivative Products
Bank Guarantees	Return Items	Merchant Accounts
Term Loans	Foreign Exchange	Credit Cards (pcards, T&E, fleet, cards)
Bond Issuances	Daylight Overdrafts	Lease Financing
Syndicated Debt	Remote Deposit Capture	Supply Chain Financing

Exhibit 1

7 Steps to Financial Transparency:

Helping Corporate Treasuries Implement Auditor-Ready Derivative Valuation Processes

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With today's increasing demand for transparency and accountability, an examination of your valuation process is necessary. Having an explicit, well-documented process in place to audit-proof reported valuations is your key to a strong reputation for transparency. If audit is a gateway, transparency is your passport. Having passage denied, even if later fixed, is a matter of reputation and goodwill to all users of your financial statements.

If you hold financial instruments that must be valued to report gains and losses, hedge effectiveness or off-balance-sheet disclosures, a robust valuation process can contribute to your transparency. Although the valuation process ultimately depends on your portfolio holdings, there are steps you can take to increase reliability and decrease valuation risks.

SEVEN KEY PROPERTIES OF AN EFFECTIVE VALUATION PROCESS

❶ Independent Derivatives Valuations
❷ Market Data Source & Process
❸ Valuation Models & Methodology
❹ Internal Verification of Valuations
❺ Valuation Logs
❻ Contingency Procedures
❼ Adjustments to Valuations

1. Independent Derivatives Valuations

Now more than ever, relying solely on counterparty valuations is not acceptable by auditors and shareholders. Corporate treasuries need to conduct third-party valuations to validate counterparty pricing and must ensure material valuations are obtained from a credible, objective and independent source.

Close analysis of the financial crisis and subsequent collapse of major investment banks demonstrate the fact that relying on counterparty pricing of derivatives is not an option.

In order to comply with the valuation-related demands of existing and proposed legislation, users must now not only understand the risk that they are trying to hedge but also how to account for the transaction now and in the future and how the valuation is done. This is absolutely critical.

2. Market Data Source & Process

Market data is the lifeblood of your valuations based on observable inputs. The transparency of these valuations depends on the credibility of the input data. Using a trusted, well-known name for market data establishes a firm basis for valuation changes. Market theories price expectations into valuations for speculative and investment purposes; however, if your valuations are for reporting mark-to-market, hedge effectiveness testing or internal position evaluation, your report must reflect immediately observable changes, whether or not a market is in theoretical equilibrium.

In addition, reliable automation increases consistency. If a system has been built to source market data the same way every day and faithfully does so, exceptions should be rare.

3. Valuation Models & Methodology

The models for valuing the most common financial instruments and derivatives are somewhat commoditized. More exotic models and the software approach used to provide those models is therefore a key differentiator for valuation software providers and for outsourced valuation experts who use vendor software. In many cases, model validation may need to be done with an additional third party to get auditor signoff especially in the cases of esoteric models.

The right tools lead to right valuations. A strong solution consists of reliable reference market data, proven analytics and explainable methods. A solution can pass audit on vendor reputation or clearly explainable, acceptable processes and inputs. Therefore, solutions that have already been proven to auditors are a proven path to the required transparency.

4. Internal Verification of Valuations

Simply documenting a certification procedure and following it can make you more audit-ready, especially if you have a high volume of valuations to report. Creating a tiered sequence of sign-offs in the valuation process can alleviate concerns with valuation tampering or unintended inaccuracy. For each stage in the valuation process, an explicit sign-off can be recorded before promotion to the next stage, for ultimate sign-off on financial statements.

5. Valuation Logs

As with every business procedure, leaving an audit trail is better than not. As always, this is a balancing act between traceability and expediency. A log of valuation times can answer questions about valuation disparities, for example, when using market data from different sources. If intraday volatility has increased sharply and suddenly and you and your auditor are using two different data snapshots taken at different time points using the same models may still give you different valuations.

6. Contingency Procedures

Even when your valuation process is humming along efficiently, you're not done yet. How likely is it that your normal valuation process will fail at some point? No automated procedure is perfect and the question is not "if" but "when" an outage or failure will occur. What will it cost you if you lose your ability to produce acceptable valuations on time?

Keeping written manual procedures for backup purposes is recommended. You should back test your contingency procedures with your main, mostly automated valuation process to mutually verify the results.

7. Adjustments to Valuations

With an automated valuation system in place, or an outsourced valuation provider on your side, it is tempting to skip over explanations of valuation adjustments. Although the validity of bulk adjustments to instrument valuations in a portfolio is objectionable from some perspectives, it is a "better than nothing" approach that can pass muster.

