

# Next Generation Needs for Cash Management



June 2015



All Respondents



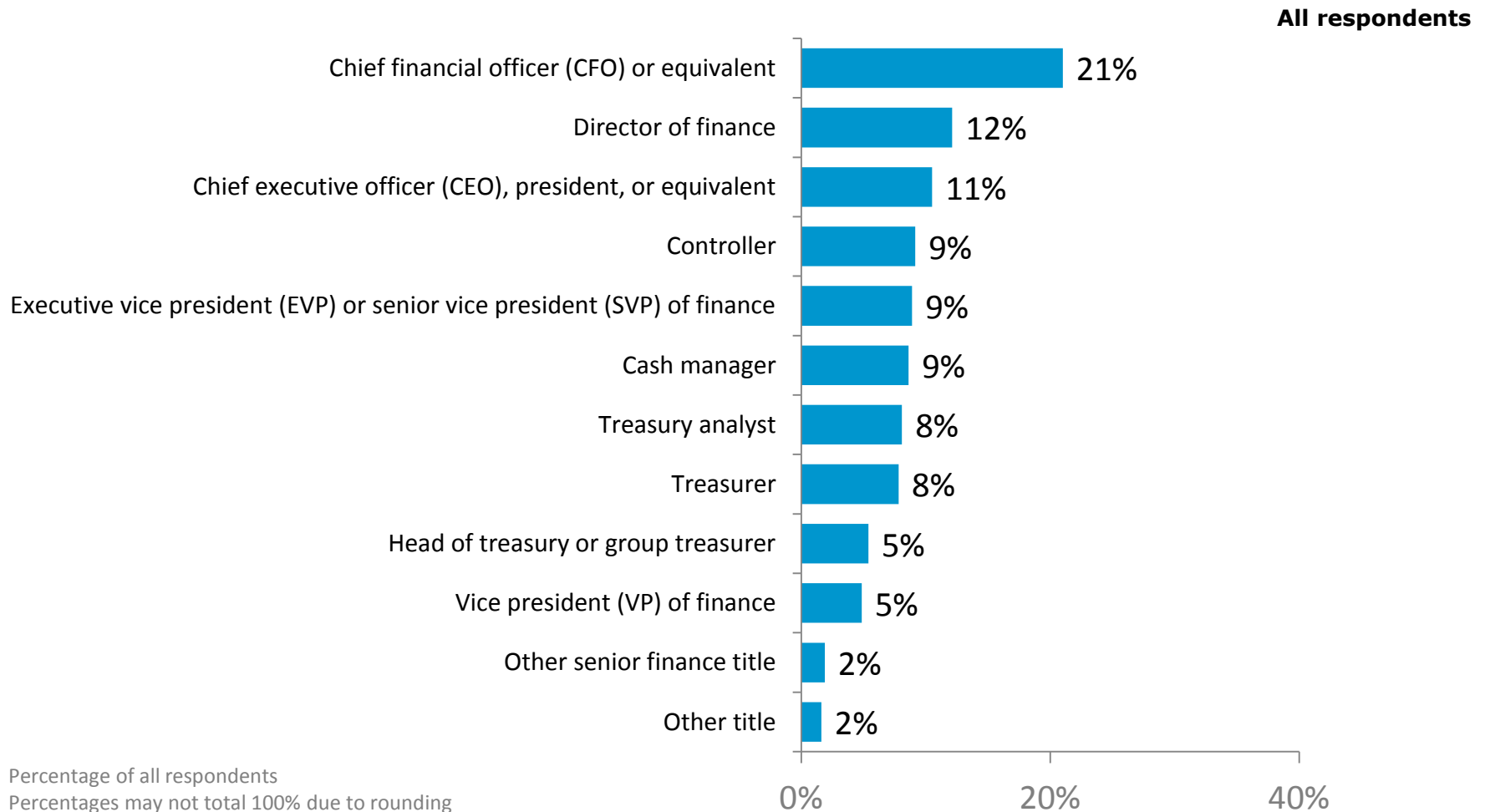
# Contents

This presentation contains survey responses from 371 senior finance executives around the world who are employed at companies with annual revenue of US\$250 million or more.

The survey was conducted in June 2015.

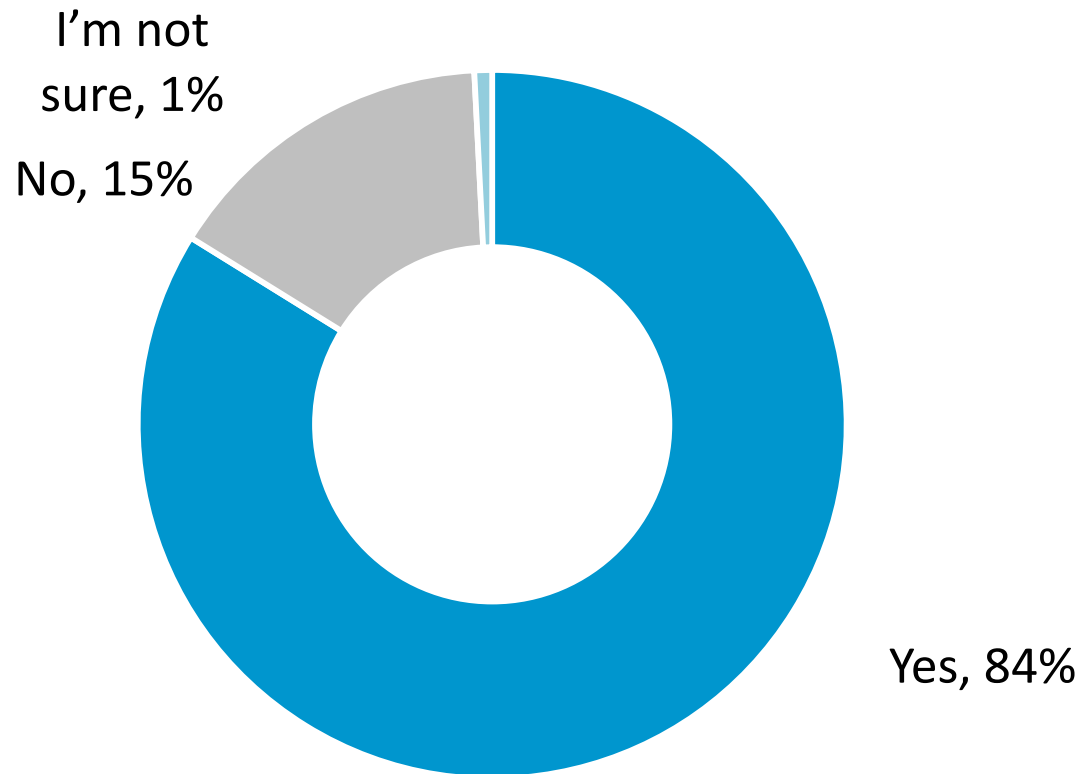
Please direct comments and questions on this presentation to [cforesearchservices@cfo.com](mailto:cforesearchservices@cfo.com).

# A. Which title fits you best?



## B. Do treasury-related matters currently fall within your area of primary responsibility?

All respondents

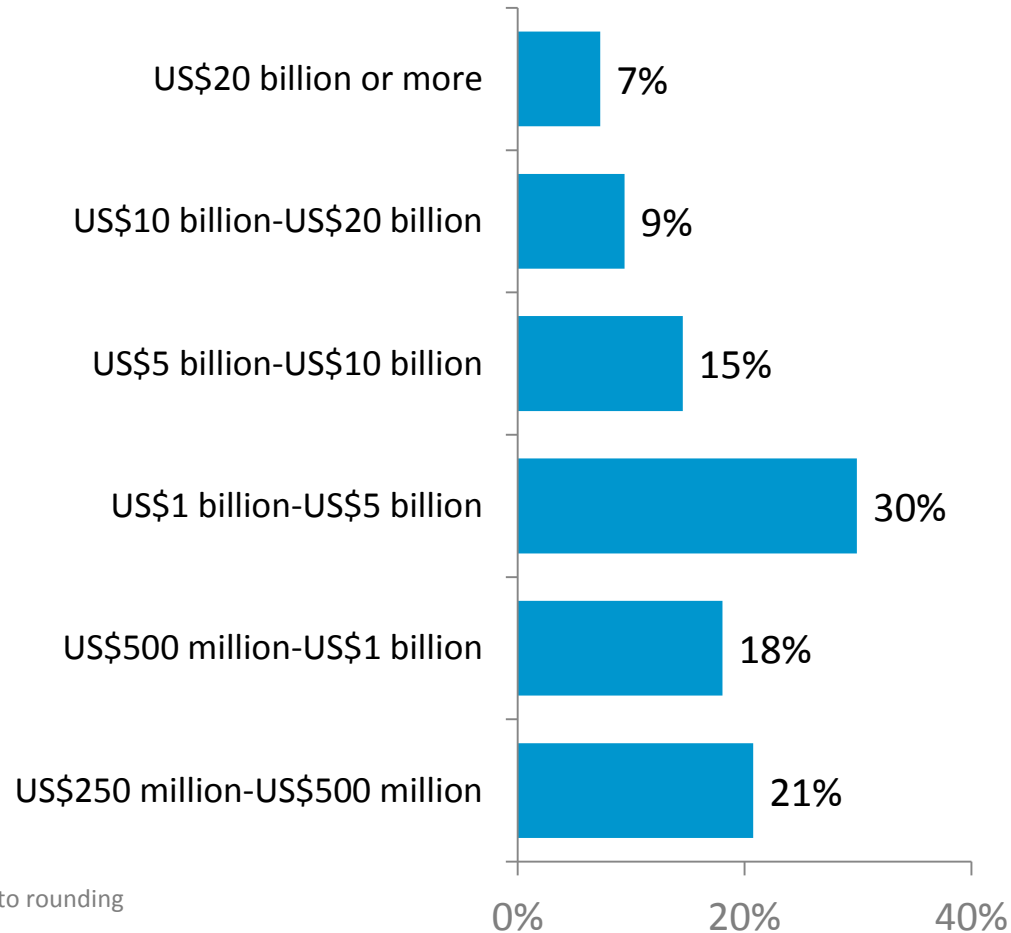


Percentage of all respondents  
Percentages may not total 100% due to rounding

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## C. What were your company's revenues (in U.S. dollars) in its most recent fiscal year?

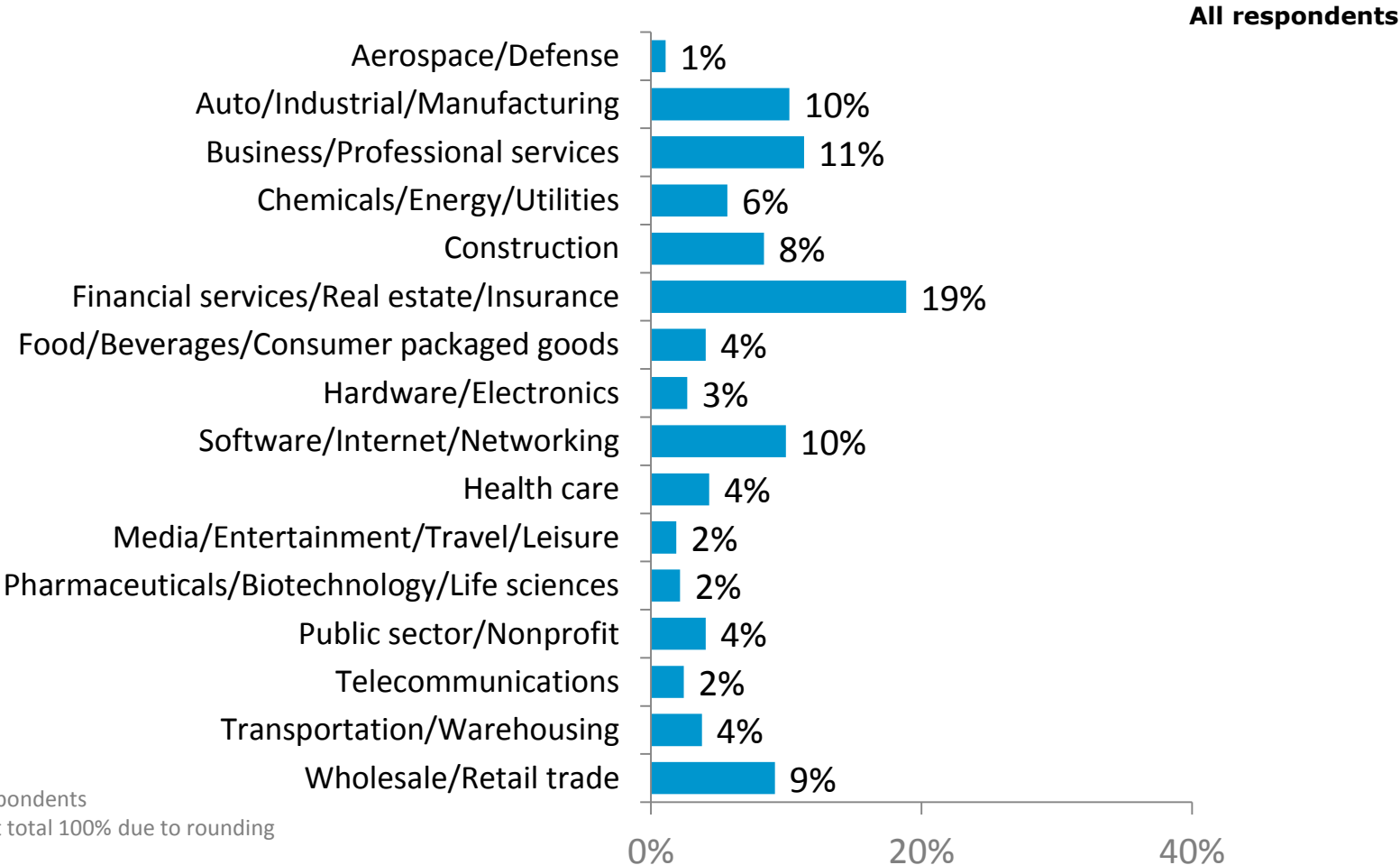
All respondents



Percentage of all respondents  
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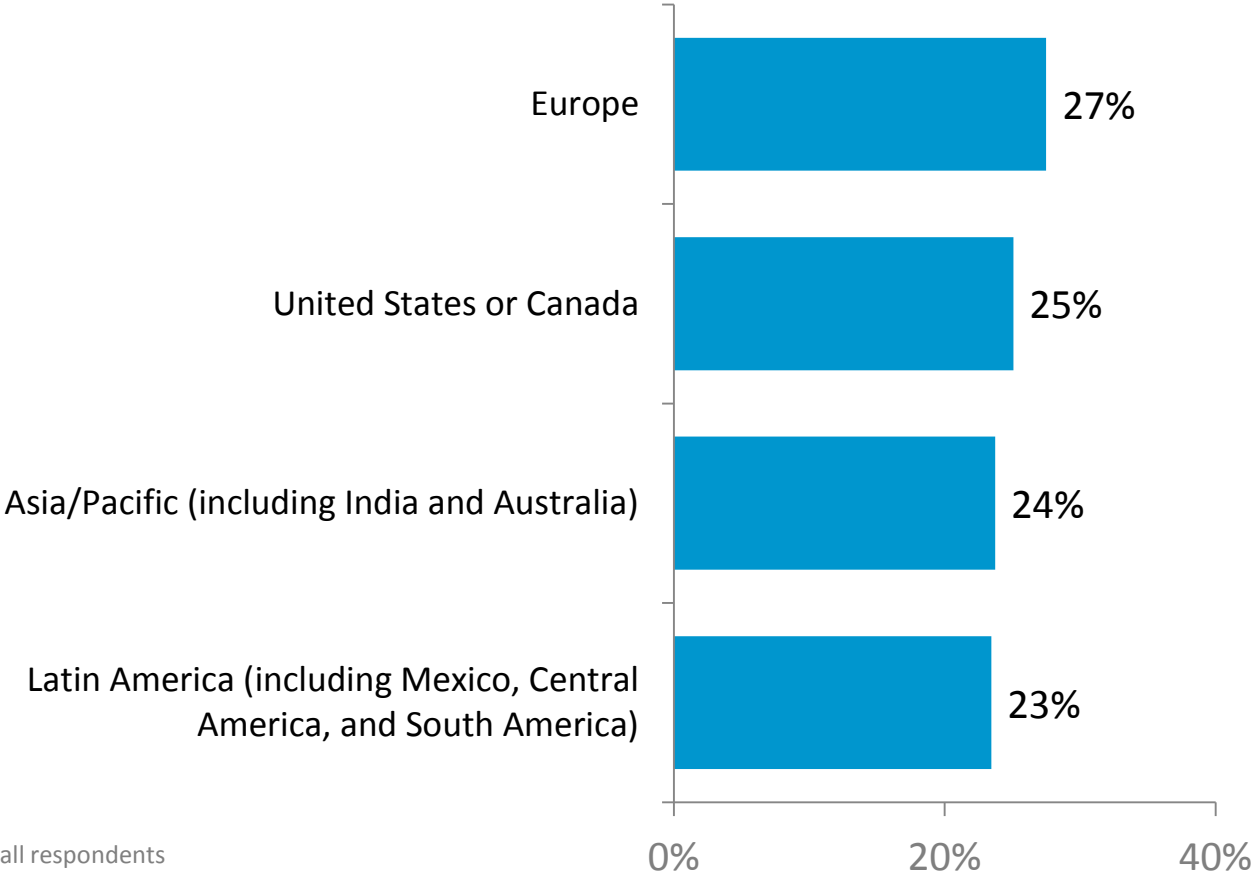
# D. What is your organization's primary business?



