

Výběr dodavatele treasury management systému

Delivering the PwC experience

8. června 2023



PwC is the acknowledged market leader for treasury assurance and consulting services

Uncontested global leader in Treasury consulting for the last two decades



Award winning team

We were voted the **#1 Treasury Consulting Team** by over 18,000 worldwide readers of Treasury Management International (TMI) for **15 years straight** until 2015 — every year that the award was granted

We have since had a **client project win the TMI Corporate Recognition Award every year since 2016.**



Adam Smith Awards 2019

Recognized as the **industry benchmark for corporate Treasury achievement**, the winners have to demonstrate best practice, innovation, collaboration, creativity, team work, and determination. 250 proposals around 30 countries were submitted for this year's edition. **PwC won five awards, including the overall winner cross categories.**



BankLab™

- **\$\$\$ millions in savings**
- **High-tech BankLab™ app**
- **Success fee pricing**

For almost all of our 50+ clients with banking and liquidity projects, we have helped them achieve **many millions in annual cash savings**

BankLab covers 150 countries and has 50 of the world's largest banks signed up to use it (incl. BAML, CITI, and ING/BMG)

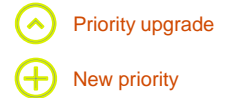
We are so confident we can achieve, **we are prepared to work on this project with a success fee component**

150 countries

700 Treasury professionals

100+ liquidity optimization, IHB and system projects over the last 10 years

PwC Global treasury survey - TOP priorities



2017

1	Cash flow forecasting
2	Cash management optimisation
3	Currency risk
4	Cash repatriation
5	Funding
6	Capital structure
7	Governance / Policies & procedures

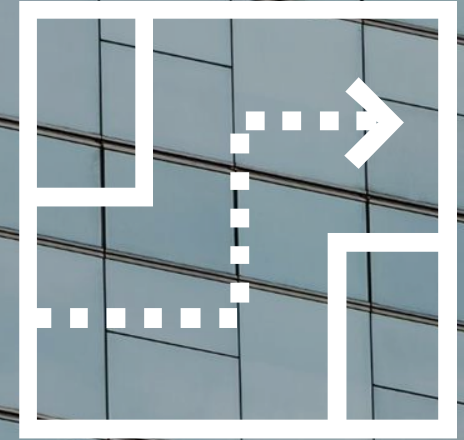
2019

1	Cash flow forecasting
2	Funding
3	Currency risk
4	Capital structure
5	Bank relationships
6	Working capital
7	Technology & digital innovation

