

Underwritten by



Reducing the Pain of Payments

*Analyzing Primary Challenges,
Providing Steps to Overcome Them*

An eBook written & produced by



Contents

A Treasury Growth Equation 3

- ▶ *Introduction*
- ▶ *Treasury at the Helm*

Key Payments Considerations 5

- ▶ *Treasury in the Data Economy: A Snapshot*

Analysis of Primary Pain Points 7

- ▶ *Challenges Abound*
- ▶ *System Integration Frustration*
- ▶ *Formatting Trends and Data Validation*
- ▶ *Fraud Prevention and Sanctions Screening*
- ▶ *Connectivity*

Security, Controls & Compliance 14

- ▶ *Payments Security*
- ▶ *Payments Controls*
- ▶ *Payments Compliance*

Beyond the Challenges 17

Success Stories 19

- ▶ *Adoption of Standard APIs*
- ▶ *Secure Connectivity Solutions*

About the Firms 20

- ▶ *GTreasury*
- ▶ *Strategic Treasurer*



A Treasury Growth Equation



Introduction

For modern treasurers, navigating the payments process can be a real pain.

The industry faces many obstacles, like the globalization of business, disparate legacy systems, limited visibility, resource overwhelm, format inconsistency and more. Add in pervasive fraud risk on a global scale, and the friction intensifies.

As with all adversity, however, payment headaches don't exist to help us grow. They tell us where the problems are. With better, faster, more precise technology solutions now readily available, enterprising practitioners can become leaders in the field. The future belongs to those who pursue streamlined operations that prioritize security and innovation.

This comprehensive guide, provides the insights you need to make informed decisions about treasury payments, as well as information on the tools you will need to help ensure their success.

TREASURY'S RESPONSIBILITIES

Steward Financial Assets

- ▶ Manage payments activity/cash inflows and outflows.
- ▶ Maintain visibility and control over cash balances, optimize working capital, and assist with strategic investment decisions.

Monitor & Refine Processes

- ▶ Watch ongoing payments activity closely and refine use of systems, formats and procedures.
- ▶ Identify inefficiencies in the payments process and improve upon them.

Stay Educated & Updated

- ▶ Remain abreast of payments developments/updates and their applicability to treasury operations.
- ▶ Understand how new technologies and innovations will impact treasury's operations and those of the organization at large.

Treasury at the Helm

If any industry knows the subject of payments inside and out, it's treasury.

In fact, treasury personnel often have far more oversight regarding payments processes than any other group within an organization. With practitioners regularly negotiating high-value fund transfers and overseeing myriad other transactions, liquidity managers play an active role in setting the course and cannot operate on autopilot.

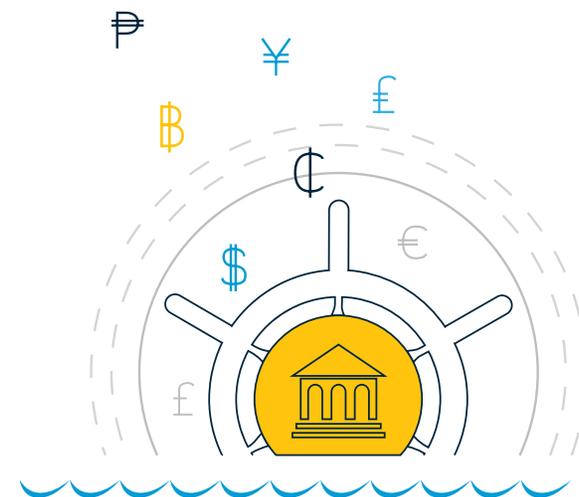
Today's treasurer must effectively juggle numerous responsibilities while navigating control and compliance issues.

When changes occurring across the payments landscape are factored in, the prospect of streamlining heavily manual workflows may seem untenable to some treasurers. Unfortunately, this overwhelm could leave companies stuck with an outdated approach that, while perhaps historically successful, will eventually cause them to lag behind competitors in a hyper-digitized environment.

Despite the turbulence, there is a tremendous upside to effectual progress. Organizations worldwide are undergoing the process of self-evaluation encouraging industry pioneers to adopt leading practices and leverage better technology. The results? A far more scalable, secure and controlled payments environment.

RECOMMENDATION

To avoid potential pitfalls and inform future treasury decisions, be sure to review the information in this eBook carefully, whether you are a treasurer, treasury operations manager, head of accounts payable or in an IT role. Not only does this guide offer an in-depth look at the key considerations, pain points and solutions redefining modern domestic and cross-border payments, it also helps practitioners understand crucial aspects of the landscape that determine what structures, systems and processes organizations should focus on most.



As the payments domain continues to see lightning-fast advancements, it is vitally important for treasury to stay informed and understand the impact new developments will have on organizations worldwide.

