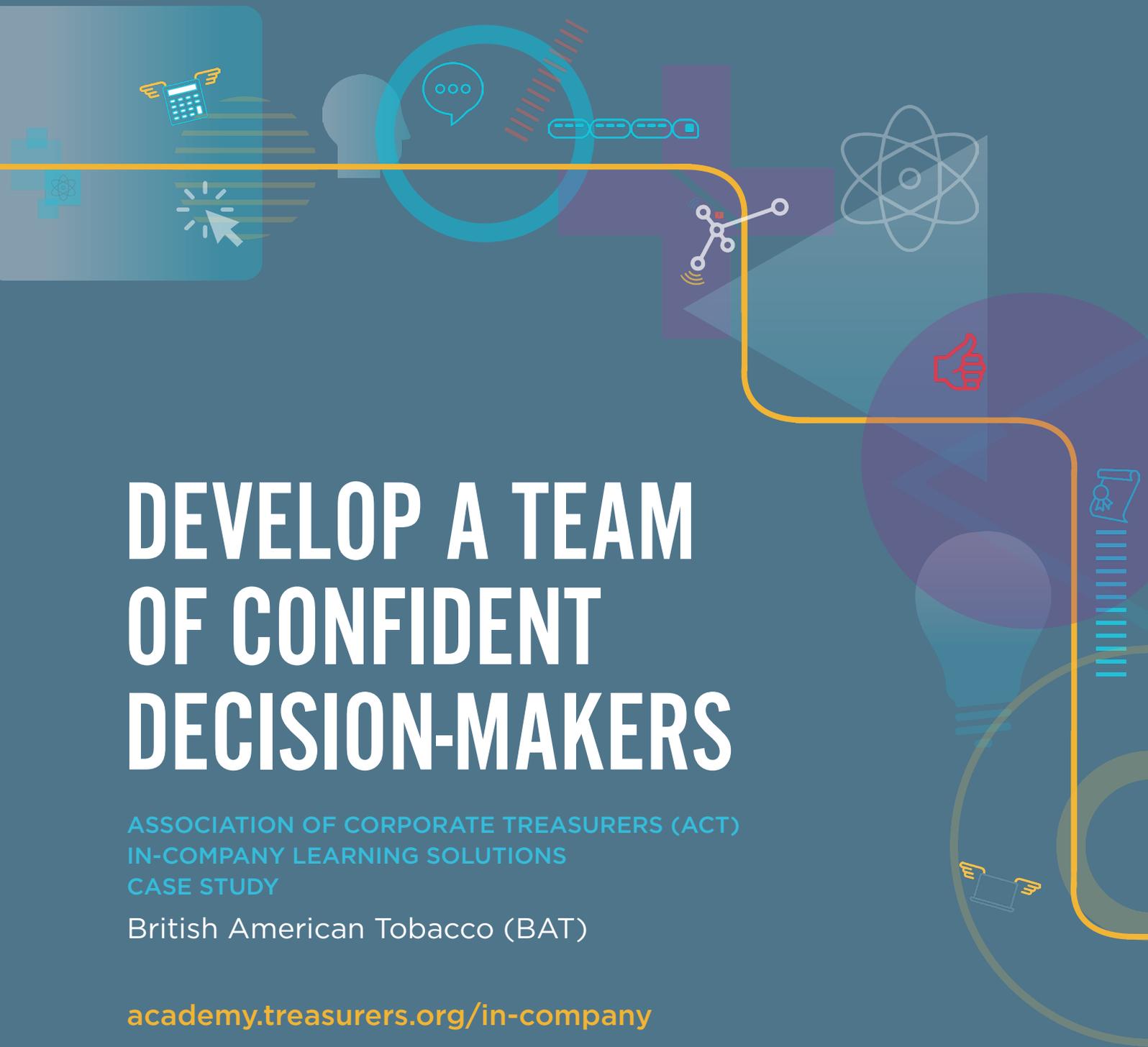




LEARNING
ACADEMY

A complex graphic design on a dark blue background. It features a prominent yellow line that starts horizontally on the left, curves downwards and then upwards on the right. Various icons are scattered throughout: a calculator, a lightbulb, a speech bubble, a network diagram, a thumbs up, a laptop, and a document. There are also abstract shapes in shades of blue and purple.

DEVELOP A TEAM OF CONFIDENT DECISION-MAKERS

ASSOCIATION OF CORPORATE TREASURERS (ACT)
IN-COMPANY LEARNING SOLUTIONS
CASE STUDY

British American Tobacco (BAT)

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“THE UNDERSTANDING OF WHY TASKS WERE BEING UNDERTAKEN HAS IMPROVED THE TEAM’S DECISION-MAKING.”

Neil Wadey FCT, Group Head of Treasury, British American Tobacco

British American Tobacco (BAT) has a high performing, award winning treasury team. As an organisation, BAT believes in investing in the continual learning and development of the team to develop capability and improve organisational effectiveness.

Over the last two years, that approach has extended to BAT’s Global Business Services (GBS) in Bucharest, Romania, which provides a function that undertakes several different treasury processes including liquidity and FX planning, cash management and payment processing, back office confirmation and accounting and control.

Neil Wadey FCT, Group Head of Treasury at BAT was keen for the team to have context for the tasks that were being undertaken. As Neil put it, ‘we have a comprehensive internal training programme for tasks undertaken at the GBS, but we felt that it was important for the team to understand why these tasks were being completed.’

As an ACT CPD Accredited Employer, BAT chose to work closely with the Association of Corporate Treasurers (ACT) to deliver an effective solution to support their organisational goal. After an evaluation of the opportunities available, the Certificate in Treasury Fundamentals (CertTF) was chosen. This qualification provides an outline of the concepts of treasury and how it relates to wider finance function.

Neil explained, ‘The understanding of why tasks were being undertaken has improved the team’s decision-making processes and the CertTF was ideal in providing that context in that it introduces all facets of treasury and also how treasury fits within an organisation. In addition, the delivery of the course on-line, including the assessment, allows several members of the team to take the qualification at the same time.’

Seven of the BAT GBS team have already been successful in completing the Certificate with several more taking the exam in October. The opportunity to undertake the CertTF has had a number of additional benefits, ‘it has helped with recruitment of people into the team, the opportunity for ongoing learning and development is a strong draw for people to join the team.’ Neil added, ‘it also allows us to identify potential talent with CertTF and also provides a springboard to go onto further ACT qualifications.’

BAT’s approach resonates with some of the findings of earlier ACT research into Global Business Services, that a comprehensive learning and development programme has a positive effect on the recruitment and retention of treasury teams within GBSs.



If you’d like more information about the ACT’s GBS research, how we can provide learning and development support for your Global Business Services function or how to become an ACT CPD Accredited Employer, get in touch with us at:

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