CONCLUDING REMARKS

If your process is deficient in any of the areas examined, perhaps it's time to consider addressing them before a valuation risk manifests. The basic awareness of what makes a strong valuation process will pave the way for you to eliminate vulnerabilities and strengthen advantages you can refer to under scrutiny.

There are no guaranteed processes for perfect valuations, but following these steps gives you a documented reference to fall back on under scrutiny and a baseline process that can be explicitly modified or expanded if your auditor requires improvements.

To evaluate how prepared you are to comply with current and upcoming regulations, complete the five minute FINCAD Derivatives Transparency Scorecard™. This online assessment evaluates your current process and provides some suggestions on how it can be improved. Click or visit www.fincad.com/DTS/ST

Bob Park

Bob Park, President and CEO, FINCAD has over 30 years of experience in the financial industry. He oversees the overall management of the company. www.fincad.com; b.park@fincad.com

Daylight Opens Up Between Expectations and Reality

Bottomline and Strategic Treasurer's 2010 Cash Forecasting Survey

Visibility and Cash Forecasting Survey

The 2010 Cash Forecasting Survey completed during portions of August and September 2010 revealed some interesting trends and statistics. The survey covered more than 140 companies and represented a well-balanced mixed of firms ranging from mammoth multi-nationals to middle-market firms and the spectrum between those sizes. A more complete analysis of this year's survey will be made available in electronic form by mid-November.

A Multiplicity of Bank Relationships Remains

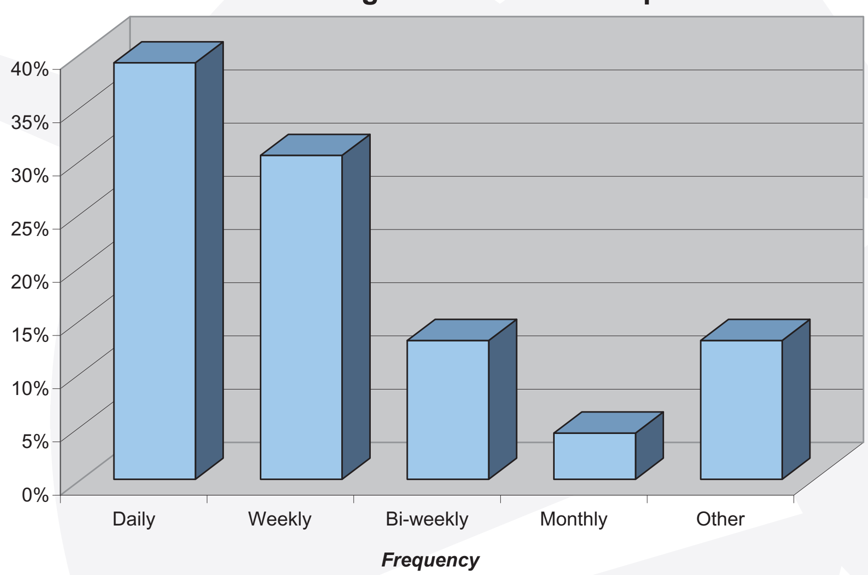
Despite a multi-year goal of many firms to reduce overall relationships, the survey confirms that the rationalization and reduction of relationships has, for most firms, remained on the to-do list. With counter-party risk management becoming a larger concern in the past few years, this may have had some impact on keeping the number of relationships roughly at historical levels. Most of the companies surveyed were US headquartered. Almost 75% had three or more relationships in the US. And, across the respondent population, nearly 50% had three or more bank relationships in non-US locations.

Analysis: Numerous relationships provide some benefits (counterparty risk management, additional sources of liquidity, etc) but also can make it more difficult to achieve complete visibility to an organization's liquidity if data consolidation and networks (such as SWIFT) are not deployed effectively.

Questions 4 and 5.
What Is The Number of Banks You Use?

	In the U.S.	Outside the U.S.
None	0%	37.23%
1-2	28.03%	13.87%
3-5	36.36%	21.17%
6-10	22.73%	10.95%
More Than 10	12.88%	16.79%

9. How Often Do You Receive Cash Position Information From Regional Offices/Headquarters?



Tardy Data Consolidation for Cash Position and Forecasting Reflects Sub-Optimized Treasury Technology

Question 9 revealed that nearly 2/3 of the firms in the survey did not get cash position information on a daily basis. This tardiness of information gathering seems to reflect the fully or partially manual nature of information consolidation that exists in many firms. Question 11 addressed the consolidation of cash forecast data from the broader organization. Less than 10% of firms had a highly automated process of aggregating forecast information

Analysis: Fifteen years ago, given the available technology, this result would not have been surprising. Considering the level of services and networks that can support far faster and fully automated consolidation of data, this result is incongruous with the expectations placed on Treasury.

