



Treasury 2000

Everyone around me seems to be intent on fulfilling their New Year's resolutions. The basement gymnasium of my current client (normally a sanctuary of peace and solitude) is suddenly heaving with people determined to shed those extra inches; every advertisement on the tube seems to show another miracle way to give up smoking, and some of my colleagues have even signed up for additional examinations. Perhaps we can extend this spirit of improvement and look again at the building blocks of our profession: the underlying structure of the treasury function?

Corporate treasurers have busy lives. It is easy to spend all your time and effort on transactions and other pressing treasury work. There is never an opportunity to take a step back and ask yourself whether the structure of the department is correct, whether the team has the right skills, or whether the treasury department is even based in the best location?

Despite the globalisation of business, the location of a treasury department is still an important topic. **Debbie Anthony** of Arthur Andersen provides us with an extremely useful review of the situation with tax-efficient treasury locations and the tax and regulatory issues surrounding these.

Ian Magness of Esox Search draws on his wealth of experience in recruitment to provide an insight into trends in treasury organisation structure, and considers the tricky question of what makes the 'right' treasury team. Many people have

no doubt made resolutions for 2000 regarding their own career development and I am sure they will read Ian's article closely!

I am particularly pleased to include a case study from **Marie Jewitt** and **John Mowbray** of Diageo. Together they have written a fascinating summary of their work to enhance shareholder value by initiating a process of pan-European cash management.

Michael Turner-Samuels of PMC considers the issue of the profit centre treasury and how the treasurer can add value, even without going whole-heartedly for the profit-driven approach. **Richard Raeburn** of KPMG reviews the control issues surrounding treasury and the future implications of e-business.

A method of arranging treasury responsibilities that has been the subject of considerable discussion is the shared service centre. **Richard Jaggard** of Bank of America addresses the advantages and disadvantages of this solution – and dispels some of the mythology along the way!

Lastly, I have drawn on my own consulting experience from various major corporations to address some of the issues involved in setting up a new treasury department from scratch.

I hope that you will find this Spotlight thought-provoking, and perhaps take away some ideas that you can use in your own work. ■

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