Key Payments Considerations

A Landscape in Flux

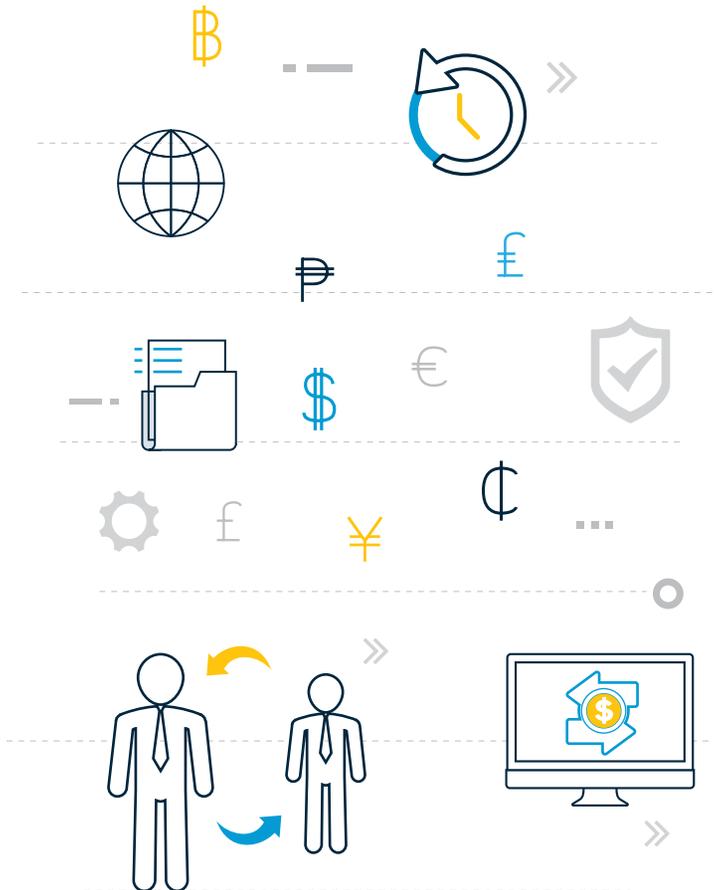
Treasury in the Data Economy: A Snapshot

Corporate treasurers are experiencing more payments volume than ever before, with millions of transactions executed daily across a variety of channels, currencies and countries. Enhanced formats are emerging at a faster pace than anything seen before, and organizational structures are shifting with buyouts/expansions and the adoption of multi-system environments.

The need for efficiency in the payments sphere drives many companies, with the ultimate end-goal being straight-through processes and fewer defects along the way. As in the B2C world, there is also increased demand for a frictionless experience.

Take Uber, for example—the rideshare app has become ubiquitous, at least in part, because consumers want to forego the hassle of cabs and a potential argument over credit card acceptance or panic regarding gratuity expectations. Passengers in 2019 expect everything to be completed for them beforehand by a third party: no muss, no fuss.

Certainly, the minimum expectation is a frictionless experience. Uber's back-end processes allow a payment method to be pre-loaded and for the ride fare to be pre-agreed upon before the driver and rider ever meet. Just as in this instance payment takes place behind the scenes with the rider never even reaching for a wallet, the next step in B2B payments must be to replicate this next-level, streamlined customer experience across the payments landscape.



Payments often require multiple touchpoints and are far from frictionless. They may fail for any number of reasons, with treasury teams growing weary of waiting days—or occasionally more than a week—to learn whether their payment has successfully reached the intended beneficiary. Delays disrupt business operations for both buyers and suppliers, as critical relationships may be damaged by terms not being honored. Treasury must be prepared to incorporate the unconfirmed payments into their daily cash position until positive acknowledgement is received. Advances in payment technology and across platforms work to alleviate these issues and numerous others that practitioners have encountered making payments every day.

To address the requirements of a burgeoning worldwide digital ecosystem and to remain relevant, traditional processes must be evolved. The cognitive dissonance between what is available and what is implemented widens every day, and an ever-changing, more complex world demands a bold, forward-thinking approach. Instead of “wait and see,” treasurers must proactively “address and adapt.”



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Analysis of Primary Pain Points

Identifying Areas of Significant Strain

Challenges Abound

When examining today's financial environment, one cannot find a singular issue to blame for treasury's payments challenges. Instead, there are a variety of obstacles, from complex remittance advice to high payment volumes, that must be navigated.

According to Strategic Treasurer's market research, 32% of companies generate 100,000 or more payments per month, a huge number made more