Desire for Rapid Data Consolidation Moves Further From Reality

Nearly all firms, 94%, desired same day or faster consolidation of cash position information. One in three

(*continued on page 15*)

Improving Risk Management with Predictive Data

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INCREASED DEMAND ON TREASURERS AND COMPANIES

With market-related disruption, rapid deterioration in the financial health of companies, and instability of major banks in the headlines, the need for treasurers to possess a complete view of risk with their customers and other counterparties is more important than ever. Volatility related to countries and their sovereign debt adds to the level of uncertainty about operations and holdings in those countries and currencies, placing stronger demands on treasurers.

RAPID CHANGES OF DATA AND INFORMATION OFTEN THWART ACHIEVING A COMPLETE VIEW

In the best of circumstances, situations can deteriorate quickly due to actions and activities of organizations, companies and industries. A lagging of the increase in risk posed to your organization is usually the indication of this deterioration. Additionally, data changes rapidly, hampering efforts to gain that complete view of exposures and risks. *Exhibit 1* provides several examples of how quickly this occurs across various D&B databases.

With this rate of change, it becomes nearly impossible for any organization to keep up, on their own, with all of the change taking place with their customers, suppliers and other counterparties. Therefore, it is not surprising that company records cease to be clean. *Exhibit 2* details some real-life examples of how distorted master record files can become, even in well managed operations. These findings came as we at D&B ran our data against our cleansing programs using our databases. The examples are broken into three categories:

DATA CHANGES RAPIDLY *(IN 60 MINUTES)*:

- *251 Businesses will have a suit, lien or judgment filed against them*
- *246 Business telephone numbers will change or be disconnected*
- *58 Business addresses will change*
- *81 Directorship (CEO, CFO, etc.) changes will occur*
- *41 New businesses will open their doors*
- *11 Companies will change their names*
- *7 Businesses will file for bankruptcy*

Exhibit 1

1. **Descriptive Information** – which presents a single, complete and current view of who your customer or counterparty is.

Type	DESCRIPTIVE INFO	CONTEXTUAL INFO	PREDICTIVE INFO
Example	*Insurance Company*	*Global Manufacturer*	*Transportation Company*
Statistics	36% Had multiple addresses 29% Had multiple business names 4.7% Were duplicates	*Customers moderately to severely delinquent* *Company* 41% / *Industry* 30%	$91M Of businesses at high risk of becoming delinquent
	11% Of customers involved in one or more lawsuits 24% Had a lien against them	*Customers having a moderate to high risk of business failure* *Company* 9% / *Industry* 4%	$30.5M High risk of having to be written off as bad debt
	22% Of customers were out of business	38% Of customers were part of a larger corporate family	21% Of customers in highest risk category of business delinquency

Exhibit 2

2. **Contextual Information** – which illustrates, for example, how the customer compares with or is related to (or even with) others in your industry.

3. **Predictive Information** – which provides insight into how your customer is likely to behave in the future.

BEST PRACTICE OF DATA MANAGEMENT

Managing master data effectively requires several steps: Cleanse and purify the data, enrich with relevant data, and then establish a process to maintain the data in a cleansed, timely, accurate state.

1. **Data Cleanse.** Comparing your customer, vendor, and counterparty data against a clean master file such as D&B's to ensure baseline data is up-to-date and accurate. Cleansing includes standardizing formats, correcting inaccuracies, and consolidating duplicate records.

2. **Data Enrich.** Adding appropriate information to your customer and vendor records enables a more complete view of risk through increased insight, faster more accurate matching, and appropriate aggregation and reporting (i.e. by industry or corporate hierarchy).

3. **Ongoing Maintenance.** Performing automated maintenance of master records and generating additional insight of your customers and counterparties.

DUN & BRADSTREET EXPERTISE

With more than 168 years of experience, D&B has developed data management and data cleansing expertise and has combined it into a single process, leveraging the breadth and depth of the global data we maintain. We have developed 1) a sophisticated matching engine, 2) unique identification system using our industry standard D-U-N-S® Number, 3) and the ability to link up corporate hierarchies. By leveraging all of our data, we provide clients a constantly improving process, including predictive information vital for Treasury and risk management functions in any organization.