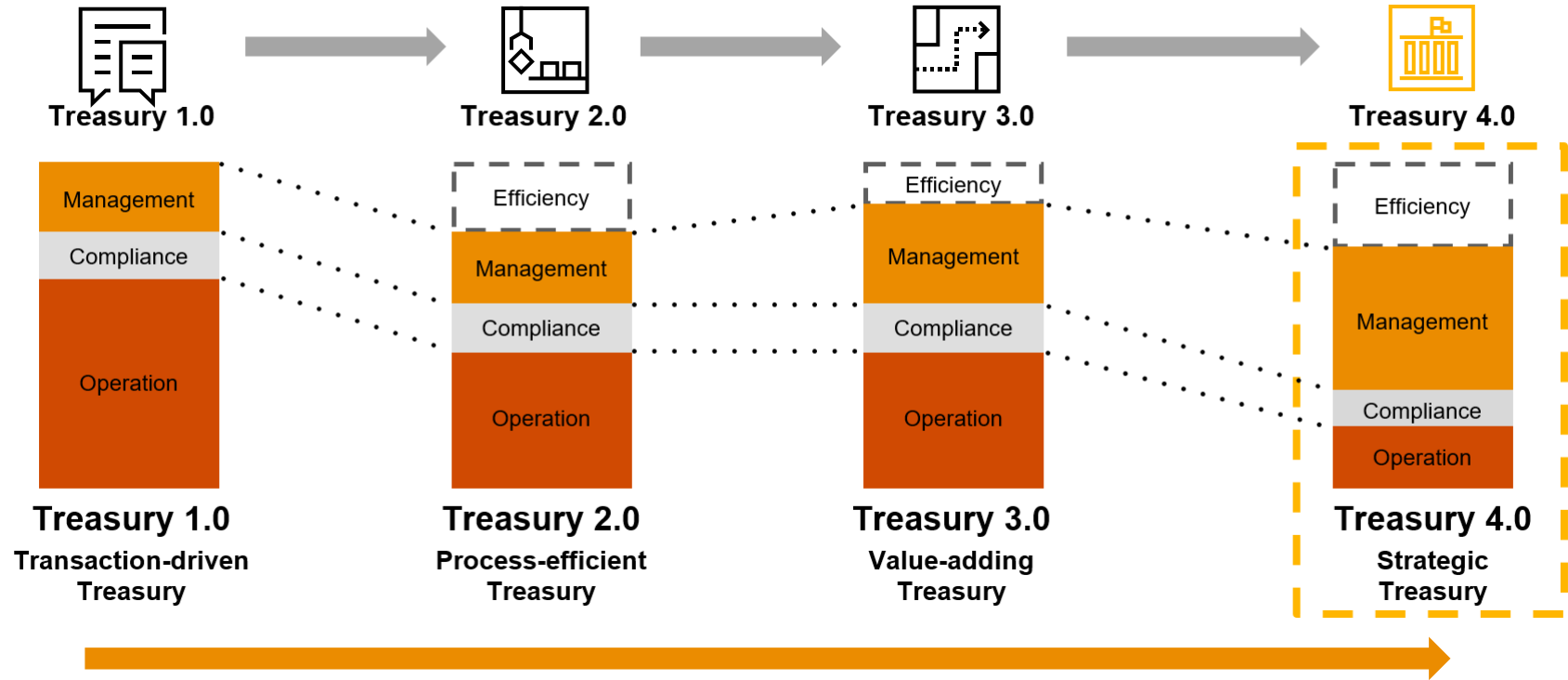
2021

1	Cash and liquidity management
2	Funding / capital structure
3	Financial / currency risk
4	Banking management
5	Technology & digital innovation
6	Working capital
7	Fraud risk and cyber security
8	Relationship with the business

What type of company
is TMS suitable for?



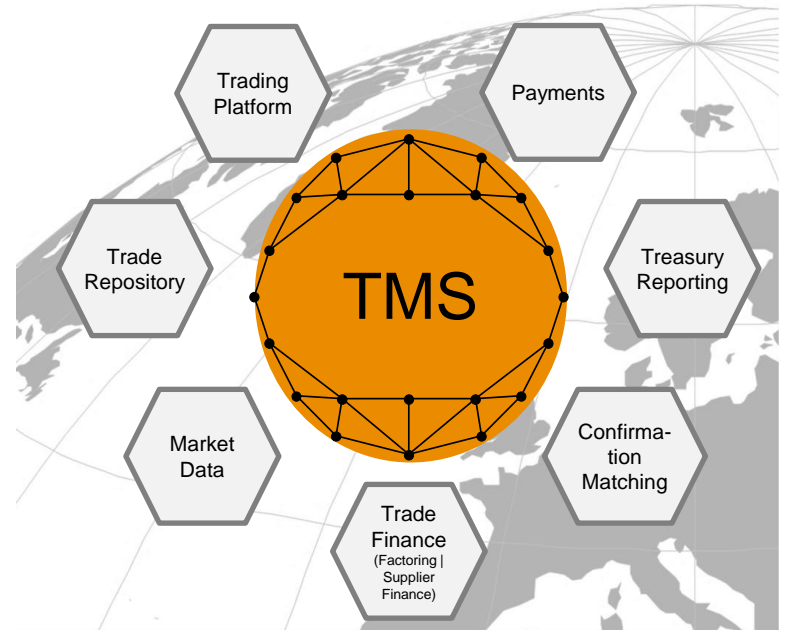
Development stages in treasury – where is your treasury located?