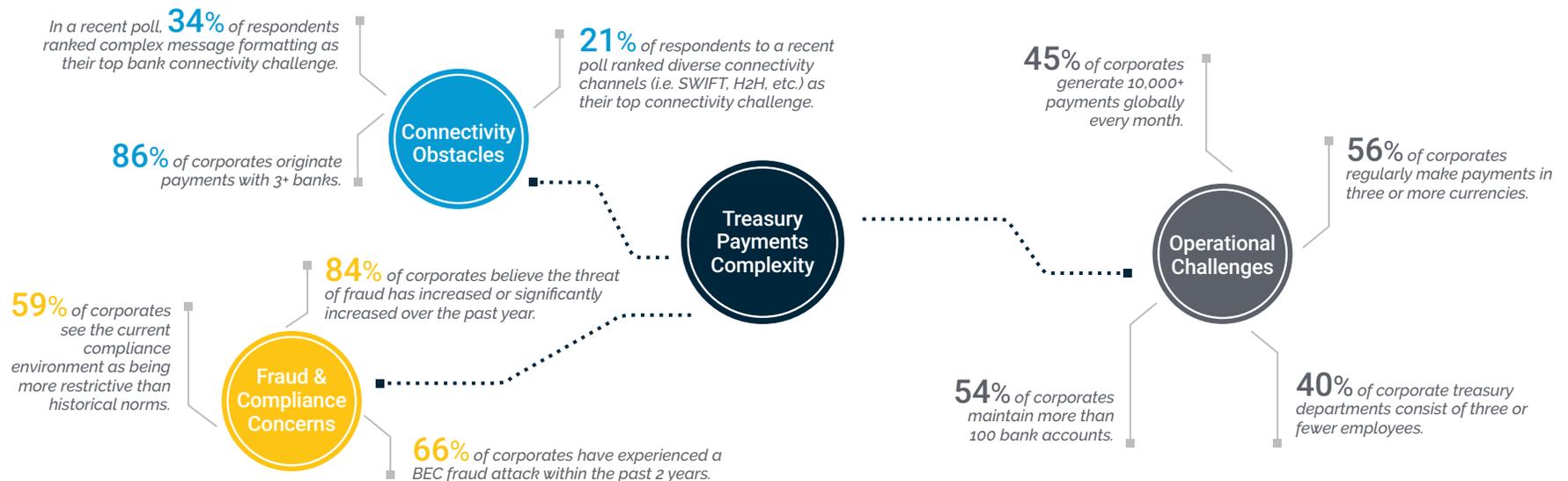
significant by the lack of a single channel or format to ensure efficient completion. Transactions are executed around the globe using many methods, currencies, portals and accounts, then further diversified across additional countries with unique regulations.

In 2018, a Strategic Treasurer survey found that 37% of firms operated in 11+ countries, 39% generated payments in 6+ currencies, and 34% used six or more banks. Additionally, more than 54% maintained 100+

bank accounts, and 15% managed more than 1,000 accounts.

Add in incompatible messaging, spotty connectivity, time-sucking back-office systems and manual processes, understaffed treasuries, heightened fraud concerns and an onslaught of compliance-related considerations, and it's easy to see why the payments sphere causes organizational pain.

Treasury Complexity: The Payments Landscape



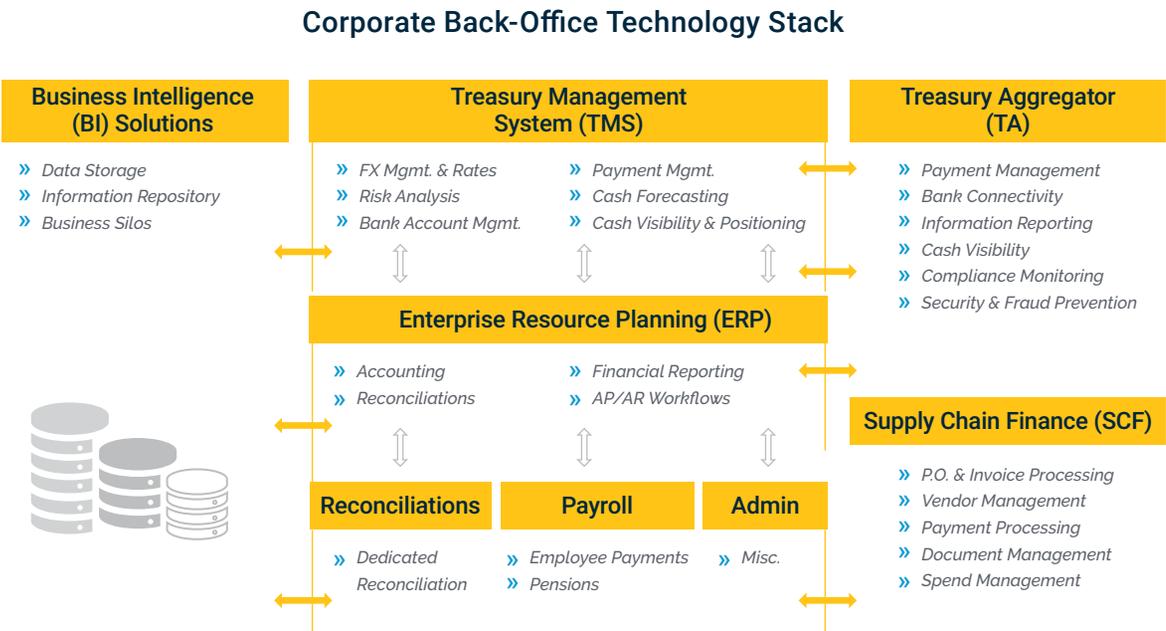
*Strategic Treasurer Market Research.

System Integration Frustration

Developing a technology stack that allows for the quick and easy flow of data is much easier said than done.

From a company's early beginnings, the use of multiple Excel spreadsheets for managing workflows and tracking financial information can create disparate processes. As organizations grow, siloed data hubs become a more common theme; new technology solutions are added, but never fully integrated with existing systems.

For those using enterprise resource planning (ERP) software or a treasury management system (TMS)—along with a business intelligence (BI) solution and potentially other programs for reconciliations, supply chain finance and compliance—keeping track of where information is stored and how it is disseminated can become overwhelming.