RESULTS

The results of following this process yield significant benefits that include:

Risk Reduction | Cost Reduction | Improved Efficiency |Better Profitability and Insight |

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Developments in Treasury Technology

Acquisitions, SWIFT, Enriched Data

Technology Column

This column is a regular feature of Treasury Update *and is designed to superficially explore some of the recent developments in the Treasury technology space as well as offer a bit of light commentary. For some, these items may be news. For others, our interpretation of what is happening may provoke some valuable thoughts.*

A smattering of acquisitions in the Treasury arena marked the previous six months in the technology space. Developments in the enriched data area reflect the recent attention corporates have paid to risk of counterparties who are banks, customers, and vendors as well as the turmoil in Rating Agency accuracy and usefulness. A new format is being prepared for US-based wire transfers, allowing for far greater efficiency of posting and applying payments made by wire transfers.

Acquisitions Update

1. Weiland Financial Group acquired by Open Solutions – On July 26, 2010, Open Solutions acquired Weiland Financial Group, bringing value to employees and clients of both groups.

   The value to Open Solutions includes:

   - Expanded offerings available to their bank customer database
   - Entrance into the corporate arena with Weiland's Bank Relationship Manager Account Analysis System and BA Web, the Bank Administrator product addressing bank account management functionality.

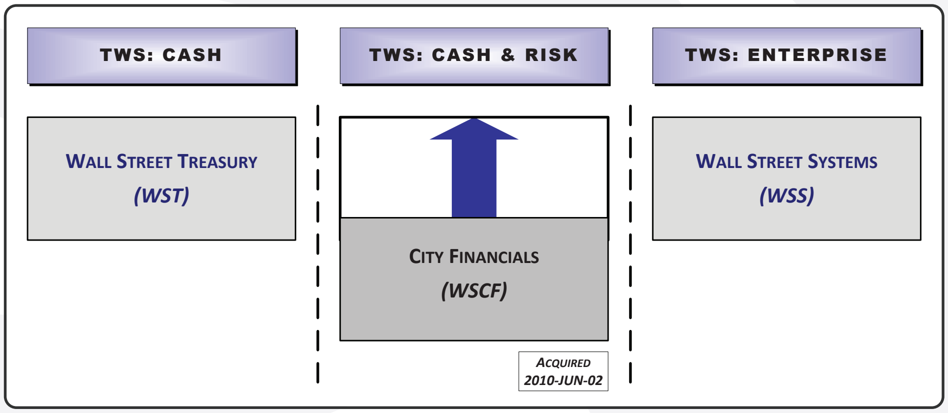
   The value to Weiland Financial Group's employees includes:

   - A long-term plan for employee longevity
   - Investment and capital by a larger parent into WFG's offerings as they continue their expansion into areas where their offerings see more competition.

   The value to Weiland Financial Group's clients includes:

   - Deeper pockets for development in the new organization
   - Market validation and further confirmation of the wisdom of their selection.

2. Wall Street Systems (WSS) – WSS has been buying smaller entities that share their center of the chessboard strategy. (See *Treasury Update Volume 3, Issue 2, pages 10-11: http://www.strategictreasurer.com/resources/newsletter/* to download the issue, or access the single article at: *http://www.strategictreasurer.com/chessboard/chessboard.pdf)*



   a. Speranza acquired by WSS – Acquired April 26, 2010. The bank account management solution provider acquisition was covered in our last issue of *Treasury Update, Volume 4, Issue 1, p.10: http://www.strategictreasurer.com/resources/newsletter/* to download the issue.

   b. City Financials acquired by WSS – Acquired June 2, 2010. This cash risk space Treasury workstation (with 50-100 clients) has been making a foray into the US since 2007 from its European base.

The benefits to Wall Street Systems:

It fills in the gap between Wallstreet Treasury and Wallstreet Suite – filling in the cash/risk space. (Wallstreet Treasury covers the cash base. City Financials *fills the center section that* covers cash/risk needs and Wallstreet Suite covering the Enterprise Treasury space.)

- City Financials fills the front-tooth gap that existed at Wall Street Systems. By offering a highly flexible system with excellent reporting they offer a clean smile.

The benefits to City Financials:

- While City Financials was experiencing solid growth, it was below the level of critical mass. Many firms in that space suffered the challenge of raising enough capital needed for product development and marketing. By combining with Wallstreet they now have access to a greater level of capital. Furthermore, based on their existing technology and abilities, this moves them directly into a competitive position in the cash and risk sector.

