

Anticipate Change and Stay Relevant

As treasury function has evolved tremendously over the years, it is significant to ensure that operating models, approaches, tools and techniques of current treasury structure remains effective and relevant. At Deloitte, we have the experience and treasury advisory expertise to evaluate the current practices, identify target plan and formulate roadmap implementation for continuous success in your Treasury organization. The following are the standard areas for treasury diagnosis:



Treasury organization:

- The strategic role of treasury; practical segregation of duties; industry practice benchmarking of treasury functions



Funding and liquidity:

- Cash and liquidity management; contingency planning



Treasury operations:

- Performance measurement; mandates and controls; risk monitoring; settlements and confirmations; controls and reconciliations



Treasury management system:

- Assessment, evaluation, selection and implementation



Governance & controls:

- Board and senior management oversight and reporting; policy and control framework - testing of the design and implementation as well as operating effectiveness



Risk management

- Risk appetite; economic analysis; risk measurement across all risk types



Financial modeling:

- Forecasting models; hedging models; financial instrument valuations; risk exposure measurement



Hedging and hedge accounting:

- Hedge strategy and policy; hedge accounting implementation and review; hedge effectiveness testing

Our Approach

Assess

Research and design

Recommend

Plan

10 – 12 weeks

1

2

3

4

5

6

7

8

Understand strategic imperative and current pain points

Assess current performance and capabilities

Define target Treasury capabilities and performance levels

Analyse on the difference between current state and desired future state

Draft business case document and identify benefits of future TMS

Provide recommendation on the gap based on good market practices

Prepare roadmap for implementation

Facilitate workshops for Treasury future operations with BUs

Deloitte Global Treasury Advisory Team



Francois-Dominique Doll

Francois is a Partner in Deloitte SEA with over 15 years of experience focusing on Treasury Technology (Kondor+, FIS Integrity, Quantum and Kyriba), cash management and back office operations.



Carol Mah

Carol is a Senior Manager in Deloitte SEA with over 20 years of diverse experience in public accounting, internal audit and treasury. Former Head of Treasury in MNC. She leads advisory for treasury transformation projects.



Corinne Hooi

Corinne is a Manager with over 9 years of experience across both corporate treasury and treasury advisory fields. She specialized in cash management, FX management and change management for system implementation.

How does this work in practice?

Deloitte's methodology is an accelerator to articulate requirements for a fit-to-purpose vision and strategy for Treasury function. The methodology identifies changes required to develop the necessary capabilities. It is characterised by the following:

- A structured method for assessing current performance and future ambitions
- It is flexible and adaptable to meet the needs and ambitions of Treasury function
- Engages stakeholders in the organisation
- Provides the base for an objective evaluation and recommendation

What are the outcomes from the project?

A set of initiatives sequenced into a roadmap that provides an actionable approach:

- Process: higher automation and straight-through processing ("STP") to improve efficiency
- Data: one single source of data truth
- Information: self-service reporting, "On the Go, In the Know"
- Analytics: scenario analysis