Considerations For Treasury

- Which system collects each type of data?
- Where and how is data ultimately stored?
- What systems need to be integrated?
- How often is data transmitted between systems?

Keeping track of where information is stored and how it is disseminated can become overwhelming.

01 Modern-Day Tech Stack	02 Disparate Data Sets	03 Rationalizing the Back-Office	04 Standard APIs Can Help
<p>While each back-office system may have its own set of workflows, many of these solutions operate using the same or similar sets of data, which makes integration and STP a very important feature.</p>	<p>Many organizations suffer from siloed information hubs in their back-office tech stack. This may be due to legacy systems not properly integrating with new solutions, or because improper implementations have resulted in disparate data sets being housed across each system.</p>	<p>Intentionally structuring a technology stack with clearly defined and integrated workflows allows treasury to automatically pull the information they require from the appropriate back-office system (i.e. ERP for sales data).</p>	<p>In recent years, the use of standardized APIs across the Fintech landscape is helping to streamline communication across systems. By using standardized APIs, vendors ensure that their systems can easily integrate with one another.</p>

Formatting Trends and Data Validation

MESSAGE FORMAT TRANSLATION & COMPATIBILITY

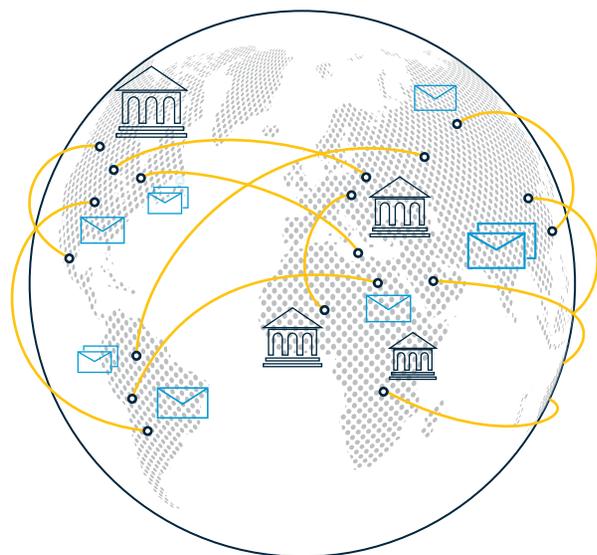
Complications can arise through the continued use of checks (e.g. in the U.S.) or other outdated payments practices, as well as from issues related to value limitations on low-value batch transfer systems, with the latter making high-value payments undeliverable. As these inefficiencies continue to beleague treasury, several payments networks and solutions providers are introducing new functionalities to simplify business-to-business (B2B) payments processes.

However, as these developments are occurring across dozens of countries and through multiple networks and systems, it can be difficult for treasury to stay abreast of every new release and update, much less understand the applicability of each initiative to their unique operations and payments needs.

For cross-border transactions, it may take three to four days to settle, a process that can be difficult to track the status of each payment as it is delivered or to obtain final verification of settlement.

This is especially true if funds must pass through multiple correspondent banks before reaching their destination.

In other circumstances, incomplete remittance or compliance details can result in costly delays as halted payments must be dealt with. Or, a more frightening example might involve the exploitation of a treasury employee's credentials by a criminal for initiating fraudulent wires/transfers, where losses can extend beyond dollar-value to include reputational damage/loss of employment.



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Looking for Visibility

52% of corporates see the opportunity for increased visibility as a significant value driver for payments. This is particularly an issue affecting cross-border transactions, where treasury may be forced to wait days to obtain verification of settlement. Cross-border payments networks are actively working to solve this issue.*

*Strategic Treasurer Market Research.

Low Daily Visibility

Only 36% of organizations had full daily visibility to all their bank accounts in 2018. Poor visibility opens the door for fraud and inefficient working capital management and forecasting.*

FORMATTING & NETWORK COMPLEXITIES

If you've ever dealt with treasury payments on a global scale, you've likely faced a few formatting headaches. To streamline your approach and keep the end-game in mind, it helps to evaluate your organization's current processes and future goals. Questions to ask:

- ▶ How many formats does your firm use now, and how many would you like to use in the future?
- ▶ Do these formats vary by region?
- ▶ Are there limitations around attachment or text size?
- ▶ How is format conversion handled?
- ▶ Is it a manual process or automated?

| Data Validation

To reduce the amount of improper payments, accurate identification and authentication are paramount. It's important for companies to feel confident in the seamlessness and viability of their transactions. Not only does file integrity strengthen a firm's efficiency, it also helps with onboarding, visibility, speed and cost.

| Transaction Limits

48% of organizations say transaction limits impact the value of faster payments options. High-value payments typically cannot be sent through domestic systems due to dollar-value limits on funds transfers.*

*Strategic Treasurer Market Research.

| Competing Payment Methods

74% of corporates plan to further their use of low-value electronic transfers over the next 12 months. Alternatively, recent data shows smaller planned increases for cards (38%) and wires (22%).*



Fraud Prevention and Sanctions Screening

Security is vital for solutions that generate and execute payments.

Across the modern B2B payments sphere—as in one’s personal life—safety is crucial for survival. To ensure this hierarchical need is met, treasuries must proactively address potential fraud concerns with urgency and vigor.