Percentage of all respondents  
Percentages may not total 100% due to rounding

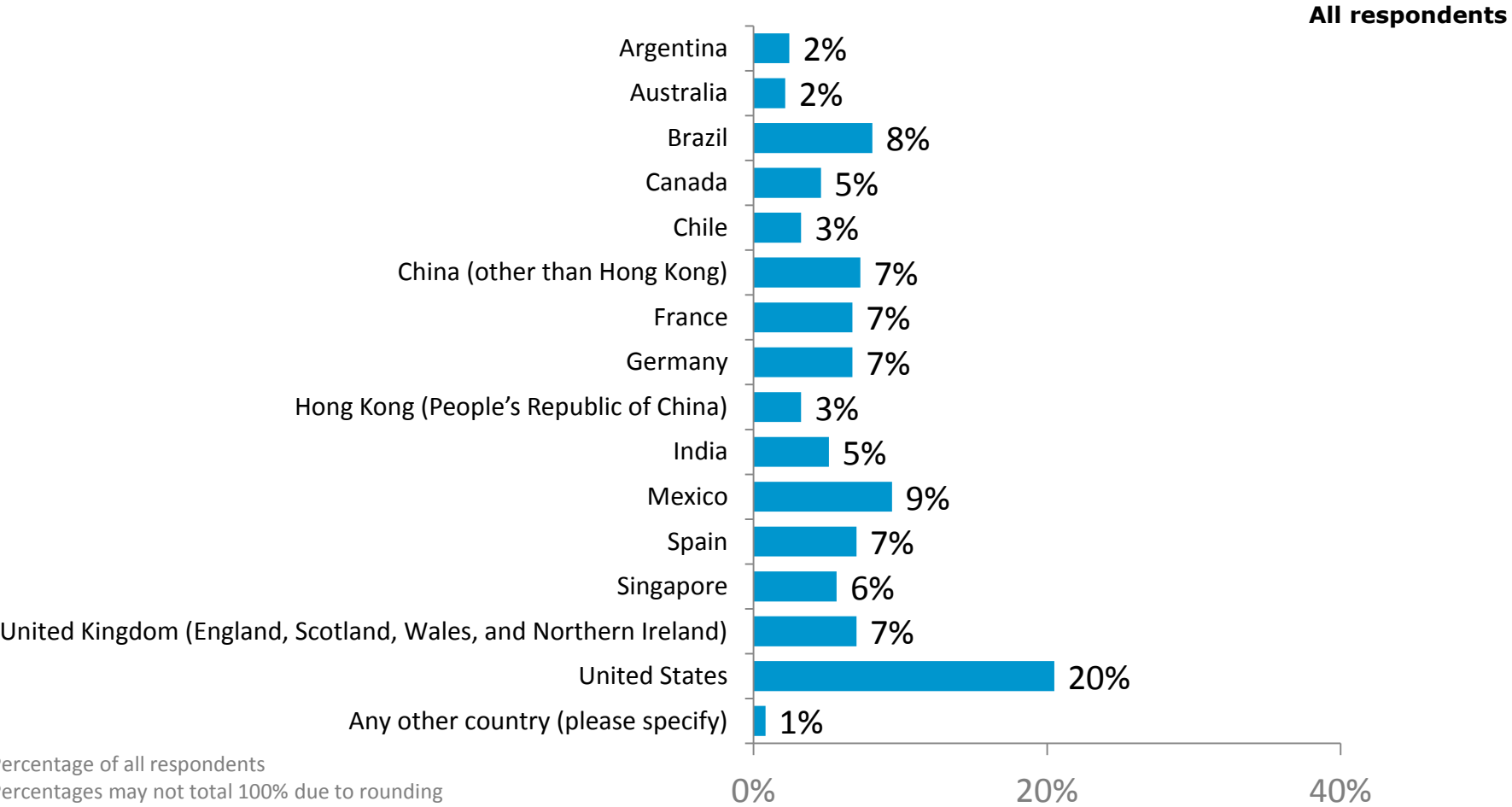
# E. In which region are you personally based?

All respondents



Percentage of all respondents  
Percentages may not total 100% due to rounding

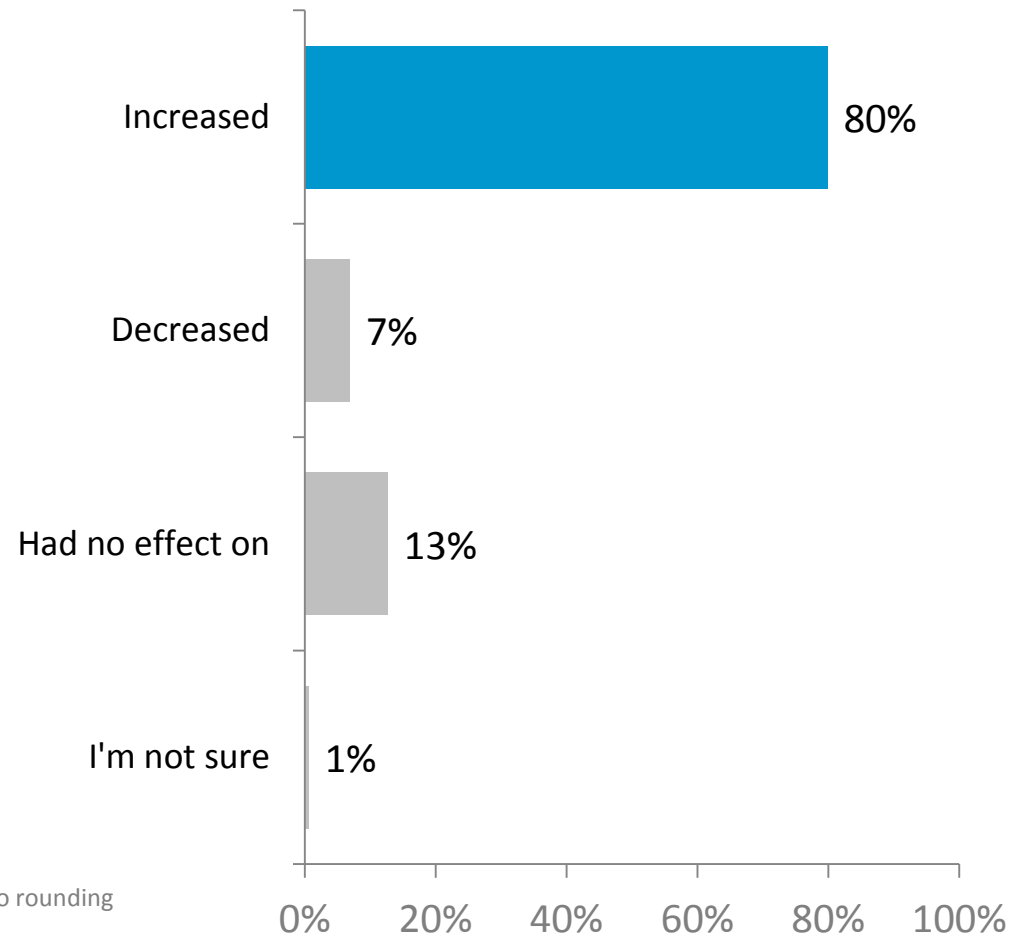
# F. In which country are you personally based?





# 1a. "The complexity and volatility of the current business environment has \_\_\_\_\_ the importance of cash management for my company."

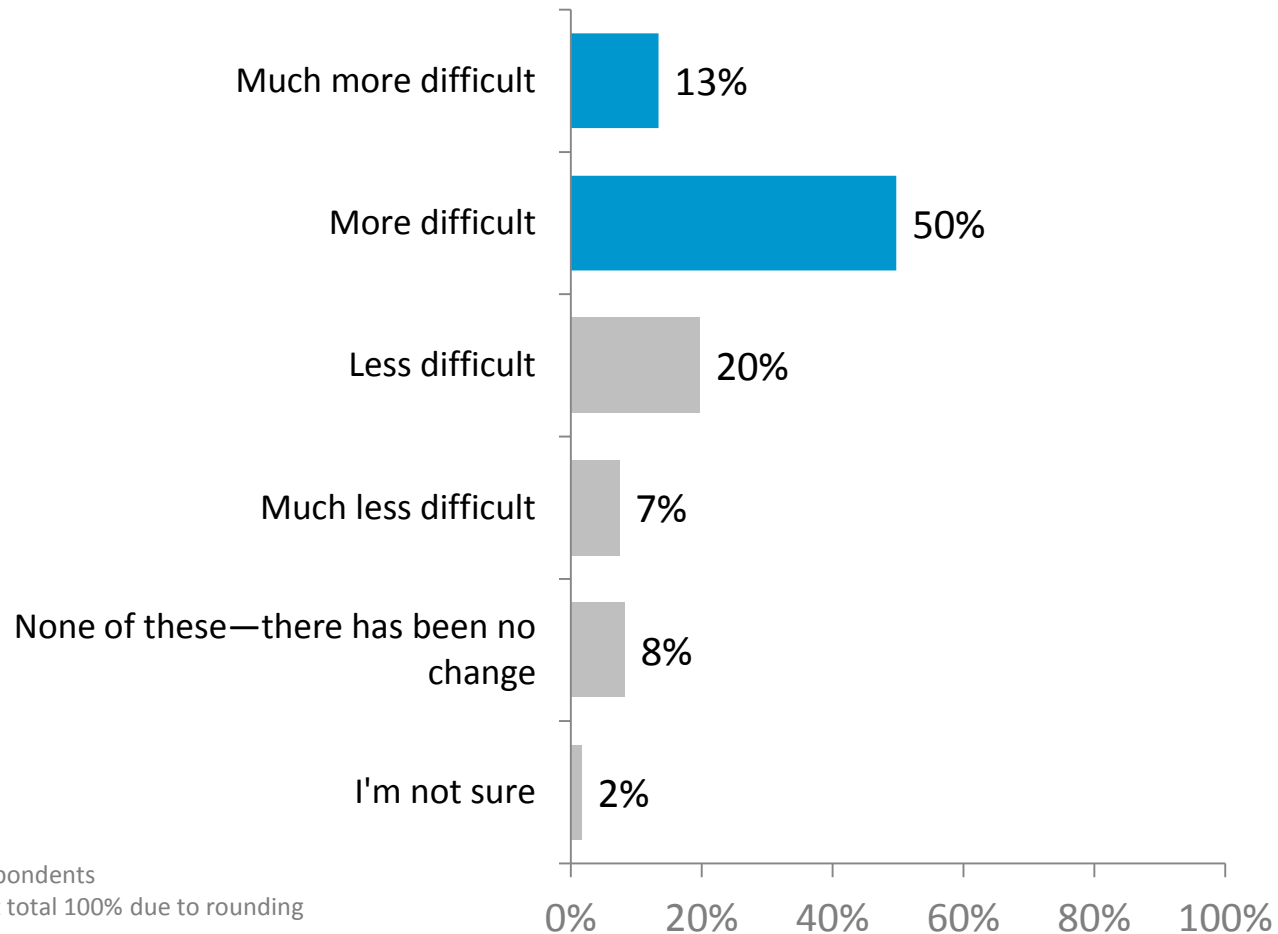
All respondents



Percentage of all respondents  
Percentages may not total 100% due to rounding

# 1b. "Compared to five years ago, it is \_\_\_\_\_ to manage my company's cash efficiently and effectively."

All respondents

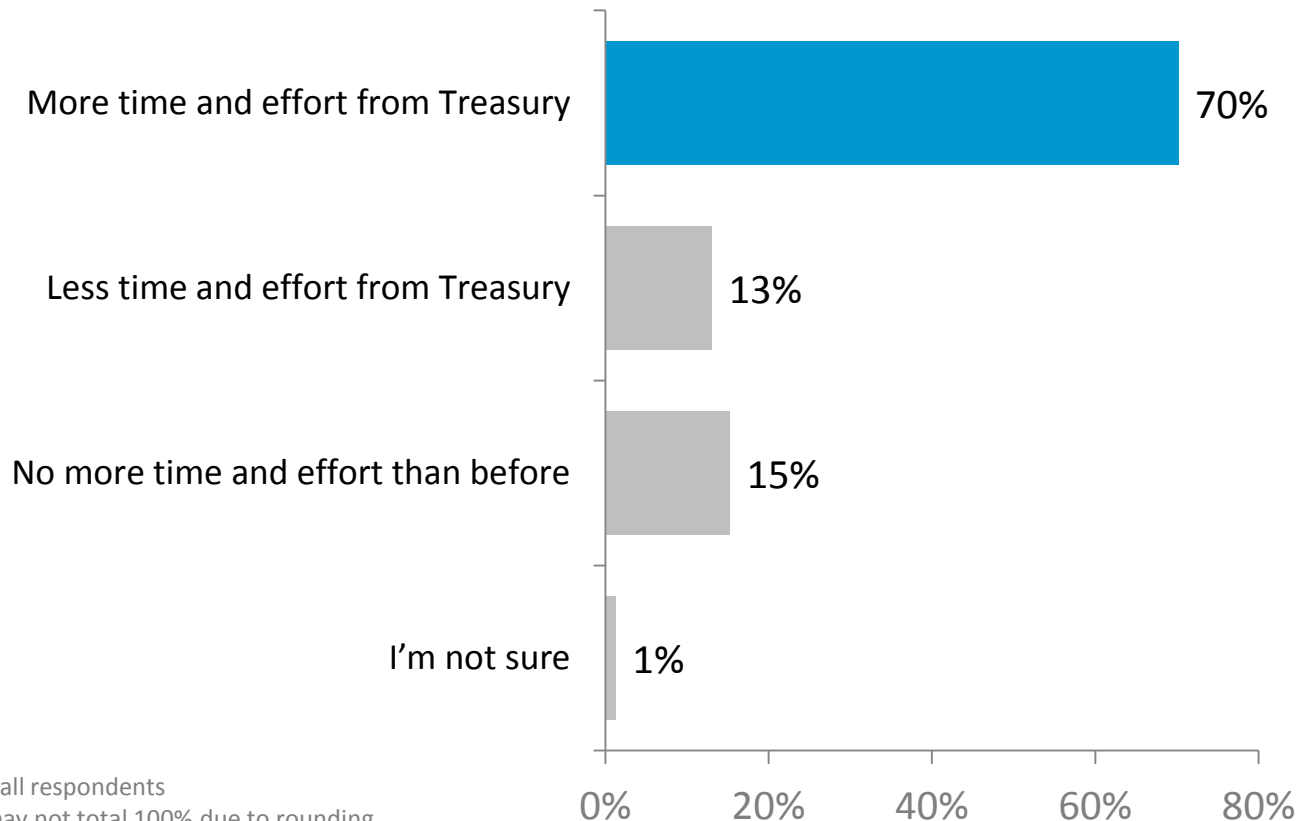


Percentage of all respondents  
Percentages may not total 100% due to rounding

## 2. Compared to five years ago, how has the need to meet regulatory and legal requirements (e.g., governing profits, cash, and taxation) affected the time and effort demanded from your company's Treasury function?