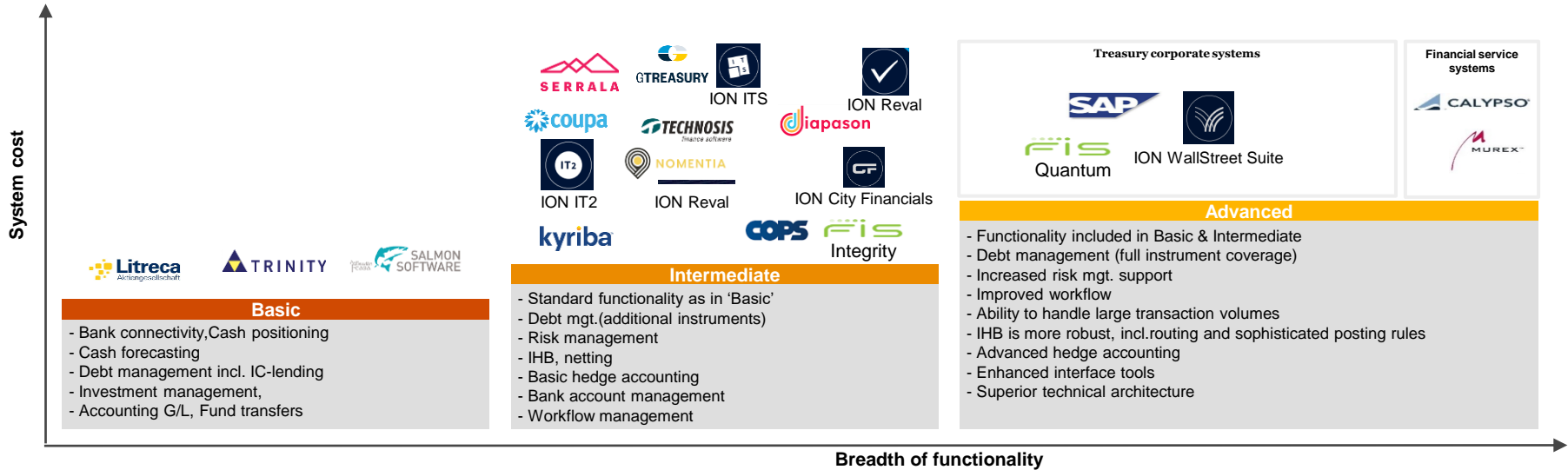
TMS provides far more functions than just a cash flow

Cloud vs. On Premise

Treasury Operations	<ul style="list-style-type: none">• Transaction Management (E2E)• Treasury Controlling & Reporting• Treasury Accounting
Payments	<ul style="list-style-type: none">• Payment Management• Bank Connectivity• Clearing & Netting (Inhouse Bank)
Risk Management	<ul style="list-style-type: none">• Key Figure Analysis (Credit Risk/ Market Risk)• Risk Simulations• Exposure Analysis
Asset & Liability	<ul style="list-style-type: none">• Asset Management• External Funding• Internal Funding
Cash & Liquidity Management	<ul style="list-style-type: none">• Cash Disposition / Money Market• Liquidity Planning• Cash Pooling
Bank Account Management	<ul style="list-style-type: none">• Bank Relationship Management• Bank Data Management• Wallet Management



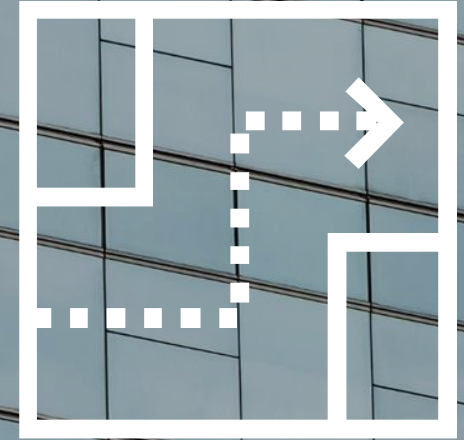
Providers of treasury management systems are global corporations as well as medium-sized companies