SWIFT

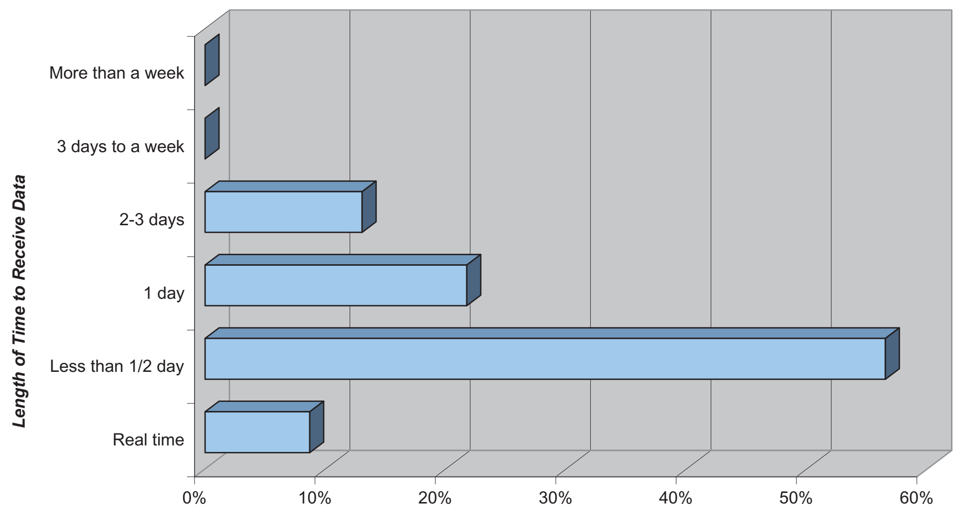
1. SWIFT Company Growth
   - SWIFT continues double digit growth in terms of the number of companies and the number of messages exchanged.
   - eBAM Roll Out currently adds to the good hype at SWIFT, even though the adoption of eBAM by banks and companies will take a number of years. This provides good attention both to SWIFT and to the requirement that firms focus on managing their financial bank accounts.
2. Service Bureau Growth
   - Strong adoption rates by firms using service bureaus to manage their connection to SWIFT continue. While this initial growth began in the direct space with direct connections for the largest companies, almost all of the new growth is taking place in the service bureau and Alliance Lite sectors.

Enriched Data for Credit Ratings
Market turbulence has created a greater demand for credit ratings or a proxy to credit ratings.

Please see the related article on Enriched Data Credit Ratings for more information on pages 6 & 8.

(**More Daylight:** *continued from page 12*)

11. How Long Does It Take to Consolidate Data from Regional Offices?



firms want their organization's cash position updated on a real-time basis.

Analysis: 94% of firms want cash position data updated rapidly (same day or real-time) yet the majority of firms (nearly 2/3) are not realizing this objective. This gap will need to be closed.

Reversing the Trend: Closing the Gap
Given the increased attention that Treasury is facing regarding visibility to cash, counterparty risk management and cash flow forecasting improvements in results and timeliness are required. New technology and services are now available at price levels that are affordable for mid-sized and larger firms. The previous impediments (technological and cost) have been greatly reduced. We expect the trend that shows the divergence between expectations and reality to reverse course dramatically over the next 12 and 24 months. This will require Treasury to pay serious attention to this fundamental need and rapidly move to achieve their liquidity and visibility goals.

15. How Frequently Would You Like Your Cash Position Updated?

Frequency	Percentage
Real Time	32.58%
Daily	61.36%
Weekly	6.06%

(**Relationship Management** *continued from page 10*)

Regarding portfolios, compensation plans do have an effect on behavior, and one hopes that effect comes with the intended consequences. Your relationship manager is rewarded based upon the profitability on a risk-adjusted basis of his/her portfolio. Do you want to be the company in the portfolio that has a positive or a negative return? Of course you want to have a positive return. That is not to say that you should overcompensate the bank, but you should be, overall, in a positive position in your relationship manager's portfolio. Human behavior will lead your relationship manager to spend the most time cultivating, advising, and servicing the more profitable clients in his/her portfolio.