All respondents

### *Meeting regulatory and legal requirements now requires...*

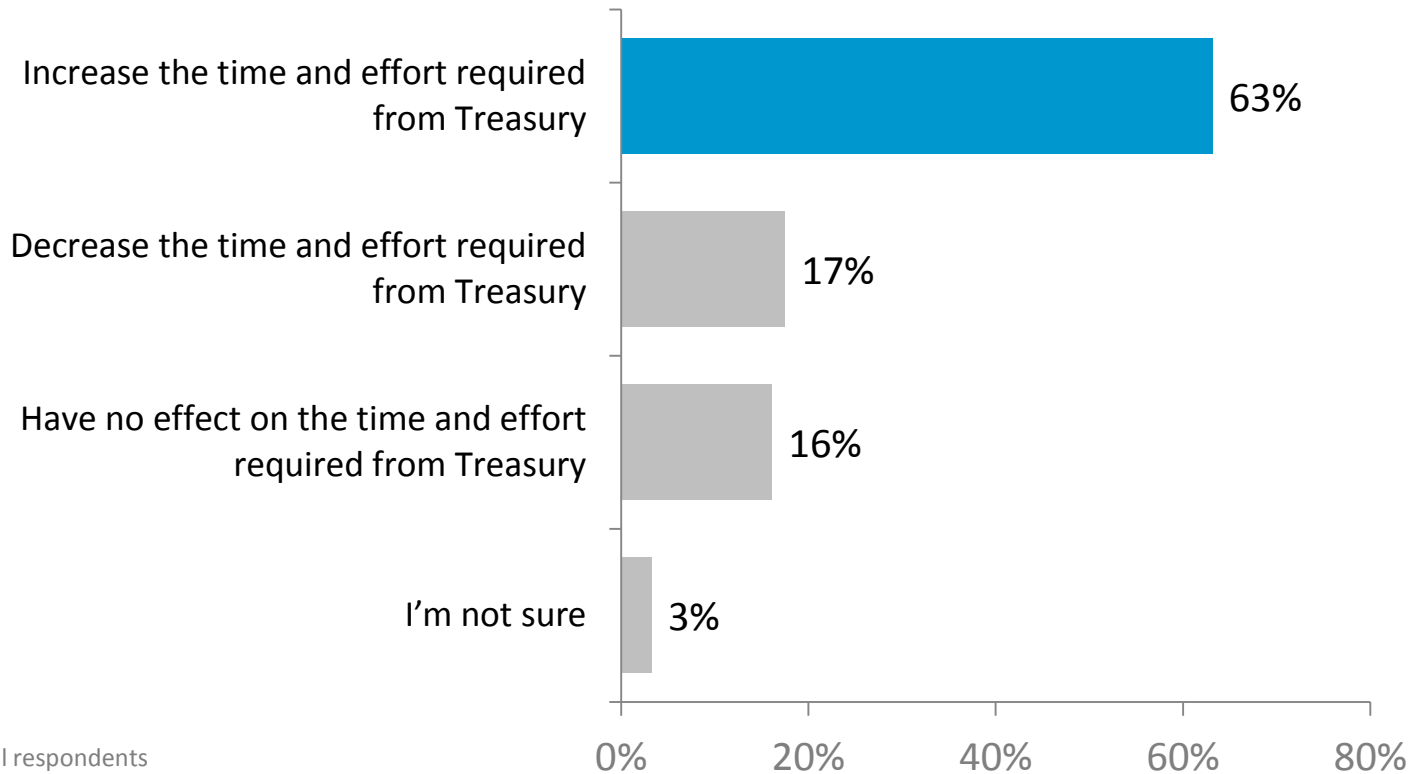


Percentage of all respondents  
Percentages may not total 100% due to rounding

### 3. Within the next two years, in what way do you expect that changes in international regulations on taxation and profits will affect the time and resources demanded from your company's Treasury function?

All respondents

#### *Changes in international regulation are most likely to...*



Percentage of all respondents  
Percentages may not total 100% due to rounding

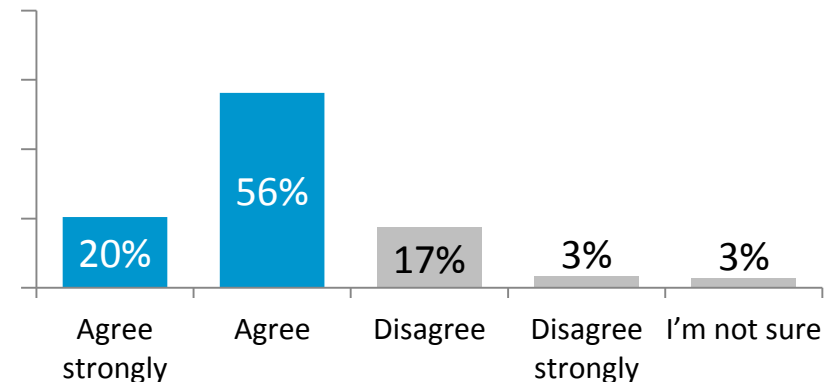
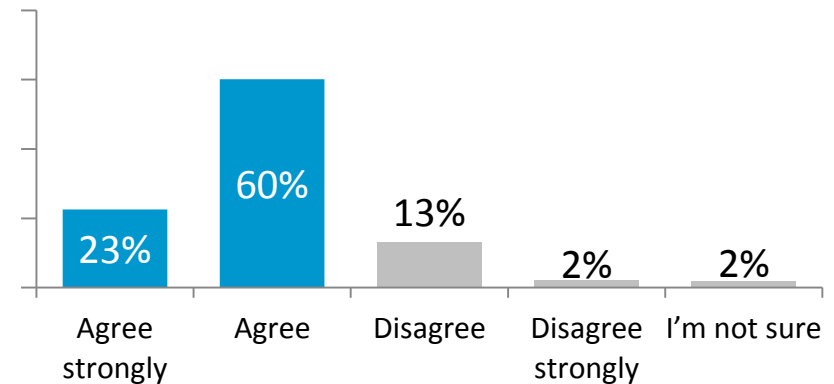
## 4. How much do you agree or disagree with the following statements?

4a. *“Compared to five years ago, increased business complexity (e.g., more legal entities, more complex businesses, more complex product lines and selling behaviors, increasing number of operating geographies) has made it more difficult for my company to manage its cash efficiently and effectively.”*

4b. *“Over the next two years, my company’s business profile is likely to become more complex.”*

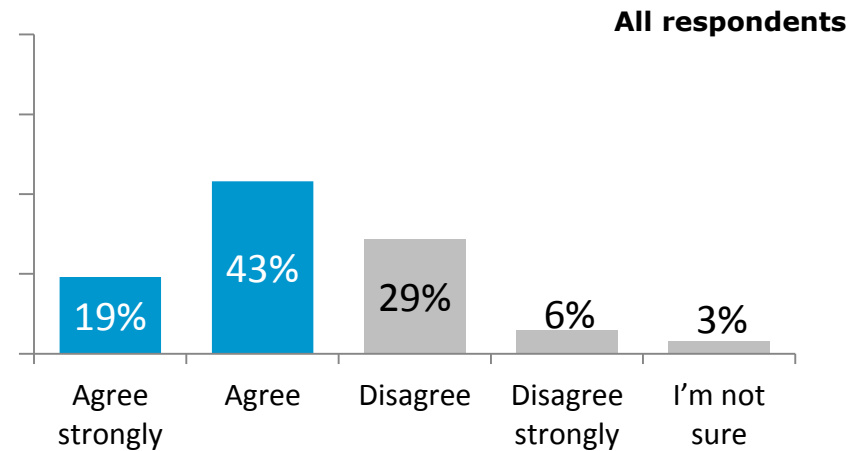
Percentage of all respondents  
Percentages may not total 100% due to rounding

All respondents

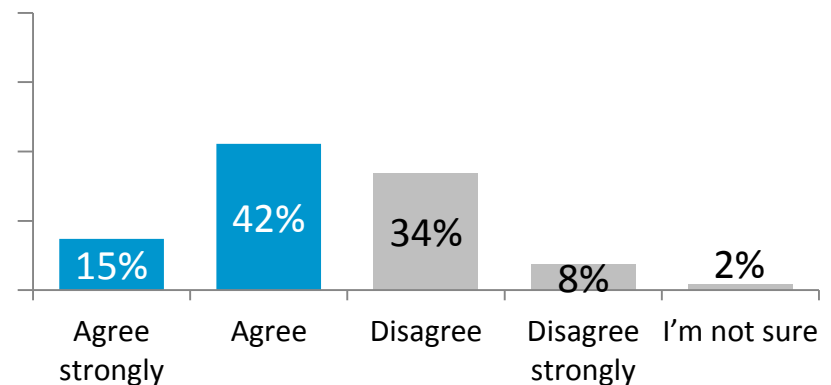


## 4. How much do you agree or disagree with the following statements? (CONTINUED)

4c. *“The size and complexity of my company make it difficult to develop accurate views of the company’s cash position and forecasts across all groups and business units.”*



4d. *The number of different information systems in use at my company makes it difficult to develop accurate views of the company’s cash position and forecasts across all groups and business units.*

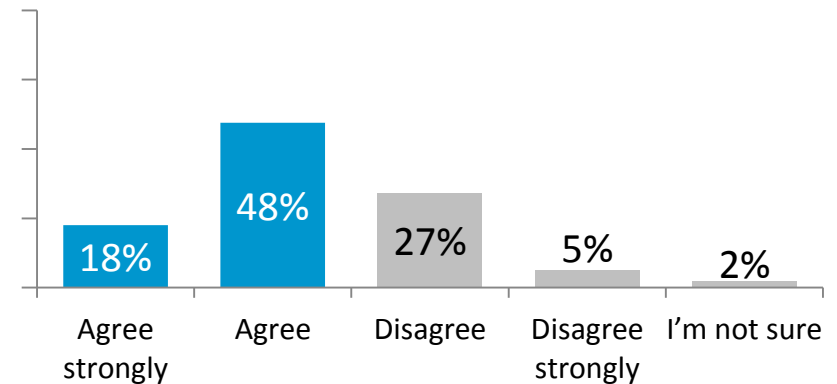


Percentage of all respondents  
Percentages may not total 100% due to rounding

## 4. How much do you agree or disagree with the following statements? (CONTINUED)

4e. *“Developing accurate views of the company’s cash position and forecasts across all groups and business units requires an excessive amount of manual intervention.”*

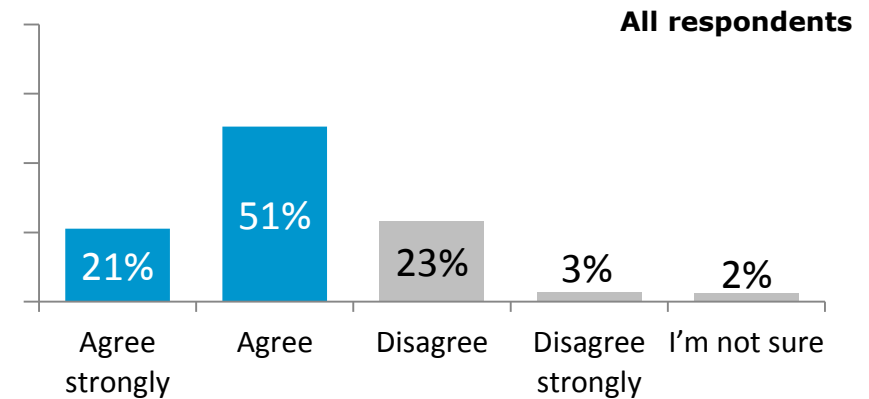
All respondents



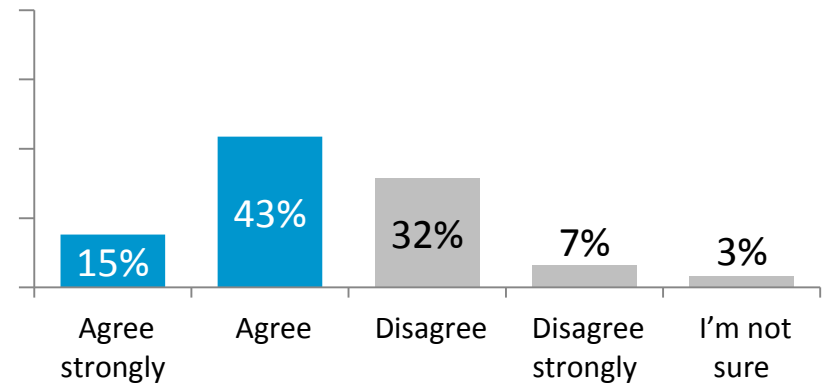
Percentage of all respondents  
Percentages may not total 100% due to rounding

## 5. How much do you agree or disagree with the following statements?

5a. *“My company’s Treasury function is now under more pressure than ever to reduce its costs.”*



5b. *“The Treasury function at my company is currently under-resourced; it will require additional resources over the next two years.”*