- ▶ **Sanctions Screening.** Criminals who are up to no good won’t let a little thing like account sanctions get in the way of an illegal windfall. Treasurers must be prepared for bad actors who try to bypass system flags, conceal their identity or mask various activities.
- ▶ **Fraud Prevention.** For those who feel the rule of law is merely a suggestion, crime—along with dogged persistence, clever techniques and evolving attack methods—DOES pay. To keep thieves in check, treasurers can implement conditions like full encryption measures and digital signing requirements, as well as inspect control totals that indicate numerical discrepancies and reduce situations in which people can alter existing files.
- ▶ **Complete Coverage.** The more exposure points an organization has, the greater the risk of a security breach. Cracks may exist within a company, others appear through a bank or third-party contact, and still more may show up while data and funds are in transit. It’s up to treasury to ensure each vulnerable position in the payments process is fully protected, along with all stakeholders.

It’s also worth noting that organizations should seek to protect all internal data accessed through an aggregator’s cloud by verifying authorized users and requiring VPN/SFTP connections. Additionally, independent entities should inspect and approve data storage on an annual basis.



Organizations Want Greater Security:

61% of corporates see fraud prevention and enhanced security components as major drivers that would impact their decision to implement new payments technology.*

*Strategic Treasurer Market Research.

RISK AVERSION & SLOW ADOPTION

As reality itself seems ever-more downloadable, the payments arena is no exception. The way we manage money and execute transactions has moved from physical channels, like cash and checks, to digital methods, like cards and online platforms.

Though it involves a dramatic, long-term lifestyle shift, the analog-to-data evolution has been widely accepted and adopted by most consumers, even those who fear change. This transition—while still gaining traction with reluctant holdouts—has been relatively seamless, given the depth and breadth of our relatively growing reliance on computers.

This seamlessness is not the case for businesses, however.

For companies, B2B, payments processes are considerably more complex. When businesses pay each other, the procedure is cumbersome, involving mountains of invoices, months-long waits, multiple banks, various platforms, endless phone calls, etc. And if these payments happen overseas, there is even more friction involved.

So, what do you get when you add complicated, state-of-the-art technology to an already-unwieldy treasury task? Risk-averse practitioners.

Human beings are wired to adapt, survive, improve themselves and their situations—hence the extensive technological advancements over the past 200 years. We strive to create solutions for problems, to build bridges where there were none and to make our lives easier in any possible way.

Tech advancement evokes a range of emotions in people from all walks of life. Some view tech as a great evil slowly diminishing humanity, others say it brings the world closer together to help solve challenges. Regardless of feelings, tech's impact on lives is undeniable. The industry is headed toward widespread API adoption, and eventually, anyone stuck with legacy connectivity to their major banks will be at a disadvantage. Individual treasury teams may be more concerned with optimizing how they get paid, versus how they pay others. Smaller companies might want to optimize receivables to ensure timely provision of capital, while larger firms have greater preference for payables initiatives.

RISK-AVERSE ADOPTION STRATEGIES



The adoption strategies of most treasury organizations are conservative—most see themselves as middle-of-the pack or late adopters of new technologies and initiatives, and they are hesitant to adopt brand new, unproven technologies products and services.

ADVOCATES OF “TRIED AND TRUSTED”



In addition to their conservative technology approaches, many firms are reluctant to give up their current processes, as highlighted through the fact that over one-third of treasuries still use Excel as their primary treasury system.

CORPORATES WILL SPEND ONCE IT'S SAFE



Despite being reluctant to adopt new initiatives at the onset, treasury has shown a willingness to invest in treasury and payments technology that provides clear benefits. For reference, 30% of corporates indicated an intent to invest significantly in treasury and payments technology during the 2018 calendar year.

FAVORABLE OUTLOOK ON FUTURE ADOPTION



Although they may have yet to adopt the technologies or services for themselves, most treasury practitioners view new payments initiatives in a positive light and are optimistic regarding their future use, which is a promising sign and points to increased adoption moving forward.

Connectivity

A variety of connectivity methods are available for delivering B2B payments.

- ▶ **Portal-based.** Making treasury payments through a bank portal has become commonplace over the past few decades. Bank portals often offer robust functionality, they are easy to access, and they don't require back-end connectivity to be put in place.

When working with a very limited number of banks, portal payments can be a good choice. They are, however, very open to challenges, as working within numerous bank portals presents concerns over both efficiency and exposure. From an exposure standpoint, if an unauthorized user(s) gains access to your portal, they may be able to monitor your activity or send fraudulent payments on your behalf.

From the perspective of efficiency, users must learn to navigate each bank's portal, become familiar with new graphical user interfaces (GUIs) that may be released by the banks and learn to scan activity daily in each portal for any potentially fraudulent activity.

- ▶ **File-based.** This payment delivery method begins to set payment activity on a more programmatic course. One system will be set to look for certain files at a programmed cadence, and then to forward them on for action. These connections allow for proper credentialing on a system level, more robust security and encryption of payment files in transit. The bank can determine, based on the successful encryption and decryption process, if the file has been modified in any way before receipt at the bank.
- ▶ **API-/Vendor-Managed.** An API- or vendor-managed connection allows for a more real-time confirmation process. Knowing that file totals are fine and that the file has been processed and received by the other bank makes a significant impact for treasury.