How to ensure you are in a positive position: It will be necessary to invest time with each of your bankers to ensure you are in a good position, and if not, what you might do to get there. Ask your banker how they rate relationships and what your internal rating is at their institution. Ask your banker how they are compensated—not their bonus (although this does affect their bonus)—but what products and services are most lucrative for them to provide, and more importantly, what products and services do they provide that are outsourced or provided for "client convenience" only. Client-convenience-only products generally do not have a positive impact on RAROC and therefore do not have a positive impact on your bank relationship. However, every bank has different client convenience products, so these products and services may have a positive impact on another bank relationship in your bank group. So, when placing products and services or executing an RFP, first poll your relationship mangers to ascertain whether or not they get credit for the product or service. If not, then exclude them from your target audience. For example, some banks give credit to relationship managers for bank accounts in foreign countries and some do not. Some get credit for leasing arrangements, merchant accounts, etc. and some do not. Place/bid your business where it is well served and brings a positive enhancement to your relationship.

Risk Adjusted Return on Capital *(RAROC)*

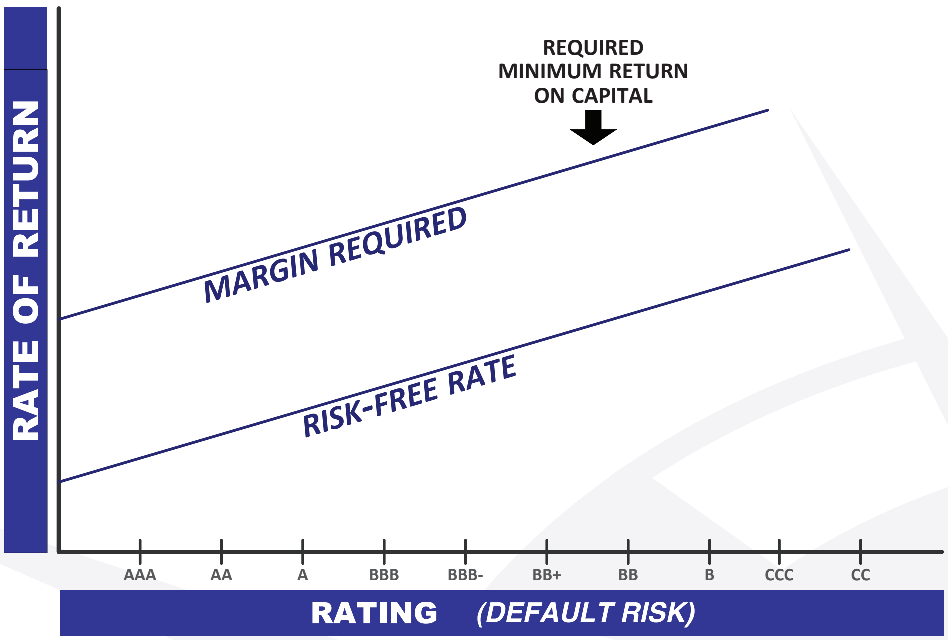


Exhibit 2

Be aware that some of the smaller institutions such as local, regional, or even super regional banks may or may not use a RAROC or similar calculation. However, your relationship manager should still be able to discuss your position in his/her portfolio and how you can enhance your overall relationship.

In summary, being well informed about your RAROC position at your financial institutions will enhance your banking relationships and create an atmosphere of collaboration.

Be well informed about RAROC to

- o Ensure an adequate supply of capital for current and future needs,
- o Ensure adequate access to ancillary services including Treasury and risk management products,
- o Successfully weather a bank merger where concerns arise over concentrations such as by industry or other criteria, and
- o Get the client service, advice, and attention you deserve.

Deborah McSheffrey, CTP
Director
Strategic Treasurer

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- Working Capital & Supply Chain Finance
- Treasury Resiliency
- Treasury Government
- Treasury Non-Profit

Connect to Strategic Treasurer's consultants, learn about these groups, and 'Link In' by visiting:

www.StrategicTreasurer.com/LinkedIn

Treasury Events 2010/11

Alexander Hamilton Awards
October 28-29, 2010
New York

SIBOS
October 25-29, 2010
Amsterdam

AFP Annual Conference
November 7-10, 2010
San Antonio, TX

SWIFT Corporate Workshop
February TBD, 2011
Silicon Valley

TEXPO
April 3-5, 2011
Fort Worth, TX

MTMA
April 19, 2011
St Paul, MN

Treasury Videos on the Web

Strategic Treasurer's website contains a video viewer allowing you easy access to videos on specific topics within various Treasury categories. Topics include: Float, Positive Payment, Working Capital, Account Analysis, Remote Deposit Capture, etc. More videos are planned for 2011, so check back often.

www.StrategicTreasurer.com/Videos

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Trusted Solutions.
Measurable Results.