



## CONDENSED AGENDA: 4-DAY RESIDENTIAL COURSE ON PAYMENTS AND CASH MANAGEMENT

### Basic Operational Banking

- bank's balance sheet and P&L; key ratios
- role of Transaction Banking Services
- account services and statements
- payment and collection operations
- payments clearing systems

### Who is the corporate customer?

- key definitions (Working Capital, Cash management, Liquidity Management)
- corporate legal, tax and management organisation
- corporate finance function organisation
- corporate supply chain and need for banking services
- Purchase-to-Pay/Order-to-Cash

### Treasury Functions and Treasury Centres

- FX, Borrowing, Depositing, Investment
- interaction with subsidiaries and banks
- Multilateral Netting
- Treasury Centre locations and benefits

### Shared Service centres

- functions and benefits
- locations and interaction with subsidiaries
- use of ERP and resultant banking needs

### Electronic banking

- national approach
- network bank services
- multibank approaches
- SWIFT Corporate Access

### Major infrastructure/market structure changes

- ISO20022 and related initiatives
- SEPA and PSD

### Options for structuring international payments and cash management offerings

- own network/partnerships/SWIFT

### Capabilities and propositions of major payers now

- network banks (Deutsche, BofA, Citi, ING..)
- banks using Banking Clubs
- banks using Bilateral MT101 agreements and Liquidity Engines
- Bank Mendes Gans

### Account Balance Management and Pooling

- national and cross-border techniques
- what drives the pricing of Pooling?
- 'ROC', RAROC, Basel I, Basel II
- tax and legal issues
- techniques to minimise their impact