Further comments

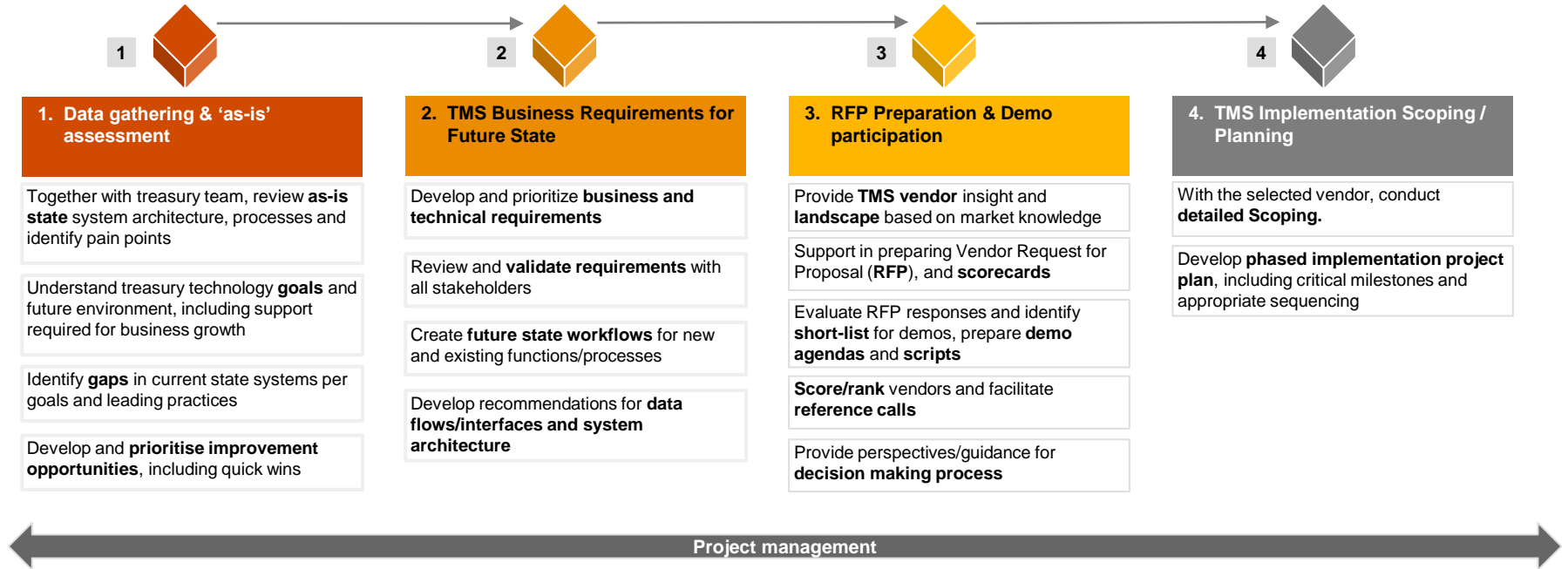
- The market for TMS providers can basically be classified into three areas based on system cost and breadth of functionality: "Basic", "Intermediate", and "Advanced".
- The Advanced segment is divided into TMS for corporates and TMS for financial service institutions.

PwC's proven approach to TMS selection



Our TMS selection proven approach

PwC's proven approach to treasury strategy and TMS selection **supports a rigorous evaluation and confident outcome**



The basic suitability of a TMS provider can be assessed along functional criteria and other criteria

		Functional Requirements						Other Criteria				Weighted Score**
		Cash & Liquidity	Transaction & Risk Management	Payments/ Connectivity	Netting	IHB/ PF	Accounting	Cost	Impl. effort / Maintenance	Customer Service/ Experience	Peer User Group	
Global Players	SAP Treasury											-
	FIS Quantum*											-
	FIS Integrity											-
	ION WSS											-
	ION ITS											-
	ION IT2											-
	ION Reval											-
	Coupa Treasury											-
	Serrala FS2											-
	Kyriba											-
Regional Players	Nomentia											-
	Salmon Treasury											-
	Litreca Ltc											-
	Technosis ATAQ											-
	Trinity											-
	COPS Corima											-
	Diapason											-
	Gtreasury TRMS											-
	ION City Financials											-

Rating scales (indicates PwC market standard view)

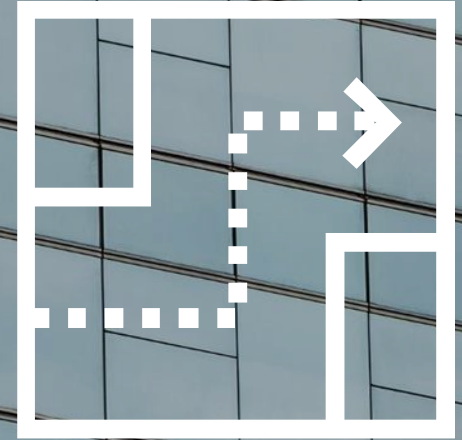
1	Native functionality satisfies most requirements
0	Satisfies most requirements with workarounds
-1	Potentially material requirement gaps