BANK CONNECTIVITY

- ▶ **Incomplete Payments Remittance.** Many organizations would like to see payment methods support more character in the reference fields. Many domestic systems are still operating off outdated messaging standards. Limited remittance details make it more difficult to discern the allocation and intent of the funds, which creates additional work for treasury.

Security, Controls & Compliance

Data Safety & Regulatory Adherence

Payments Security

RELEVANT METRICS

In 2019 treasurers ranked fraud concerns as the top driver for adopting new payments technologies or services. In subsequent surveys, compliance concerns and issues related to cost/error efficiency have routinely been listed as some of the most significant challenges confronted by treasurers in the payments realm. The following data-points provide more insight on each of these areas.

SECURITY & FRAUD



Overall Fraud Experience. 52% of organizations have experienced fraud activity in past 12 months.*



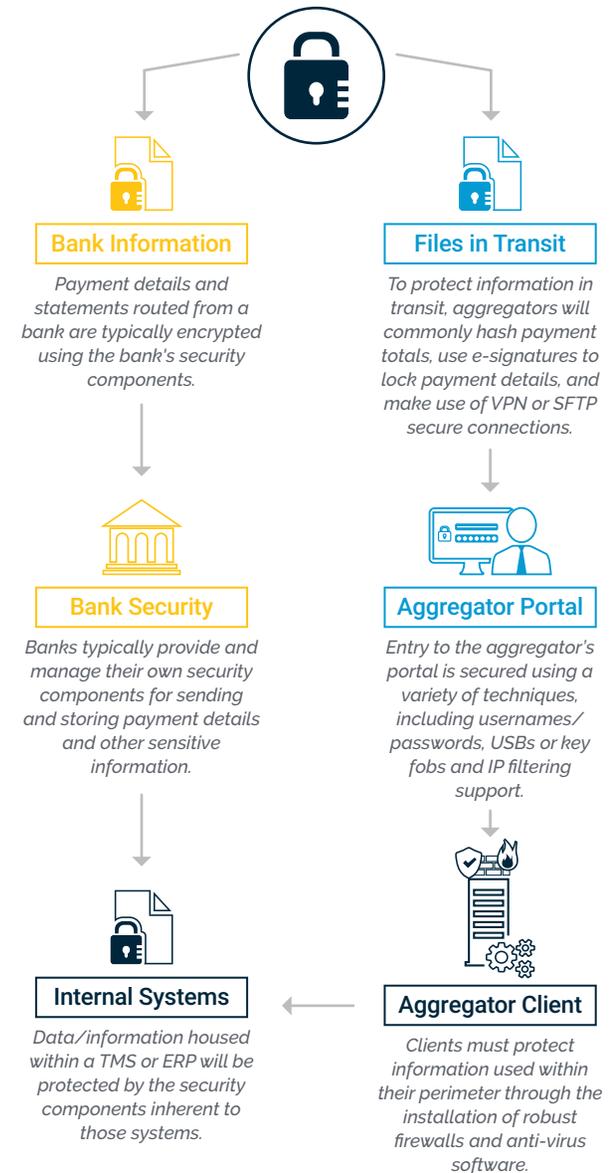
Fraud Influences Spend. 65% of organizations indicated that security concerns have a strong or very strong influence on their planned technology spend.* This could range from updating firewalls to a full-scale systems overhaul.



Rising Security Concerns. 60% of organizations have higher payments security concerns now than compared to prior years.*

*Strategic Treasurer Market Research.

Security & Fraud Concerns



Payments Controls

The central areas of significant strain should be analyzed before significant change occurs. At what points in the process do inefficiencies around these spots arise?