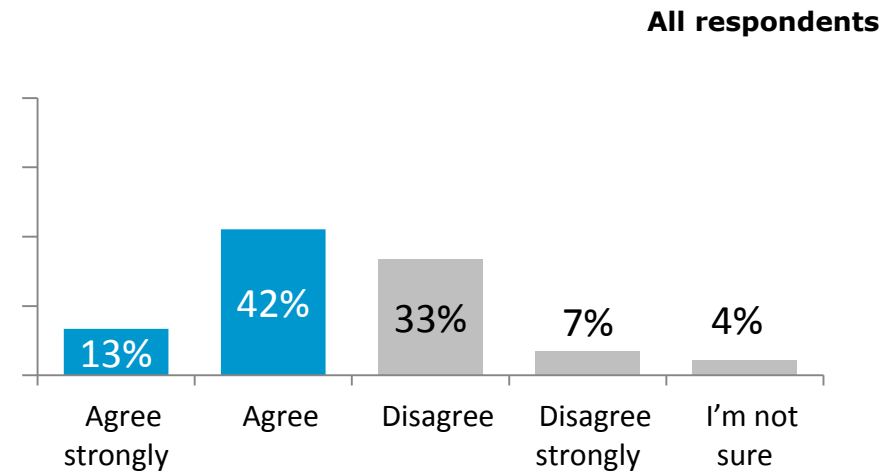


Percentage of all respondents  
Percentages may not total 100% due to rounding



## 5. How much do you agree or disagree with the following statements? (CONTINUED)

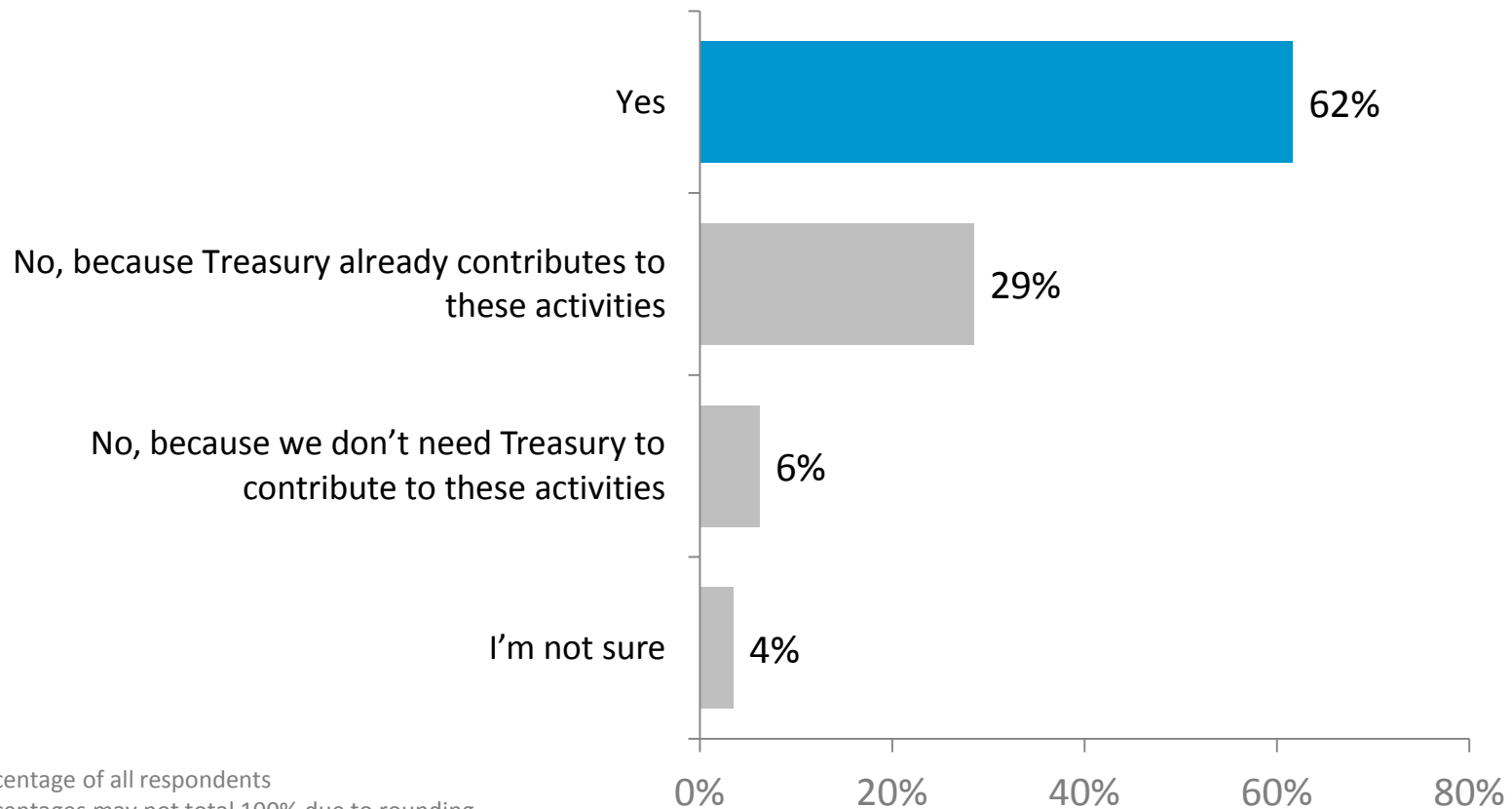
5c. *“Developing a “single version of the truth” for cash-related data is currently too difficult and time-consuming for my company’s Treasury function.”*



Percentage of all respondents  
Percentages may not total 100% due to rounding

## 6. Over the next two years, do you believe that your company's Treasury function will need to contribute more to high-value planning, analysis, and decision-support activities than it currently does?

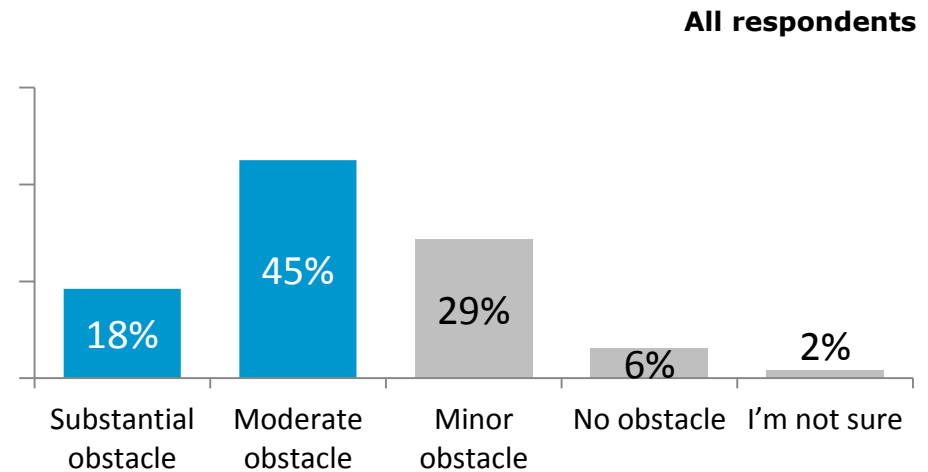
All respondents



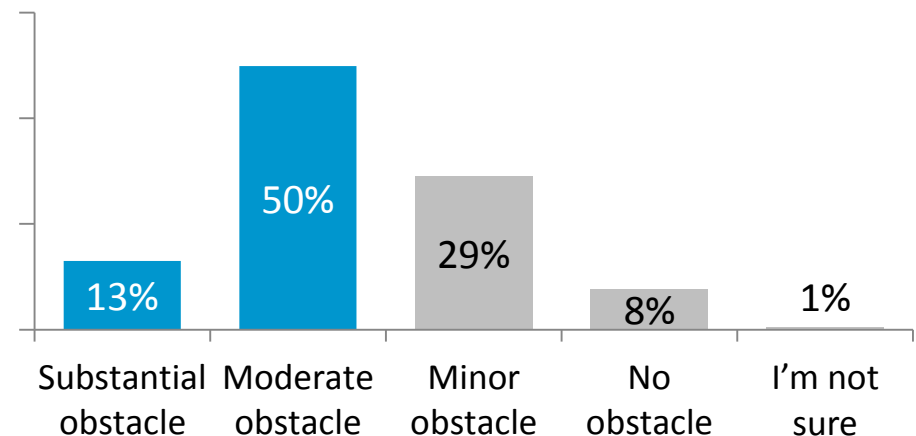
Percentage of all respondents  
Percentages may not total 100% due to rounding

# 7. How much of an obstacle do you believe the following factors are to the ability of your company's Treasury function to allocate enough time, attention, and resources to high-value planning and decision-support activities?

7a. Increased regulatory pressure (i.e., greater regulatory scrutiny; exposure to a growing number of regulations)



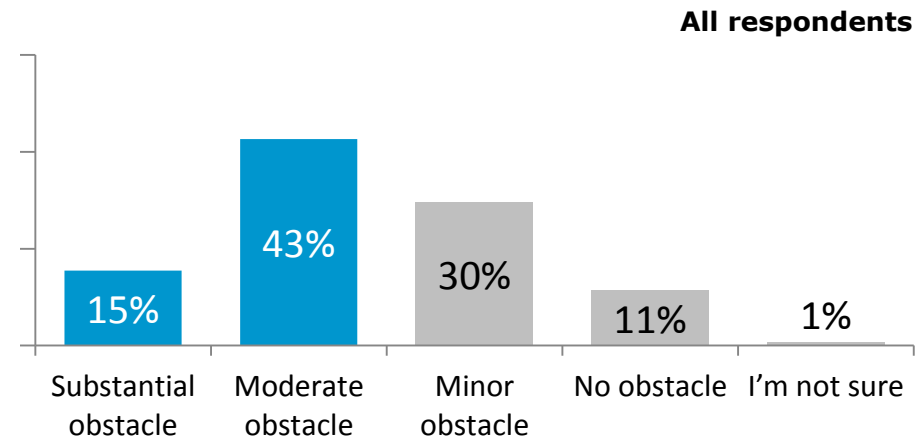
7b. Complexity of your company's business



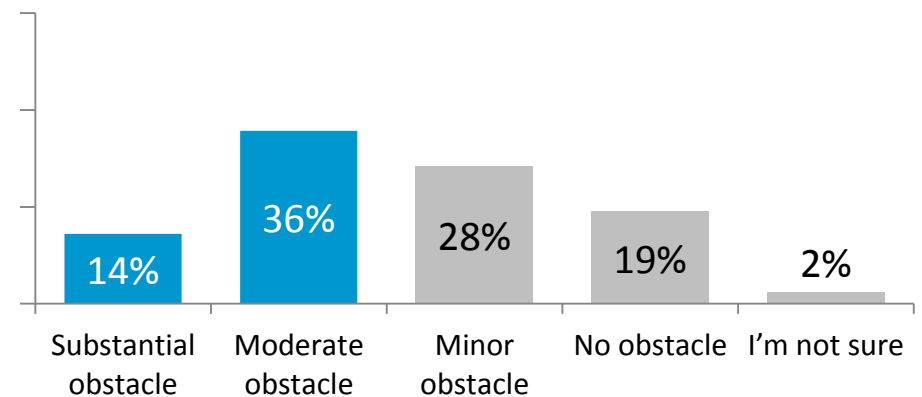
Percentage of all respondents  
Percentages may not total 100% due to rounding

## 7. How much of an obstacle do you believe the following factors are to the ability of your company's Treasury function to allocate enough time, attention, and resources to high-value planning and decision-support activities? (CONTINUED)

7c. The amount of time and effort required to collect data from across the company's accounts and prepare accurate cash reports



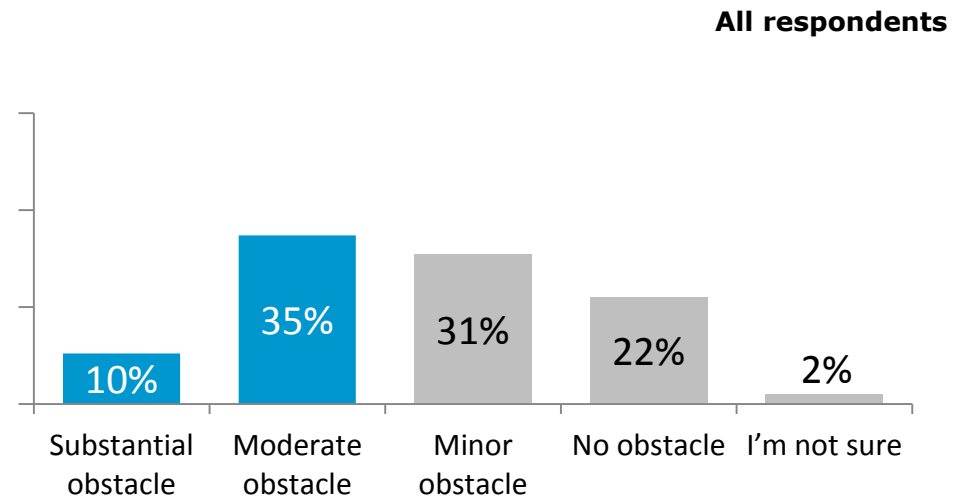
7d. Staffing levels in the Treasury function



Percentage of all respondents  
Percentages may not total 100% due to rounding

## 7. How much of an obstacle do you believe the following factors are to the ability of your company's Treasury function to allocate enough time, attention, and resources to high-value planning and decision-support activities? (CONTINUED)

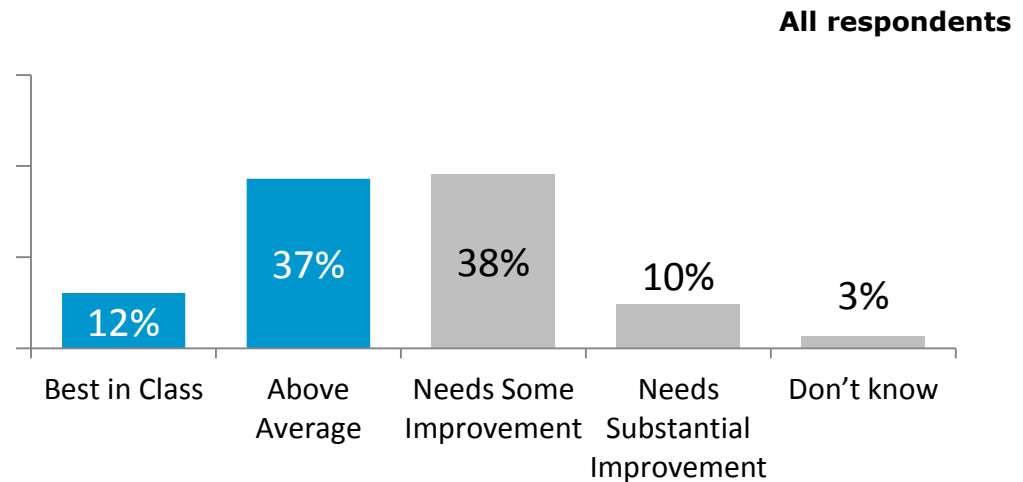
7e. Expertise, abilities, and training of Treasury personnel



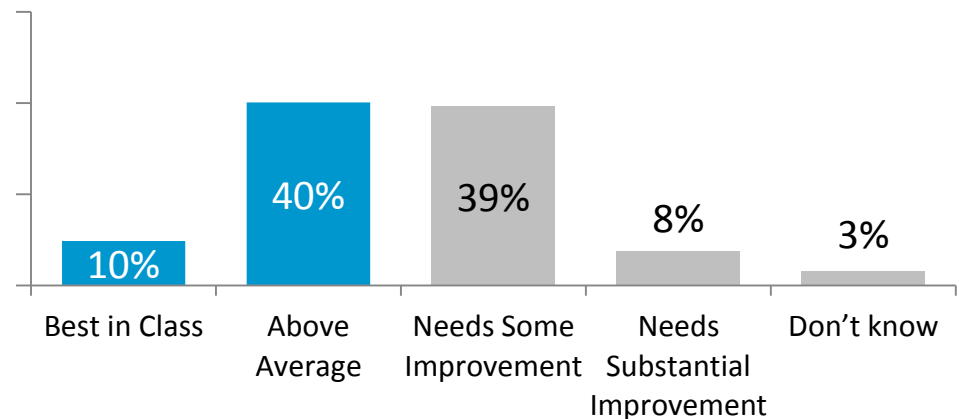
Percentage of all respondents  
Percentages may not total 100% due to rounding

## 8. How would you rate your Treasury function on the following capabilities?

Developing a “single version of the truth” for cash accounts



Optimizing internal funding among operating units

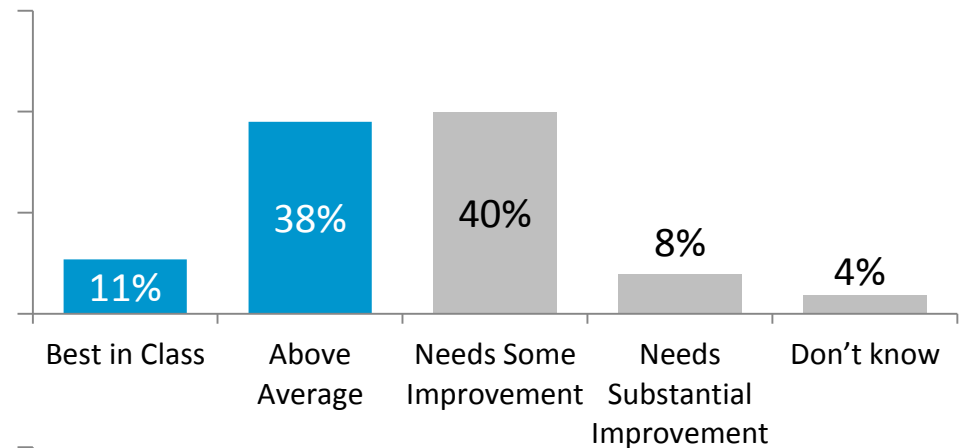


Percentage of all respondents  
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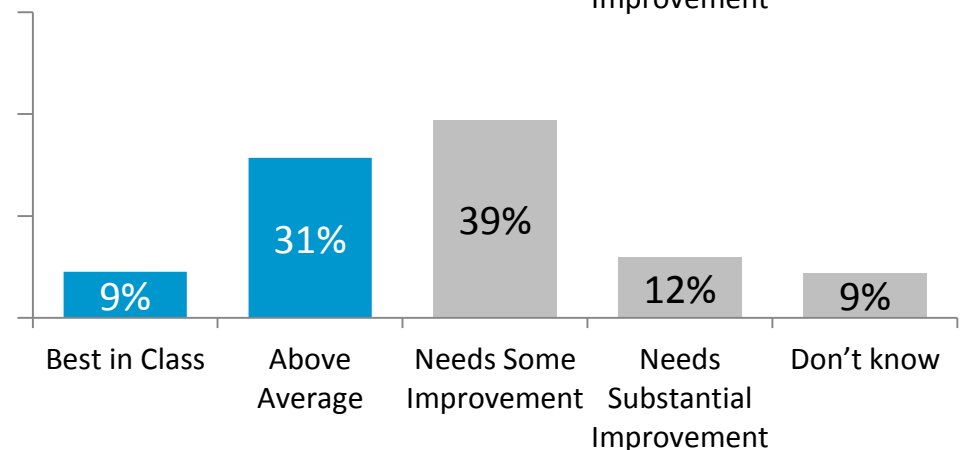
## 8. How would you rate your Treasury function on the following capabilities? (CONTINUED)