Our Experience – WorldWide

System	# PwC projects
SAP (TRM, IHC, CM, BCM)	171
SAP (BAM, FI, BW, FSCM)	78
iON (Reval, Treasura, allstreet Suite)	52
Kyriba	67
360T	34
Sage	11
IBM (Cognos)	9
Murex	9
Oracle	6
Trinity	2
Adyen	1



What could go wrong



What could go wrong – importance of the right selection process

Actual client example: After an insufficiently detailed selection process, the client selected a treasury system to handle both treasury and payment processes at a global level. During implementation, **major gaps** were found in the payments functionality, resulting in **de-scoping and additional cost followed by a second selection exercise to find another payments vendor**.

Actual client example: A global multi-national company went into **insufficient detail while analysing what exact functionality and practical outputs they needed** from their TMS. Following high-level promises from the vendor and assuming “industry standard” would work, they started implementation **but quickly hit roadblocks**. After two years, the project was abandoned and they took the vendor to court. Despite winning, they needed to **start all over again**.

1

Lack of understanding of requirements



- Requirements do not tie back to overall treasury objectives
- Requirements are based on as-is system capabilities/inefficiencies
- Requirements are too solution-oriented, leading vendors to focus on client-request solution (including customizations) rather than optimal solution

2

Ineffective selection



- Standard RFP, standard responses
- Ineffective use of system demonstrations, not deep enough to identify and highlight differences/gaps
- Too much focus on product, not enough on vendor implementation team
- Lack of rigor in questioning vendor capabilities — “overpromise and underdeliver”

