

## Benchmarking your treasury for performance improvement

# Corporatetreasury solutions



Are your treasury operations in line with best practice or leading edge?

Is your treasury as effective as your competitors and peers, and which areas should you be concentrating on?

How much value does your treasury add and where?

How does the efficiency and cost of your treasury processes compare with industry standards?

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Information is critical to every successful organisation, particularly when it provides insight into your performance relative to that of your peer group and other corporates.

A consistent theme or objective within the mission statements of many leading corporates, for all their financial and business units, is continuous improvement via external benchmarking.

Today's treasury function is in a dynamic state of change. Change drivers such as, globalisation of markets, new regulations (e.g. IAS 39 and Sarbanes-Oxley), a focus on adding value and opportunities from new technology, combined with new development in banking services and systems, are requiring treasurers to continually reassess the way they manage their operations.

Treasurers are now, more than ever before, under pressure to prove the value add of the treasury function to the business and demonstrate the efficiency and effectiveness of their operations. To help get it right, businesses need to compare their treasury processes periodically with those

adopted by other, similar organisations. To date, the lack of comprehensive, comparative data has made treasury benchmarking difficult; we have now changed this.

PricewaterhouseCoopers Corporate Treasury Solutions Group offers two different types of treasury benchmarking services to the corporate market.

### **Tailored treasury benchmarking review**

Our extensive range of both international and Benelux clients has enabled us to develop a comprehensive tool containing "best practice" standards across all areas of Treasury operations.

We also have extensive knowledge of treasury system vendors, bank service providers, outsourced treasury systems and business suppliers and are at the forefront of thinking on treasury process change including the use of outsourced or in-sourced (SSC) treasury providers.

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As a result, we can draw upon extensive knowledge of the market place to add to the direct experience held by our team members to benchmark your current treasury practices against other companies with similar geographical spread, risks and treasury approaches in order to identify any opportunities for improvement.

We use a simple but proven approach and methodology.

We work with you to collect all the necessary information about your current treasury operations, including:

- Assisting you to collect relevant treasury risk and exposure data
- Reviewing key policy documents, guidelines and reports
- Interviewing key treasury and finance staff to understand current practices
- Interviewing key stakeholders (including the CFO, head's of the businesses, other key finance functions and external advisors) to obtain their view of treasury's practices and performance.

We then draw on our relevant process, systems, reporting, accounting and control specialists to define the key issues and then advise you on current market practices and areas where your performance could be improved in line with your corporate objectives.

We will then apply our extensive project management skills to identify and prioritise the initiatives required to address these performance improvements.

The output from this review is a customised benchmark report identifying key issues, how your treasury compares to best practice standards, opportunities for improvement and implementation plan.

## Treasury module of the GBP (Global Best Practices)

PricewaterhouseCoopers has as part of its existing Global Best Practices Programme (the GBP), a specific treasury module covering all the key treasury process areas.

In addition to a database of best practices in each of these process areas the module also has a powerful treasury benchmarking service to help the user to assess their current operations and plan developments.

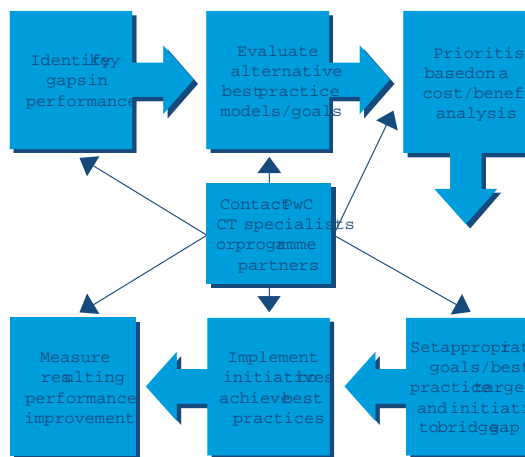
The service allows participating organisations to share data and knowledge of the best practice standards applied by other organisations with a view to improving performance and driving shareholder value.

The treasury benchmarking module can either be accessed as part of the full GBP service or on a stand-alone basis. An intuitive, CD ROM-based questionnaire enhances the benchmarking process by providing an efficient and effective method for collection and submission.

The key benefits of the service are:

- Enables benchmarking across a range of industries on a global basis
- Provides a detailed set of performance metrics for each key treasury process
- Generates internal company and external peer group comparisons
- Provides access to best practices
- Protects confidentiality of company-specific data

By adopting the treasury benchmarking service you will receive a diagnostic report of the key performance metrics and business drivers for each process, indicating your performance relative to other participants.



The PwC Corporate Treasury Solutions Group provides the tools, advice and infrastructure to assist you throughout the above process, whatever your individual requirements:

- Executive summary highlights key areas for improvement
- Detailed reports categorised by process, business drivers, performance measures and systems profile aids identification and tracking
- Access to alternative best practice models/solutions specifically appropriate for your organisation and thought leadership from PwC corporate treasury specialists
- Facilitation of focus groups and knowledge sharing with peers and/or subsidiaries
- General consulting services and advice

## Our experience

In Europe, the Corporate Treasury Solutions Group comprises over 150 professionals, with a broad range of complementary treasury, banking technology, taxation, accounting and program management skills. Our team has worked with many of the worlds leading corporations to support change in treasury practices and has an enviable track record of successful solutions-based project work.

Over the years, our team has established an extensive knowledge base of the treasury standards of the leading corporations and by combining this knowledge with the multidisciplinary skills of the teams we provide a creative and practical solutions to meet the requirements of our clients.

## Contact details

To discuss the treasury benchmarking products and how they might benefit your organisation, please call:

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