All respondents

Improving yield on short-term/liquid assets



Optimizing internal funding across different countries

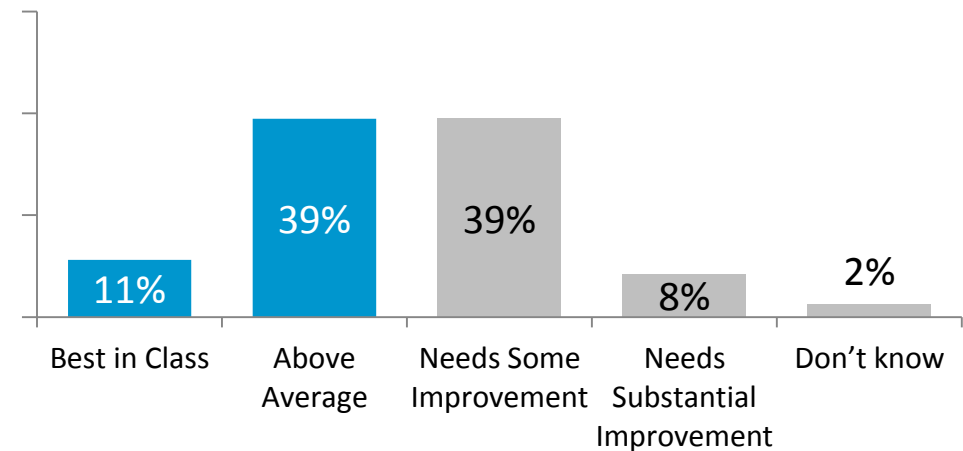


Percentage of all respondents  
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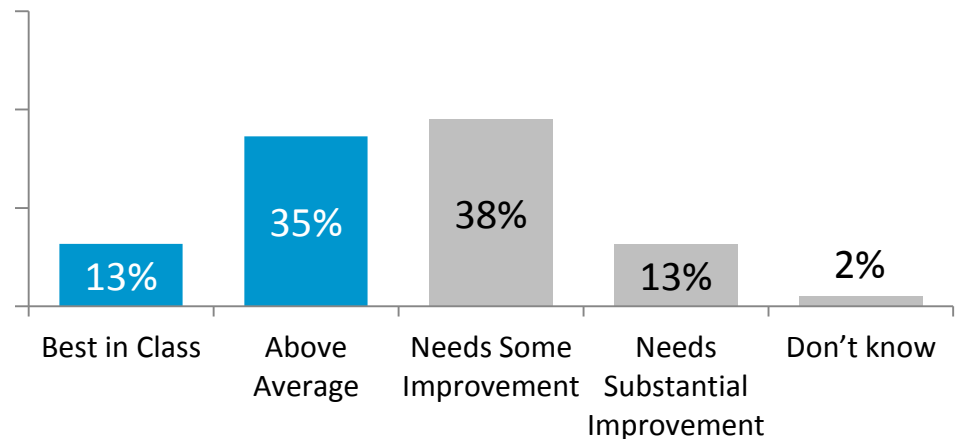
## 8. How would you rate your Treasury function on the following capabilities? (CONTINUED)

All respondents

Reducing the internal cost of treasury activities



Improving treasury information systems



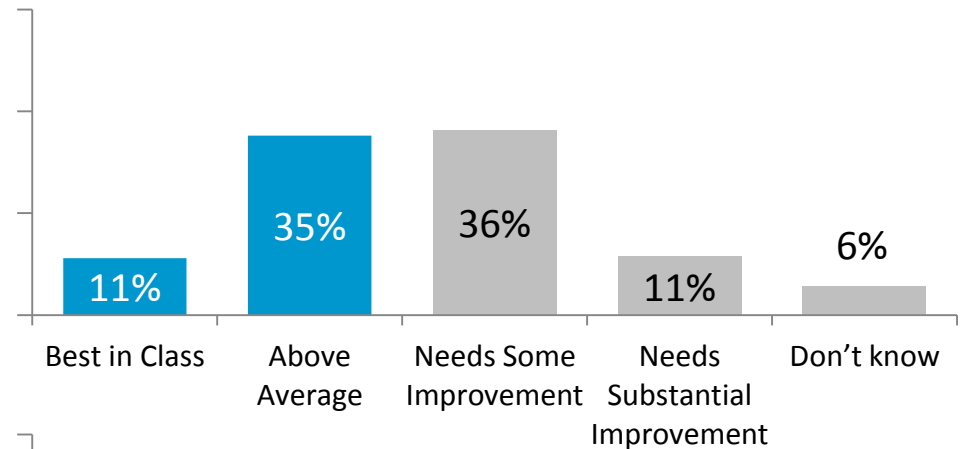
Percentage of all respondents  
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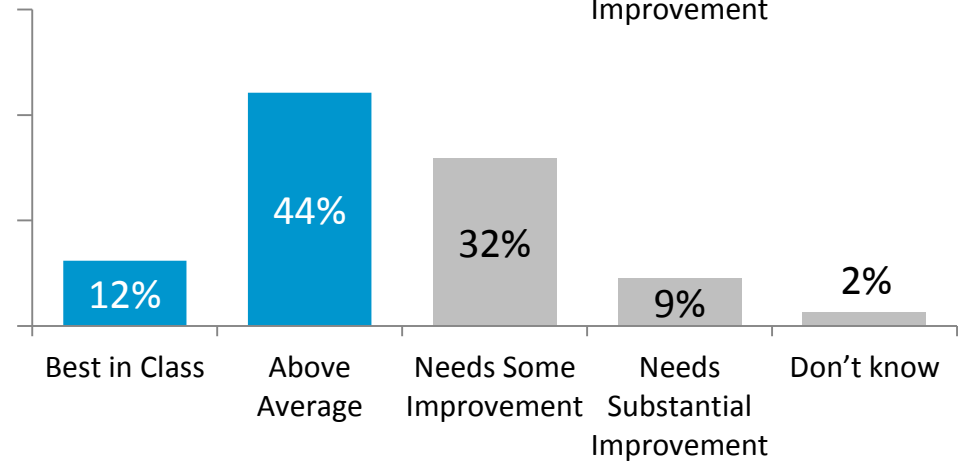
## 8. How would you rate your Treasury function on the following capabilities? (CONTINUED)

All respondents

Managing foreign exchange or currency risk



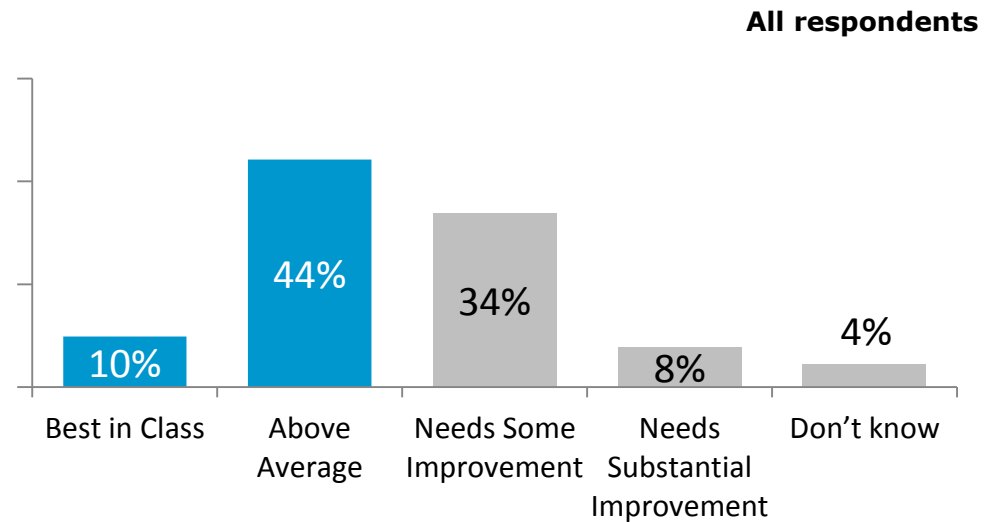
Strengthening liquidity



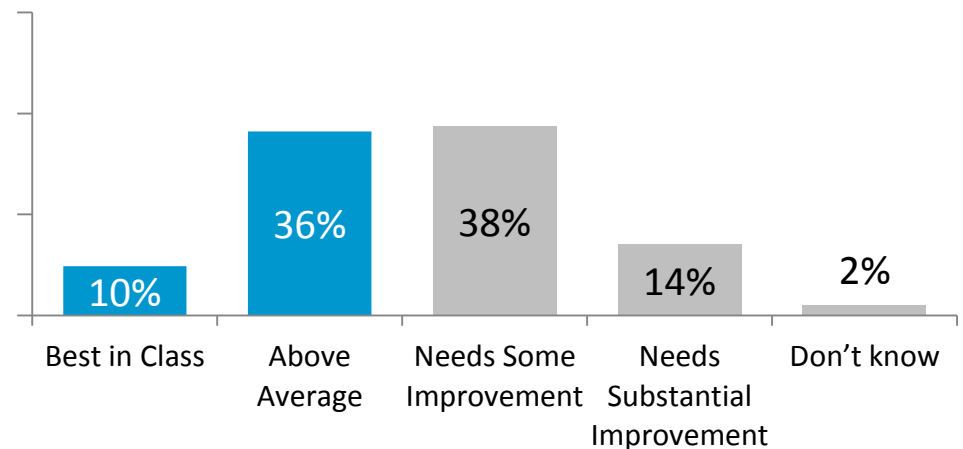
Percentage of all respondents  
Percentages may not total 100% due to rounding

## 8. How would you rate your Treasury function on the following capabilities? (CONTINUED)

Reinvesting cash reserves in the business



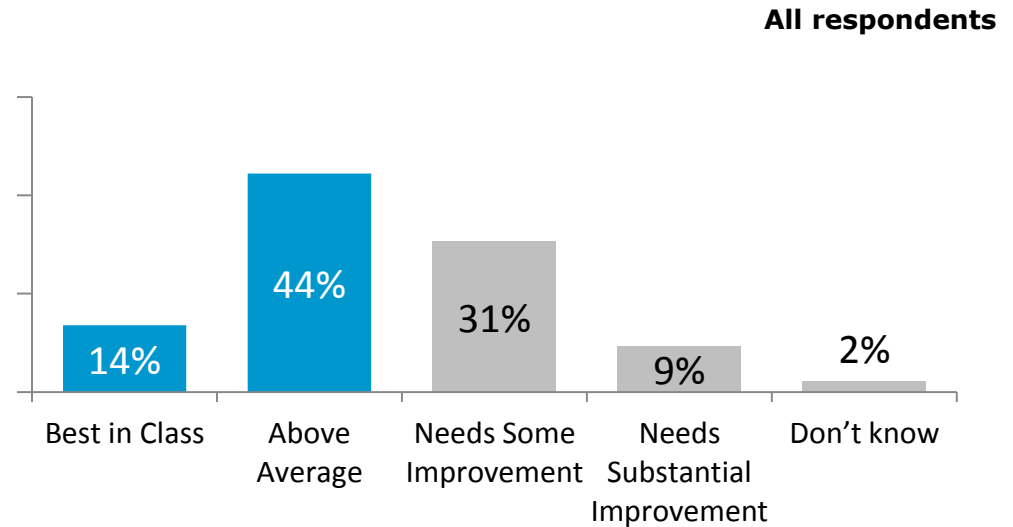
Improving accuracy of cash flow forecasts



Percentage of all respondents  
Percentages may not total 100% due to rounding

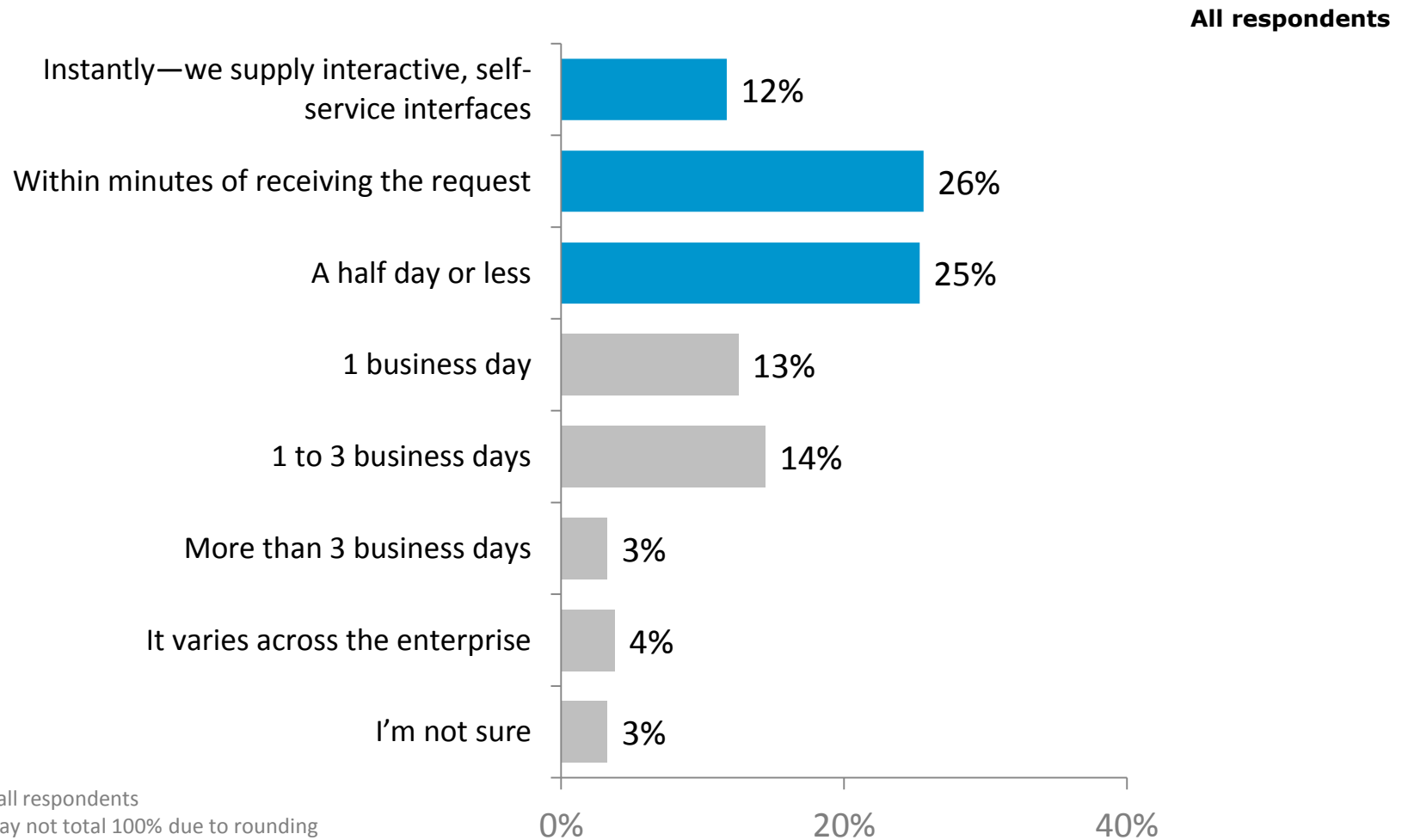
## 8. How would you rate your Treasury function on the following capabilities? (CONTINUED)