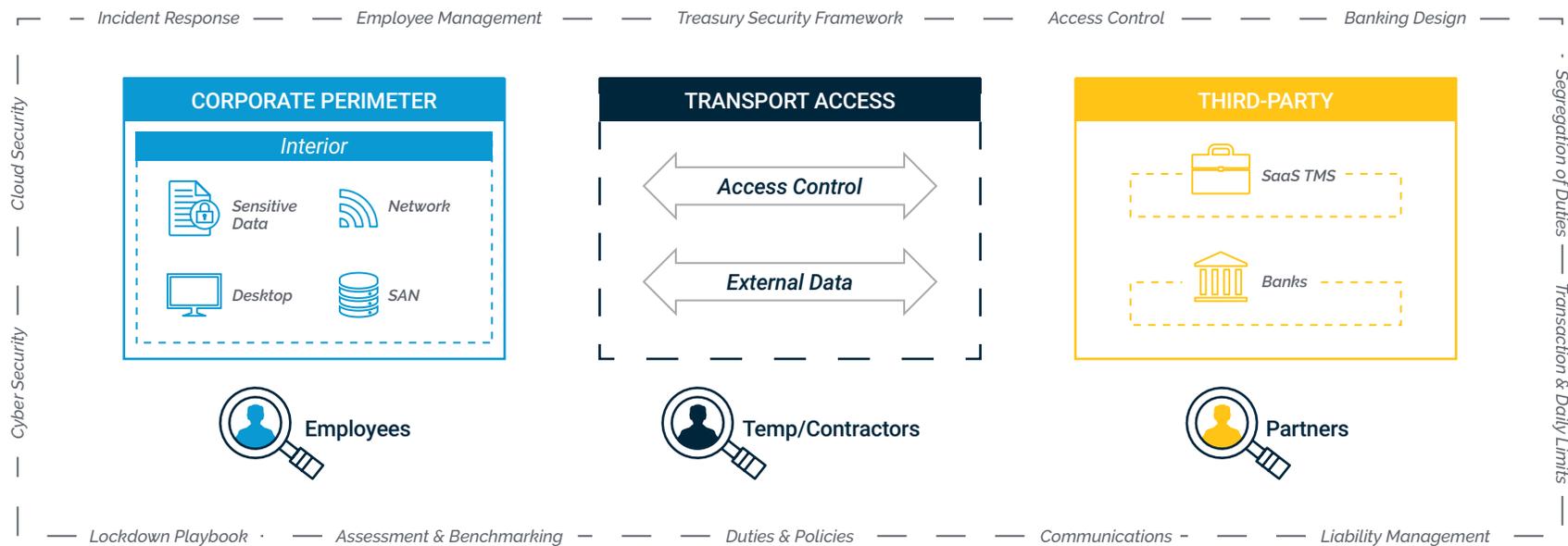
IN-HOUSE

Internally, each step along the payments path is a potential point of exposure, from sending files and accessing records, to rerouting transfers and copying information to another directory. Automated, end-to-end processing is the goal for many organizations seeking to process payments with precision and confidence.

EXTERNAL

From an outside perspective, the very nature of global payments processing can expose firms to mistakes, redundancies, lengthy confirmation delays, sanction management violations, reportable events, false positives and more. When an aggregator is used, however, work flows are faster and more streamlined, the potential for human error is mitigated and problems are identified before disaster can strike.

Locus of Controls



Payments Compliance

GLOBAL PAYMENTS COMPLIANCE

Managing KYC, OFAC & other payments compliance requirements serves as an added layer of assurance. While most (if not all) banks will screen payments as they pass through to ensure compliance with OFAC lists and other sanctions requirements and to verify message details, there are circumstances where a corporate can be held liable for a violation in this area. This is particularly true if the corporate does not have any established screening process in place. Cover this exposure by screening all incoming and outgoing payments and performing data validation checks to ensure messages are properly formatted.

COMPLIANCE OBSTACLES



Regulatory Concerns. 68% of organizations believed that current levels of regulatory oversight were higher or significantly higher than historical norms.*



KYC Headaches. 11% of organizations experience significant delays that impact the timing of their payments or onboarding of new clients/vendors because of bank KYC and documentation requirements.*



Ignore Sanctions Screening. 23% of organizations do not screen their payments for sanctioned parties.* Given the increasingly severe penalties for non-compliance, this is a risk.

*Strategic Treasurer Market Research.

Global payment challenges include the delay of settlement. For instance, it may take three to four days for a cross-border transaction to settle, and it can be difficult to track the status of each payment as it is delivered or obtain final verification of settlement. This is especially true if funds must pass through multiple correspondent banks before reaching their destination.



The task of overseeing payments activity is a heavy burden that, if handled improperly, can lead to misplaced working capital, reduced cash visibility and exposures related to compliance violations and fraud attacks.

Beyond the Challenges

Payments Processes Going Forward

There are a number of moving parts in the payments world that present a corporate payments professional with the opportunity to improve their positioning if they take several careful steps. These steps include:

- ▶ **Stay Informed.** While some of these new payment initiatives are already seeing major market traction, others are still in early development stages and have yet to make any significant impact. Payments initiatives around the world, however, are progressing rapidly, with major milestones announced on a monthly/quarterly basis. Due to these intense growth spurts, it's more important than ever for treasury to monitor developments as they occur and understand how major changes in the payments technology landscape will impact them.
- ▶ **Communicate Openly.** All stakeholders can contribute valuable information from a specific point of view regarding pain points to help clarify the overall payments picture. Open dialog also helps treasurers avoid redundancy in addressing various concerns.
- ▶ **Spend Intentionally.** Invest your money, time and effort thoughtfully. Chances are, your peers are investing in specific systems for a reason, and you don't want to be left behind. But also bear in mind there is no "one-size-fits-all" solution to immediately solve every problem. Organizations must consider "future-proofing" their tech stack and recognize that shifting technologies will impact their architecture. Invest in technology that not only solves your current challenges, but also propels you into the future.
- ▶ **Seek Innovation: Enhanced Tech Deserves a Second Look.** There is no one new technology or initiative that will suddenly alleviate all of treasury's payments concerns. There are, however, countless innovations occurring along the payments front that continually work to simplify treasury's task of managing payments by providing optimal efficiency, security and controls.

In addition to taking the recommended steps, treasury and payments professionals will want to consider several new technologies that have the possibility of significantly altering the efficiency and security of payments. Firms are already using or piloting programs that leverage this technology. Since they have moved into the realm or real-world impact they merit consideration from all firms that have significant payment volume, complexity or responsibility.