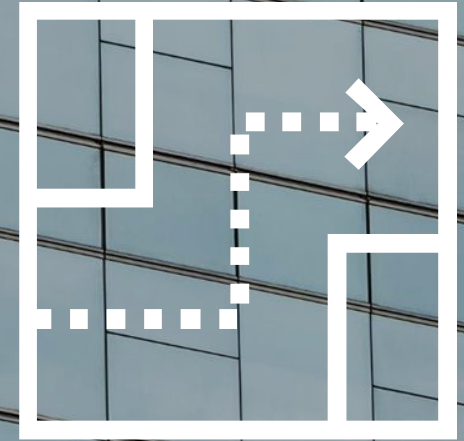
3

Poor system design

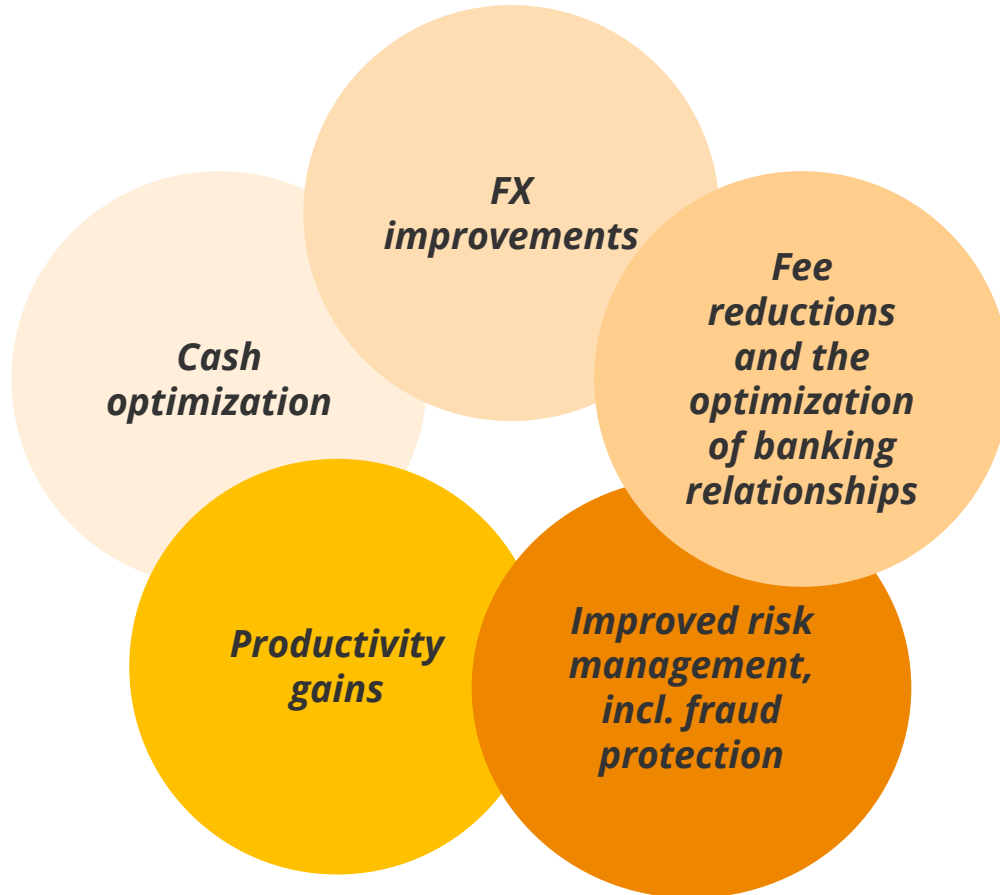


- Generic design not based on client's specific requirements and objectives
- System design is too segmented/fragmented and driven by system modules/functionality; more effective to focus on comprehensive list of front-to-back scenarios for client's processes

How to structure the business case



Is there a business case for TMS?



TMS business case is not about doing the same job with less FTEs (even though FTEs optimization could be part of the story)

Where can PwC help

1. Maturity & business case check – is TMS worth for your company?
2. Definition of the future treasury operating model
3. Independent selection process of TMS vendors
4. Implementation support for vast majority of TMS vendors

Thank you!



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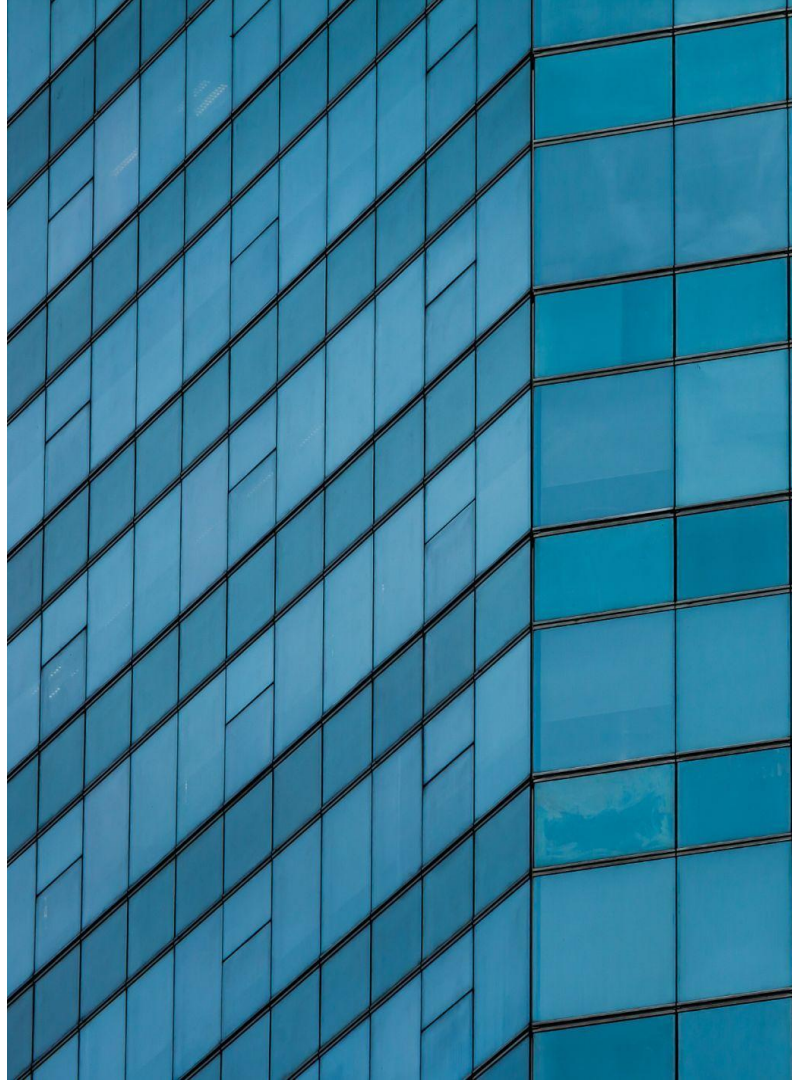
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Thank you

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