Improving the efficiency of cash movements within the company

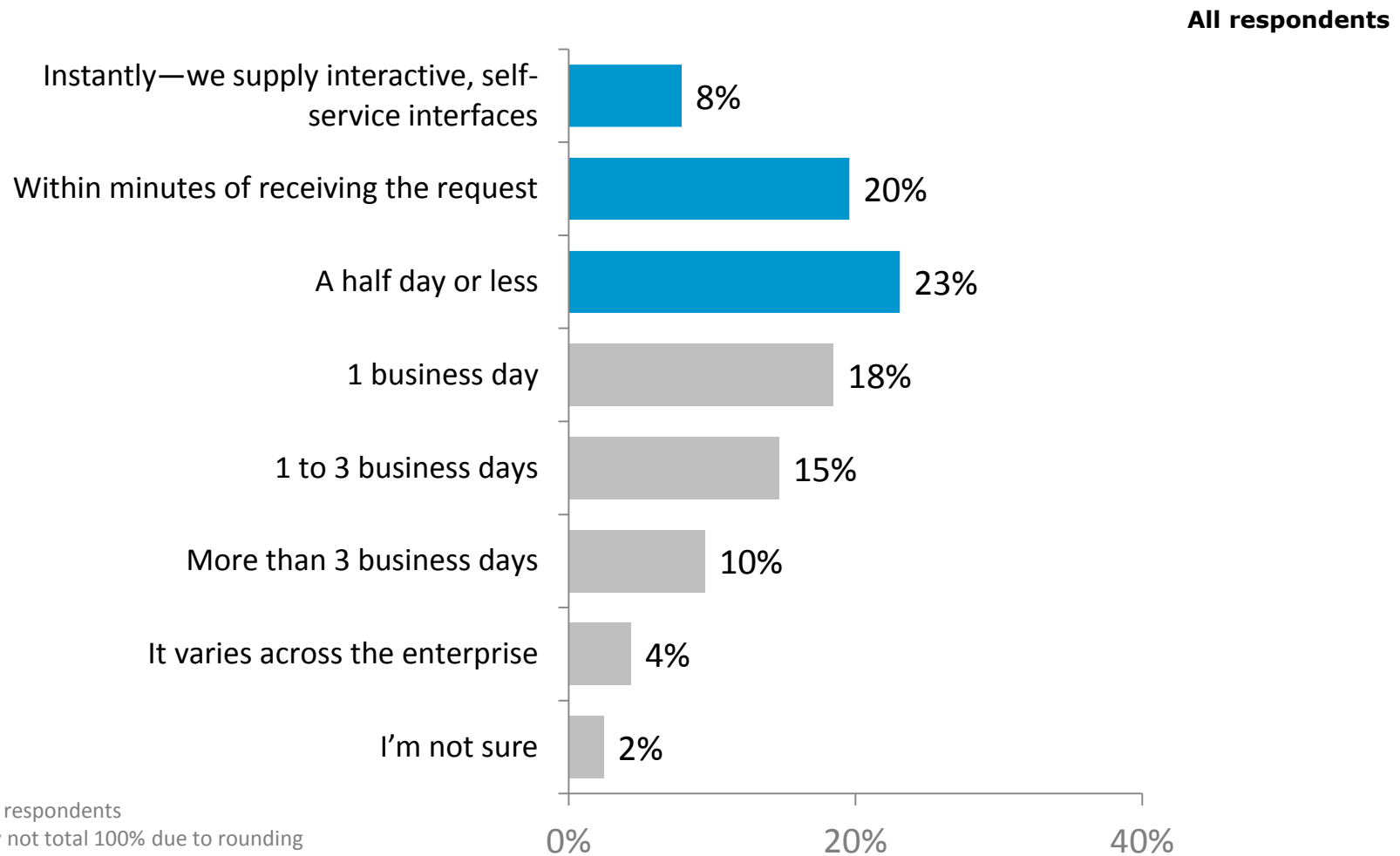


Percentage of all respondents  
Percentages may not total 100% due to rounding

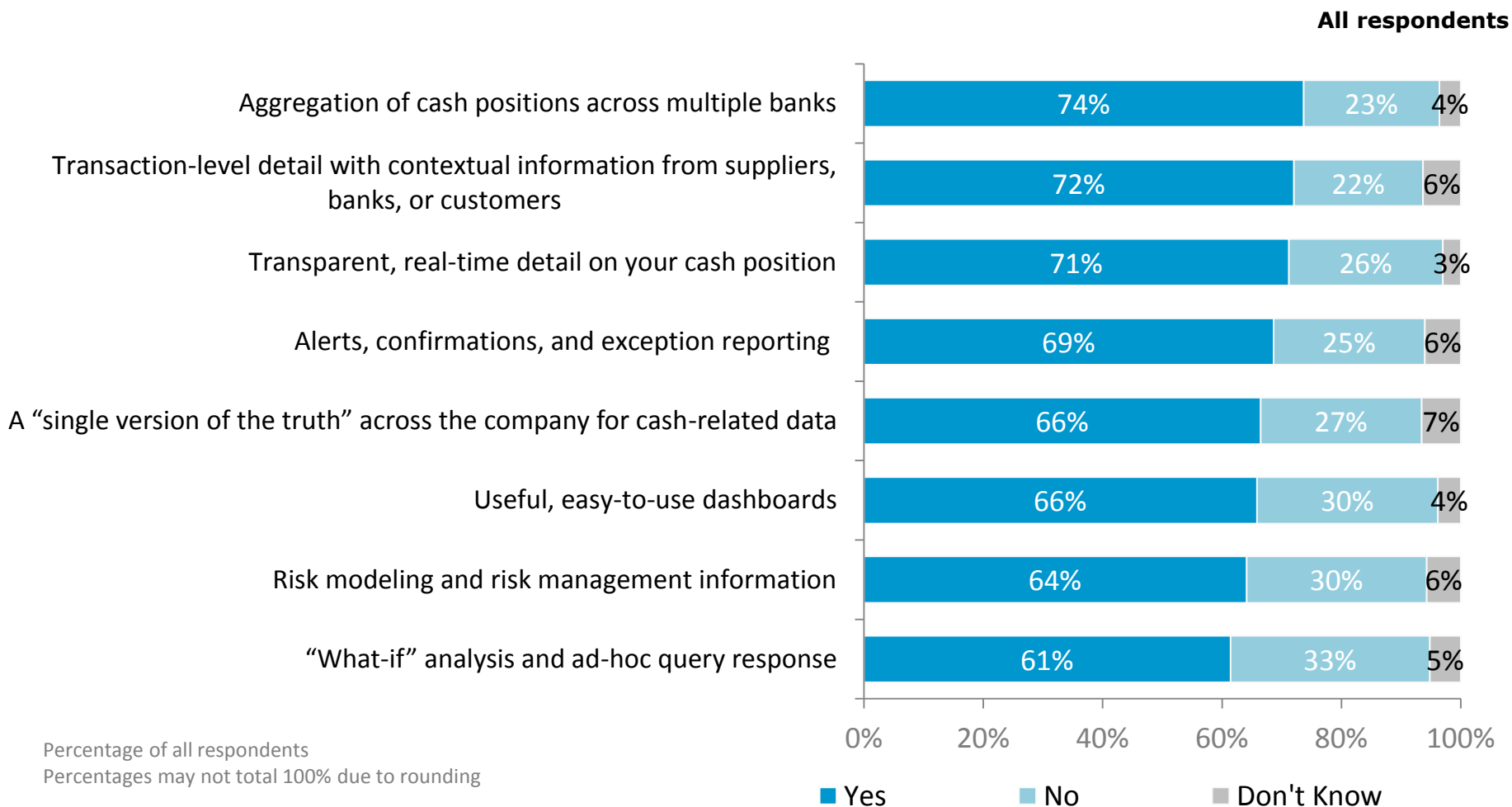
# 9a. In general, how much time does it take for your company's Treasury function to aggregate cash balances from your global bank accounts?



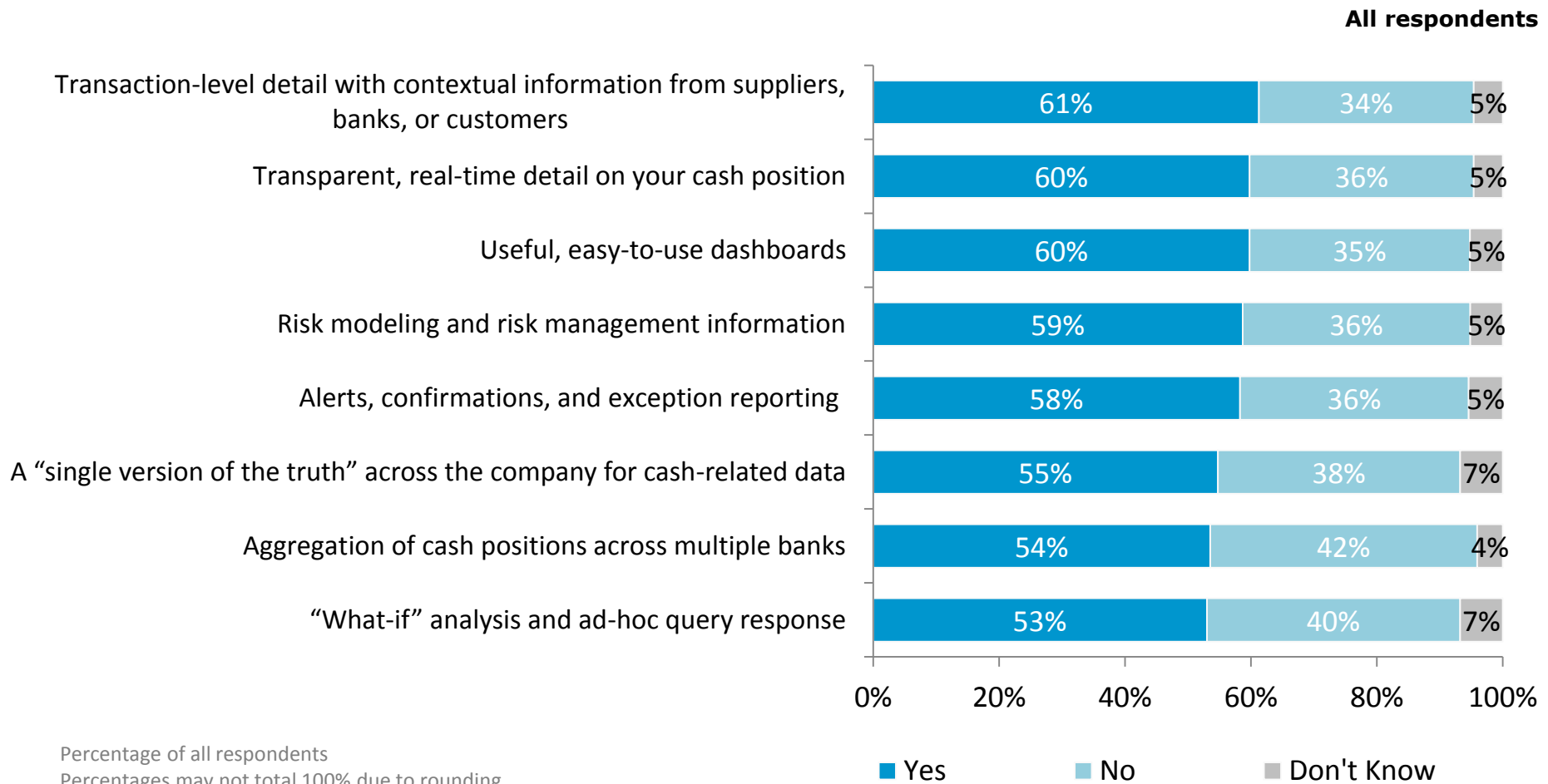
## 9b. In general, how much time does it take for your company's Treasury function to prepare a consolidated cash forecast?



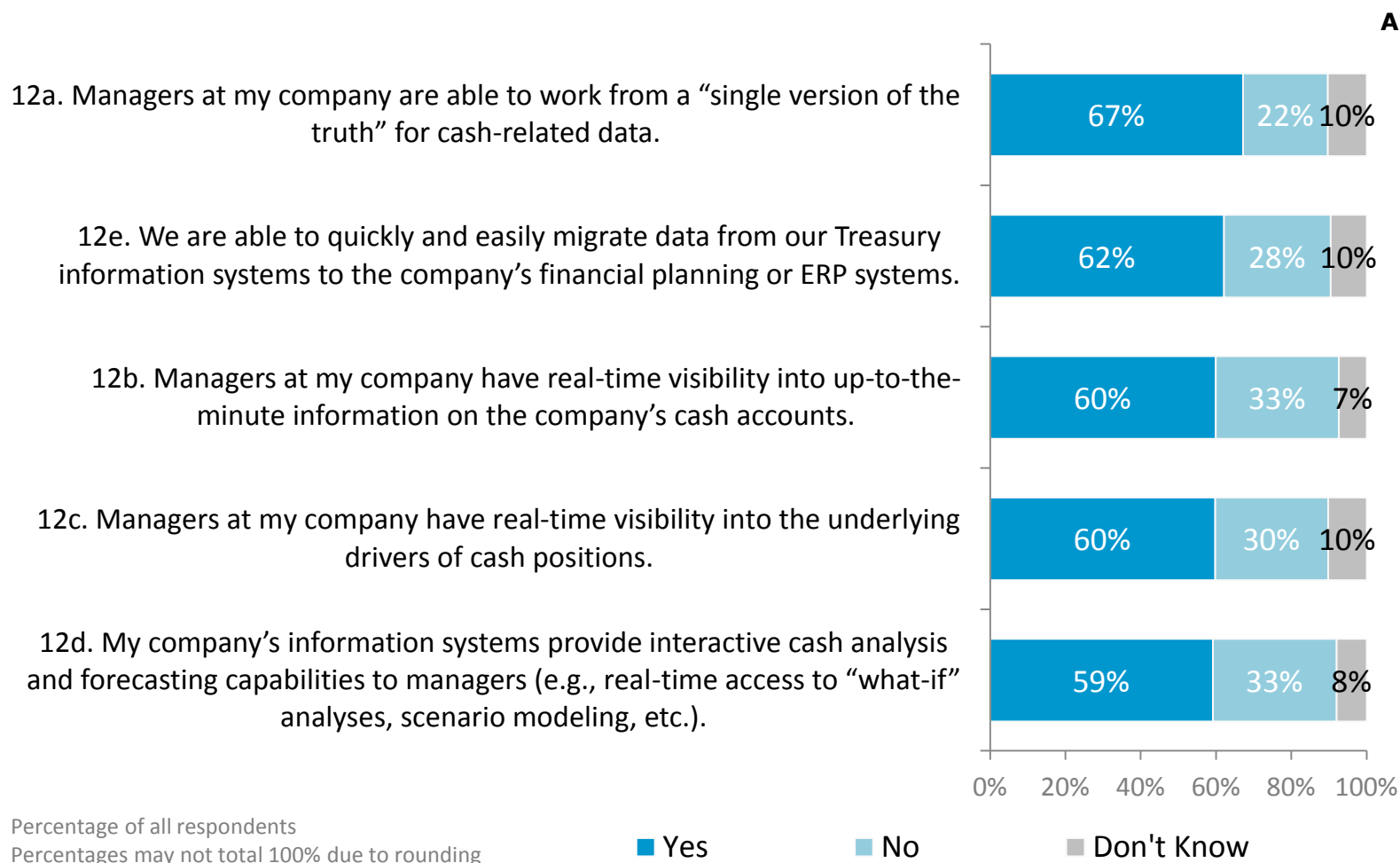
# 10. Are the following types of information easily available to your company's Treasury function?



