

CASH MANAGEMENT

Cash management is fundamental to most treasury operations and continues to evolve rapidly, and in many different directions. The focus has shifted significantly, from the original challenge of managing inter-company flows, to the current focus on technology and commercial cash flows – especially those denominated in euro. In many ways, a cash management solution resembles a jigsaw, and this Spotlight focuses on some of the more significant pieces of that jigsaw, mainly technology, constraints, design and implementation.

Firstly, the technology. The consensus within the industry remains that technology is a major driver of change in cash management; this is reflected in lead articles from **David Bright** and **Nick Bamfield** of BP and **David Blair** of Nokia. From perspectives which reflect their companies' diverse needs, they explain clearly the principles on which their solutions are based – which can be applied equally well by much smaller treasuries – such as 'virtual team' building and project management and the concept of the 'cash free' operating company.

The aspirations of the corporate buyer must be balanced (and often constrained) by the capabilities of its banks. **John Nicholas** of HSBC explains some of the pressures acting on banks of all sizes as they seek to provide products and services that are both marketable and profitable for the supplier.

Specifically for the smaller company, **Aengus Murphy** and **Pat Leavy** of FTI outline an approach to developing an effective multibank solution. This is supplemented by short, descriptive pieces from **Bob Lyddon** of IBOS and **Julius Pietkowitz** of SWIFT who explain these two associations' capabilities and value to the corporate treasurer.

In order to obtain a broad cross section of opinion, **Sheelagh Killen** has looked at organisations which have recently implemented new structures, reinforcing the persistent themes of planning, resourcing, project management and change management.

Two articles from banks round out the picture. They look at actual delivery and best practice in two areas that often, perhaps, receive less attention than they deserve. **Jenette Stiles** of JPMorgan covers implementation, while **Nadine Lagarmitte** explains the Bank of America approach to customer service.

Finally, no article on cash management would be complete without comment on cash concentration. **Brian Welch**



presents an interim summary of the work of the ACT's Euro Cash Management Working Group, which will be updated at the UK Treasurers' Conference at the end of April and in September's edition of *The Treasurer*.

In summary, this Spotlight contains views and expertise from some of the most experienced professionals in this field. They are presenting not theory, but their actual practice; they, and I, hope that your organisations will be able to profit from their experience.

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