It is treasury's job to identify challenges that exist in payments operations and implement effective solutions. This means a big part of our responsibilities is staying current on new payments developments, technology trends and emerging initiatives.

Payment Hub/Treasury Aggregator. The implementation of a payments hub or aggregator can provide treasury with simplified visibility and access to company-wide activity. Routing payments through a central platform allows treasury to manage activity through a single interface, resulting in greater visibility, exception management and overall efficiency.

This system can also help eliminate many of the manual processes that bog down organizational operations. Functions like message format transformation, data validation, payments generation/execution and more can be performed automatically, with a report delivered to the appropriate end-system for further analysis and upkeep.

Faster/Better Payments. While some new technologies and services have been introduced through user-specific offerings like TMS or ERP, others are being incorporated into various domestic and global payments systems, networks and clearinghouses. Examples include same-day ACH and real-time payments in North America, Faster Payments in the UK and SWIFT gpi for global cross-border transactions. There are dozens of initiatives beyond these examples, though, and collectively, they're reshaping the B2B payments landscape.

Artificial Intelligence. In another example, artificial intelligence (AI)—a disruptive analytical technology—is one sophisticated, cutting-edge solution being introduced to help identify and prevent the rising incidence of fraud worldwide.

APIs & Blockchain. In most circumstances, the primary intent of these initiatives is to provide same-day payment settlement services. Happily, the application of APIs, blockchain and other new technologies to the process is resulting in an even wider range of benefits that includes lower costs, greater security and a higher level of transparency into underlying transaction details.

FINAL THOUGHTS ON THE WAY FORWARD

Although checks and ACH payments are still the most common B2B payment types, you can see there are many reasons to consider exploring new tech's friction-alleviating potential. Amid mounting pressure to cut costs, maintain data security and streamline cashflows, savvy companies and thought leaders are choosing to explore all available options. While some organizations are satisfied with the status quo, B2B payments may very well be nearing a tipping point.

Craving more treasury insights?

Talk to GTreasury.

Need more information on how GTreasury helps with payments?

Learn more.

For general information, email us at: Marketing@GTreasury.com

Success Stories

Corporate Case Studies

Adoption of Standard APIs

THE CLIENT.

- ▶ An international financial services firm with \$211 billion in client assets that provides financial management services to its clients across the United States, Europe and Asia.
- ▶ 3,500 employees across 100 locations globally.

THE CHALLENGE. Need for the client's TMS system to process data, as is, from the bank and parse it out to identify their clients account number in addition to the strings of digits that come through a BAI file.

THE SOLUTION. Standard APIs enabled the TMS system to communicate with the clients front and back office systems. The back office system communicated with the TMS in an event the number sent was compatible. In case of an incompatible match, a similar message was sent back to the TMS, which in turn pushed the payments into an exception queue. The treasury team was then able to examine those payments to determine what was missing.

KEY RESULTS

- ▶ Increase payment volume without adding headcount
- ▶ Automation of the G/L posting process
- ▶ Alexander Hamilton Treasury & Risk Award Recipient

Secure Connectivity Solutions

THE CLIENT.

- ▶ A global provider of products, services and solutions to industrial and commercial users of electronic components and enterprise computing solutions. 2018 annual revenues were nearly \$30 billion.
- ▶ 18,500 employees with operations in 460+ locations across 85 countries, with over 100,000 customers.

THE CHALLENGE. Need to secure the clients payments operations. As part of a global implementation, treasury centralized operations across Europe. There were three main objectives: bank rationalization, adding visibility and controls to payment processing, and automating file transmission.

THE SOLUTION. The client collaborated with GTreasury to develop a solution that created connectivity between their largest enterprise resource planning (ERP) systems and GTreasury. With this, AP files that underwent rigorous controls managed by AP were automatically sent through an encrypted file to GTreasury to be forwarded on to the bank.

KEY RESULTS

- ▶ 24/7 delivery of payment files
- ▶ Effective bank rationalization
- ▶ Alignment of global payment controls and account visibility

About the Firms

GTreasury

GTreasury is a leading innovator of integrated SaaS treasury and risk management solutions for the digital treasurer. Developed using the latest technology, GTreasury helps empower organizations on their path to strategic treasury by enabling total visibility into their cash, liquidity, payments, and financial risk management. With enterprise clients spanning North America, EMEA and APAC, GTreasury is headquartered in Chicago with offices in London, Manila, and Sydney, Australia.

GTreasury's integrated TMS not only keeps pace with today's rapidly evolving enterprises, it surfaces the critical relationships between cash management and risk management. In this way, your treasury information becomes an invaluable driver of strategic business decisions.



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Strategic Treasurer

Strategic Treasurer provides consulting, research, and professional services for treasury management, security, technology, and compliance. Since 2004, corporate clients, banks, and fintech providers throughout the world have relied on their advisory services which are backed by a deep awareness of current practices, plans, and perceptions through their annual surveys and decades of treasury experience.

The mission of Strategic Treasurer is to elevate and enhance the practice of treasury by advising individual clients and informing the industry at large. Headquartered in Atlanta with consultants also based out of Cleveland and Washington DC, Strategic Treasurer guides treasury and finance professionals through real-world, mission-critical issues that organizations face today.



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