# 11. Are the following types of information easily available to your company's managers outside of Treasury?



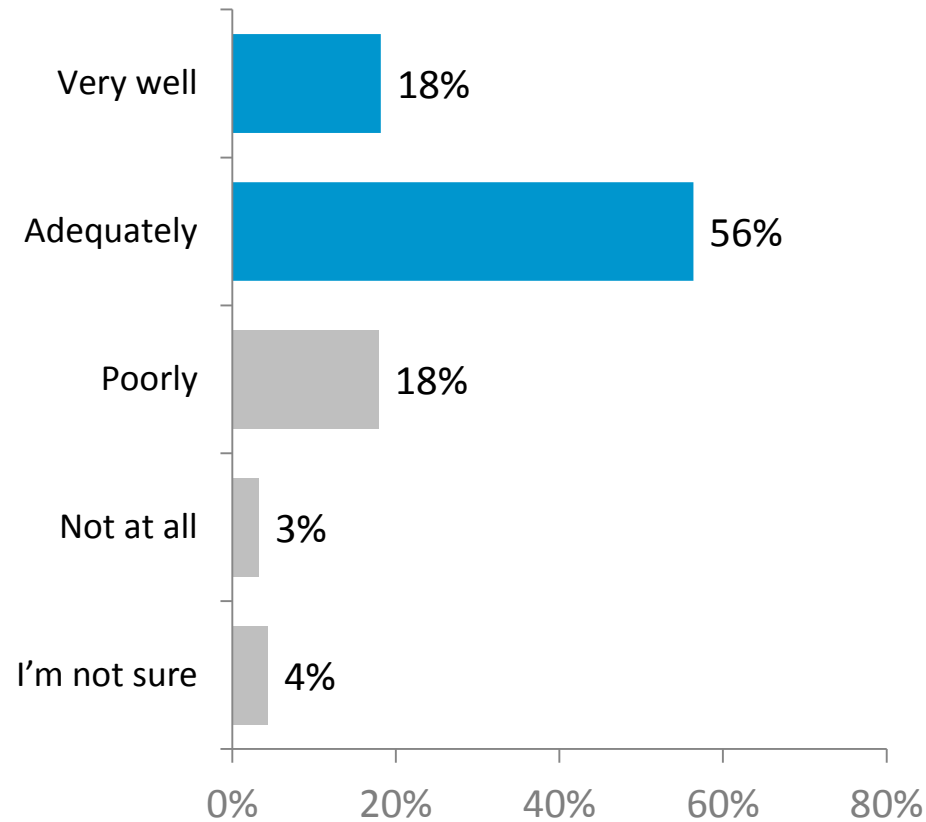
## 12. Please indicate whether you believe the following statements are true or false.





# 13. In your opinion, how well do your company's cash management information systems and tools accommodate "big data"?

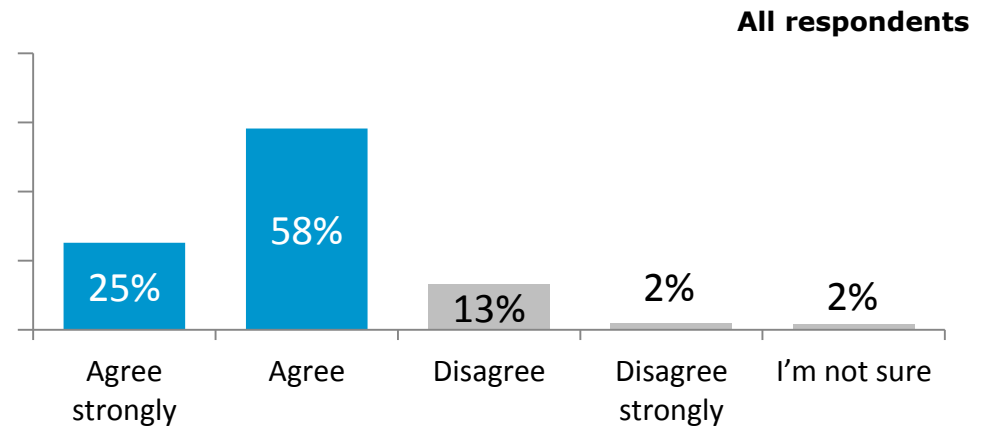
All respondents



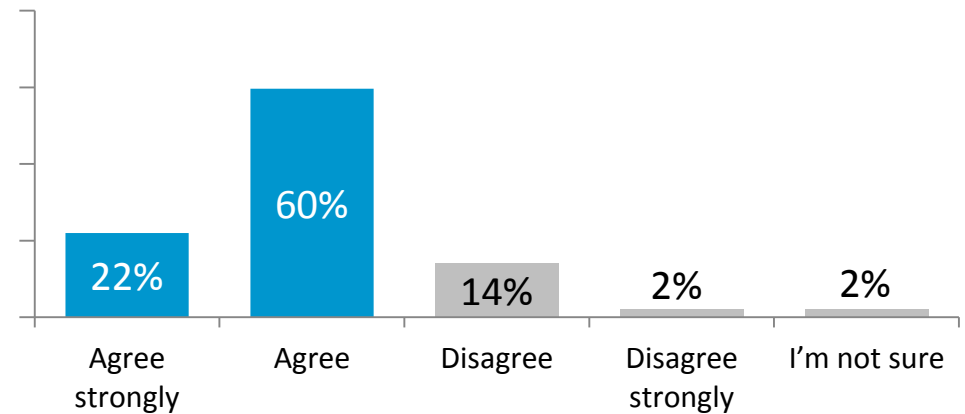
Percentage of all respondents  
Percentages may not total 100% due to rounding

# 14. How much do you agree or disagree with the following statements?

14a. *“For my company to succeed, its management will need a better understanding of the company’s cash position and forecasts across all groups and business units than they have currently.”*



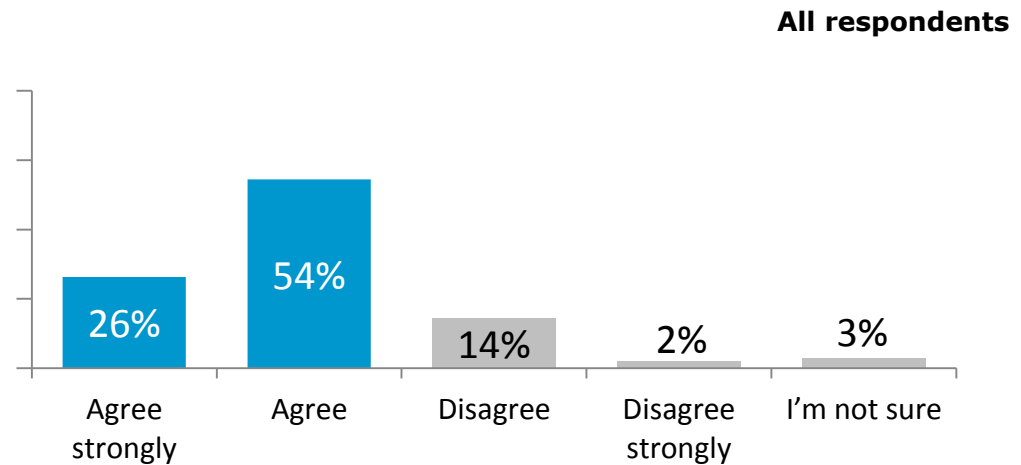
14b. *“For my company to succeed, its management will need a better understanding of the cash position and forecasts for their own functions or businesses than they have currently.”*



Percentage of all respondents  
Percentages may not total 100% due to rounding

## 14. How much do you agree or disagree with the following statements? (CONTINUED)

14c. *“Within the next two years, I expect our Treasury function will need to prepare cash reports and liquidity forecasts much more quickly than they are currently able to.”*

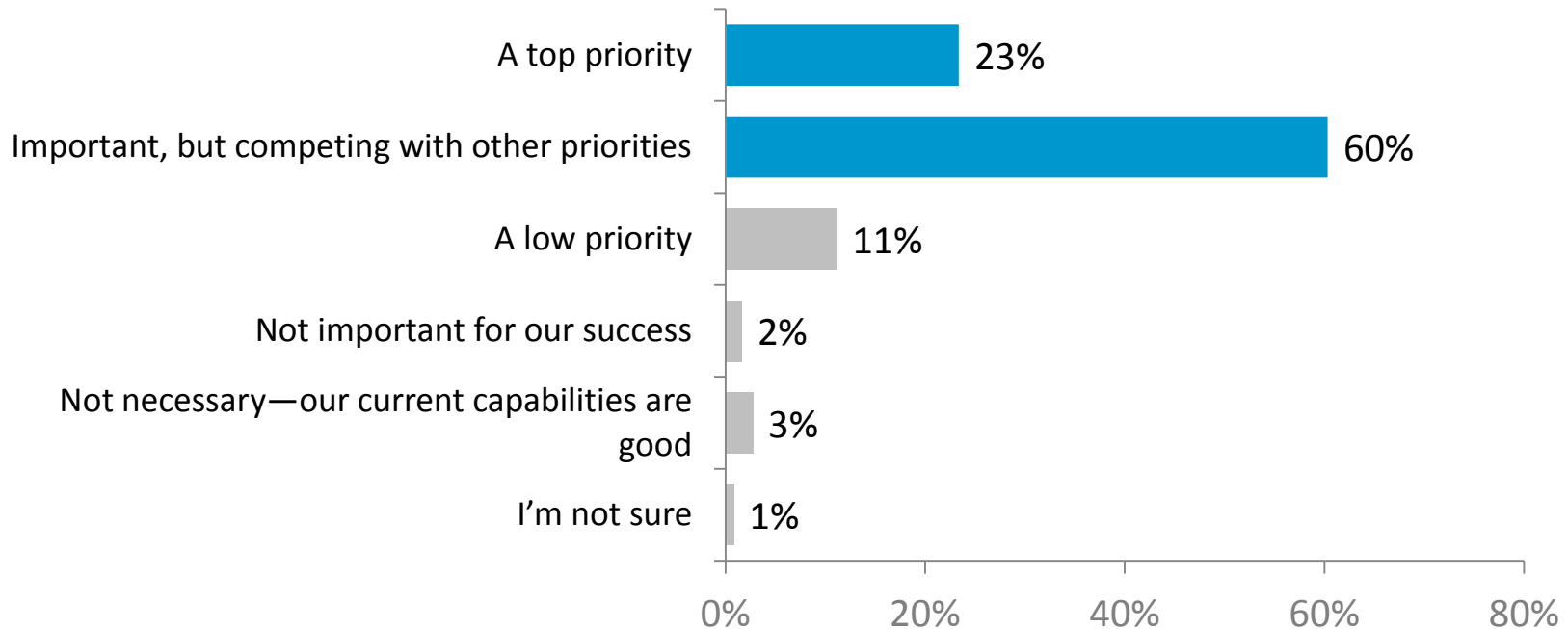


Percentage of all respondents  
Percentages may not total 100% due to rounding

# 15. How important for your company's success are the following types of improvements to its cash-management and forecasting capabilities?

All respondents

15a. *“Improving the ease and speed with which we optimize our cash positions across the enterprise is...”*

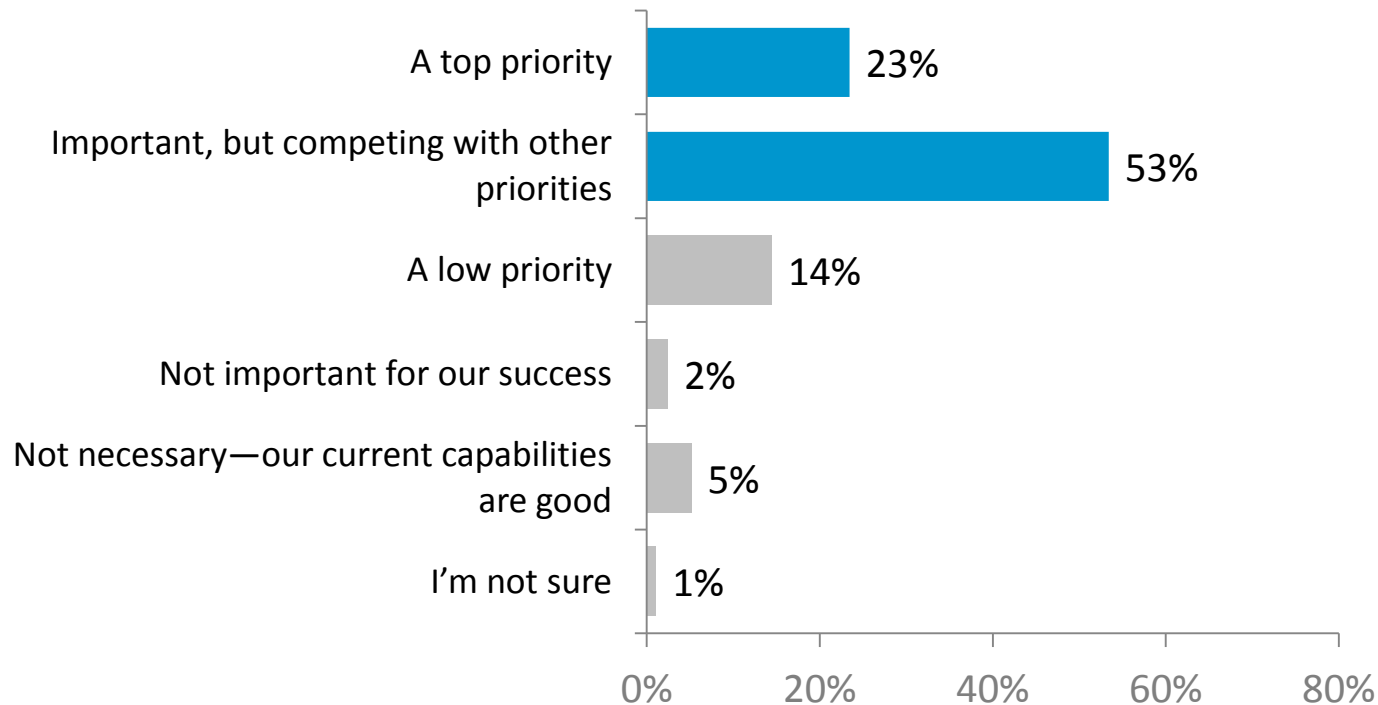


Percentage of all respondents  
Percentages may not total 100% due to rounding

# 15. How important for your company's success are the following types of improvements to its cash-management and forecasting capabilities?

All respondents

## 15b. "Improving visibility into sources and uses of cash is..."

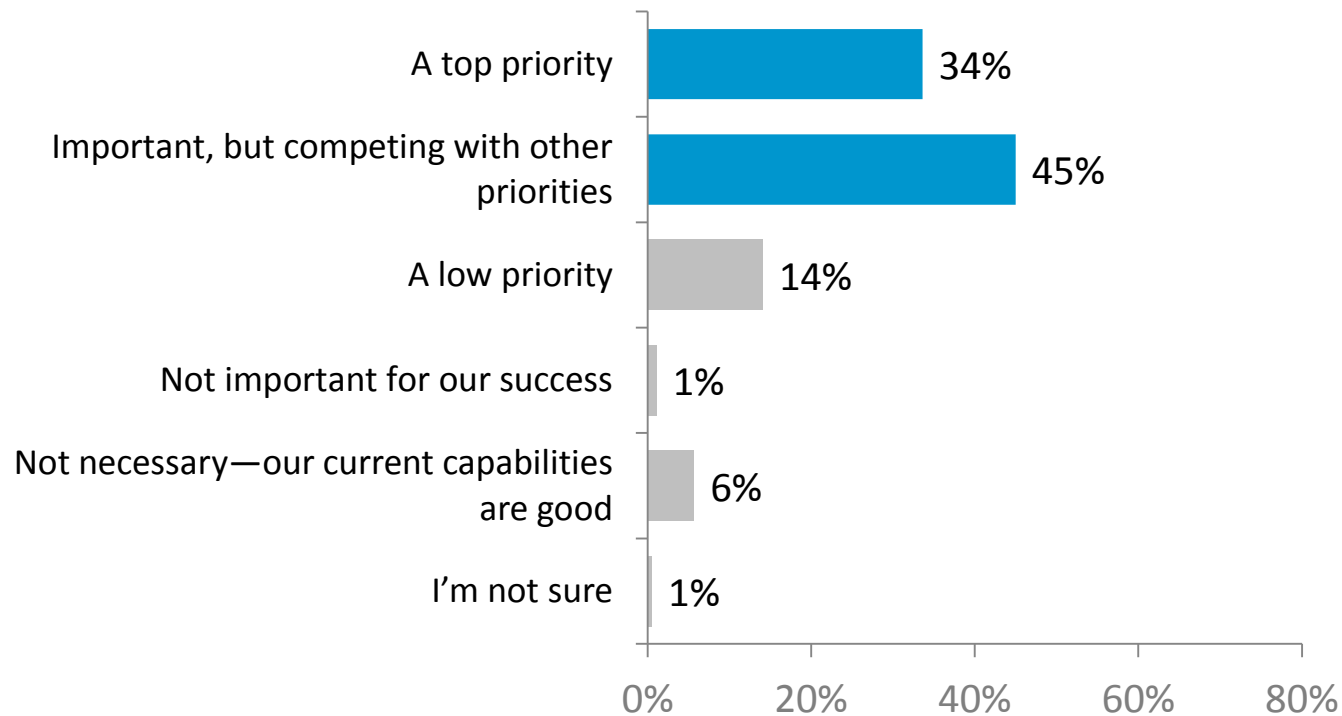


Percentage of all respondents  
Percentages may not total 100% due to rounding

# 15. How important for your company's success are the following types of improvements to its cash-management and forecasting capabilities? (CONTINUED)

All respondents

## 15c. "Improving the accuracy of cash forecasts is..."

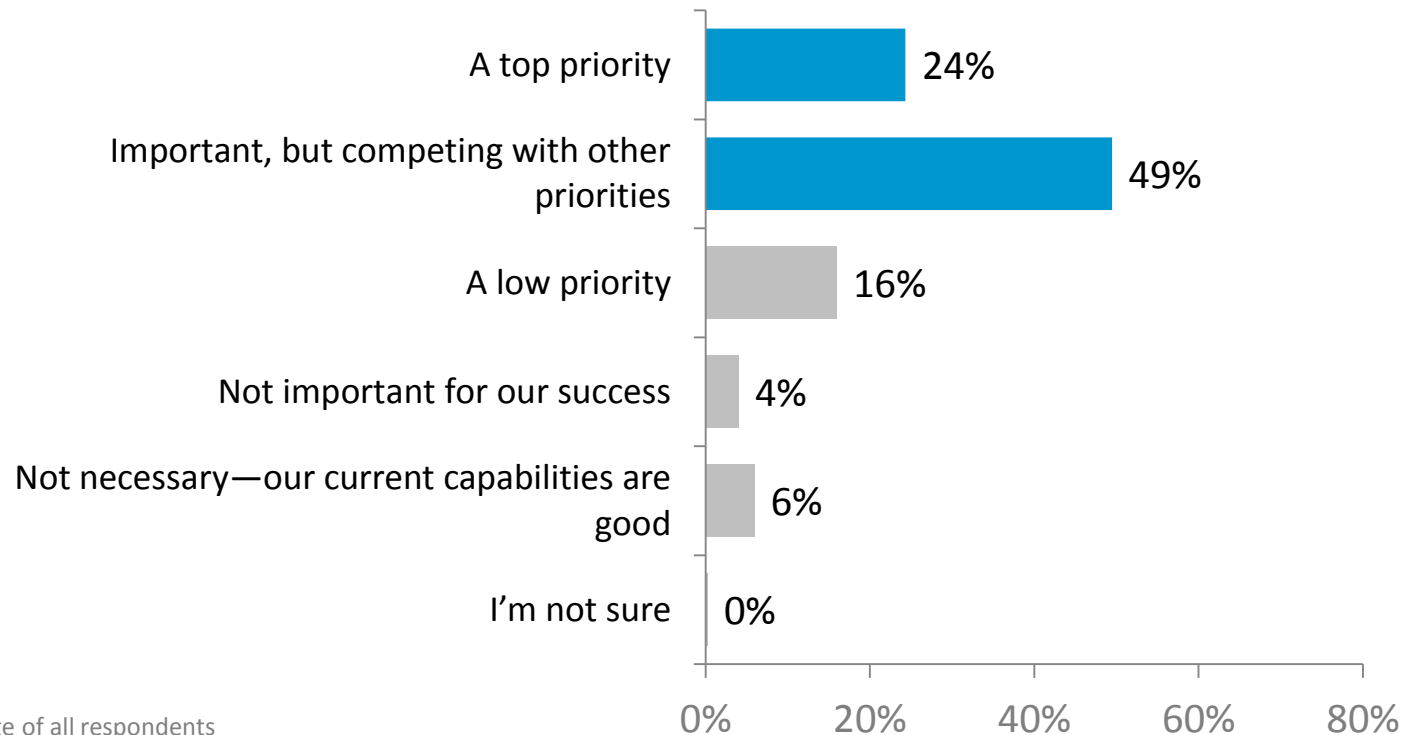


Percentage of all respondents  
Percentages may not total 100% due to rounding

# 15. How important for your company's success are the following types of improvements to its cash-management and forecasting capabilities? (CONTINUED)

All respondents

15d. *“Expanding the types of cash analyses available to my company’s management (e.g., “what-if” analysis, ad-hoc queries) is..”*

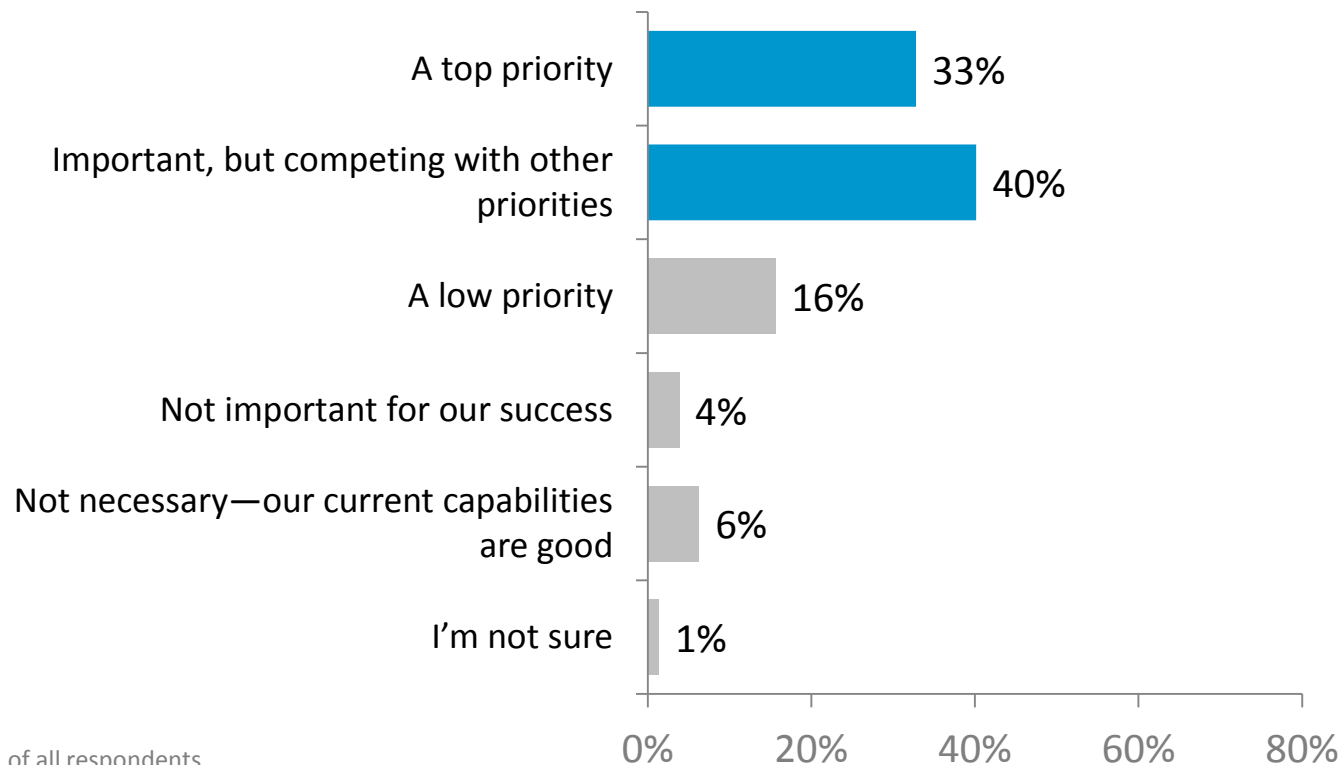


Percentage of all respondents  
Percentages may not total 100% due to rounding

# 15. How important for your company's success are the following types of improvements to its cash-management and forecasting capabilities? (CONTINUED)

All respondents

## 15e. "Providing real-time access to consolidated cash information and analyses is..."



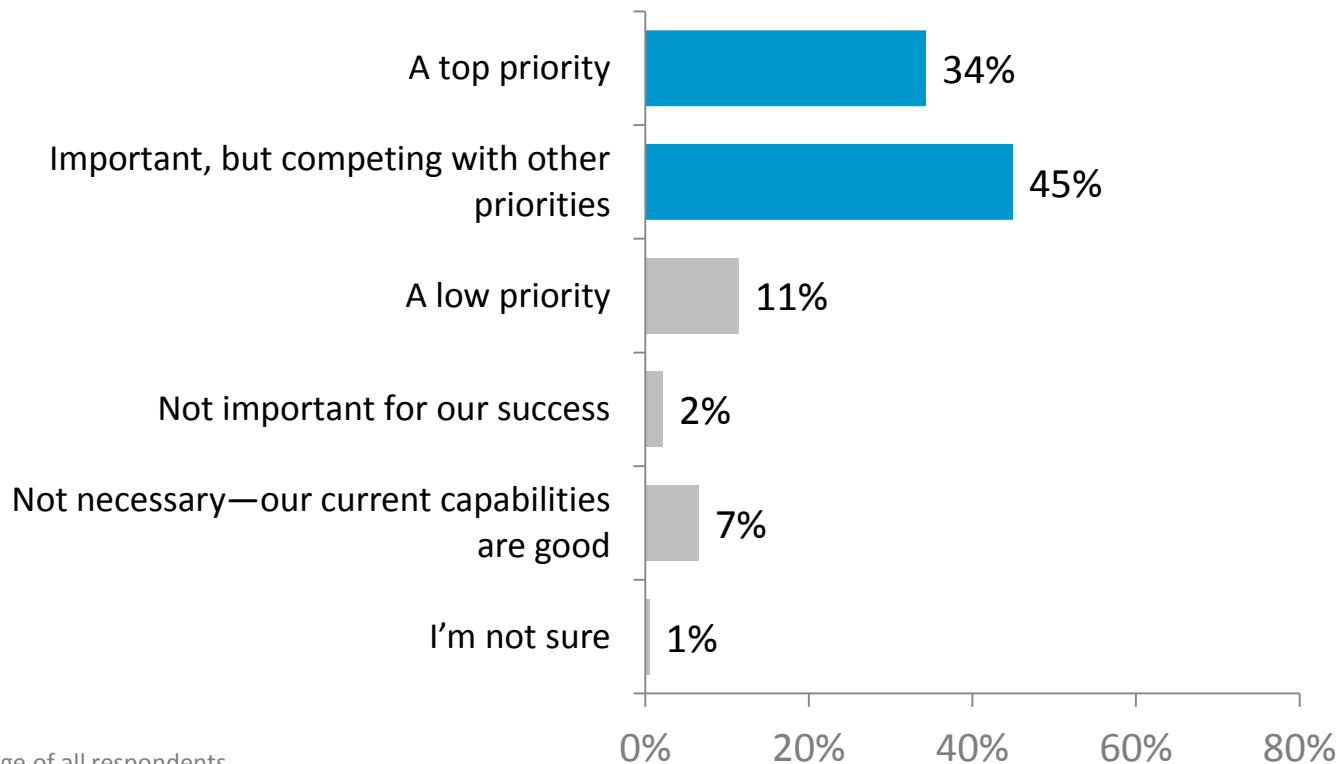
Percentage of all respondents  
Percentages may not total 100% due to rounding



# 15. How important for your company's success are the following types of improvements to its cash-management and forecasting capabilities? (CONTINUED)

All respondents

## 15f. "Improving the accuracy, consistency, and quality of cash data is..."

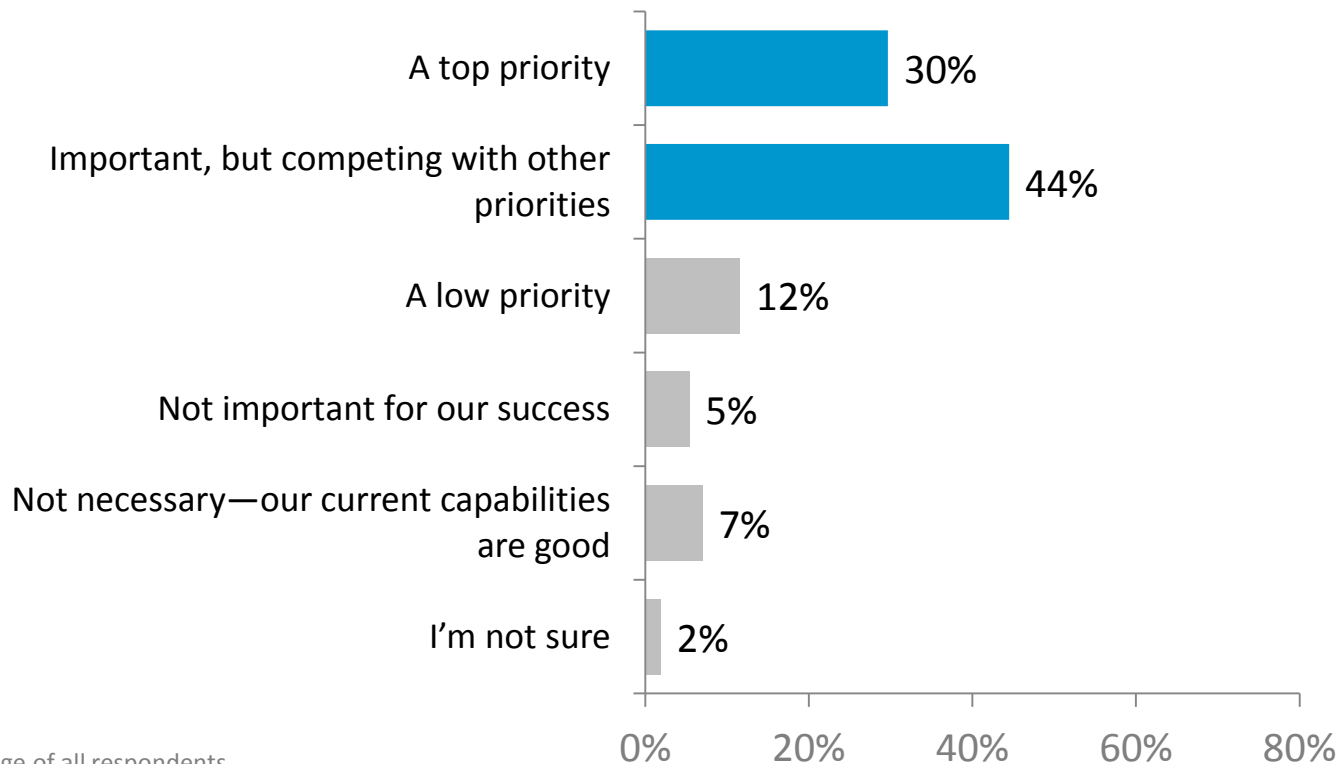


Percentage of all respondents  
Percentages may not total 100% due to rounding

# 15. How important for your company's success are the following types of improvements to its cash-management and forecasting capabilities? (CONTINUED)

All respondents

## 15g. "Integrating treasury information systems with core ERP system(s) is..."



Percentage of all respondents  
Percentages may not total 100% due to rounding