Change Logs 2023 to 2025

This page provides a summary of all system updates, including new features, enhancements, bug fixes, and other changes released each quarter. Our goal is to keep you informed about the continuous improvements we make to deliver a more secure, efficient, and user-friendly experience.

Please refer to the logs below for detailed information on the changes implemented in each release.

CHANGE LOG 2025 Q3

CHANGE LOG 2025 Q2

CHANGE LOG 2025 Q1

CHANGE LOG 2024 Q4

CHANGE LOG 2024 Q3

CHANGE LOG 2024 Q2

CHANGE LOG 2024 Q1

CHANGE LOG 2023 Q4

CHANGE LOG 2023 Q3

CHANGE LOG 2023 Q2

CHANGE LOG 2023 Q1

Introducing CS Lucas Insight AI:

Conversational Treasury Answers Inside the CS Lucas Platform

CS Lucas Insight AI brings a conversational layer directly into the platform your team already works in every day. Just ask a question in plain English, like *“What’s our cash position by bank?”*, *“Show our forecast for the next two months”*, *“Which banks are holding our deposits?”*, or *“What if SGD appreciates 1.5% against GBP?”* and get an answer back instantly, grounded in your own governed data.

Here’s what that means for your team:

- **Save time:** Spend less time building reports and more time acting on

what they tell you

- **Make faster decisions under uncertainty:** See the impact of market moves on your positions right away, when it still matters
- **Reduce manual effort:** Free your team from routine forecasting and data-pulling tasks
- **Stay ahead of what needs attention:** Catch pending items before they become bottlenecks
- **Trust every answer:** Get speed without sacrificing accuracy, since every figure comes from your own governed data
- **Keep full control over your data** — nothing leaves your environment or goes beyond what you're entitled to see

See it all in action in the video above and contact us directly if you have any questions.

The CS Lucas Payment Gateway: What's New



One controlled workflow — from payment instruction to ERP reconciliation.

For treasury teams managing payments across multiple accounts and approval layers, fragmented systems create real risk. The updated CS Lucas Payment Gateway consolidates the entire payment lifecycle — authorisation, cash management, and reconciliation — into a single, auditable workflow.

Real-time cash visibility The Payment Cash Manager gives your team a live view of opening balances, committed outflows, and remaining availability — filterable by accounting centre, currency, and date range. You always know where you stand before a payment leaves.

Automated payment ingestion Payment instructions flow directly from your ERP or legacy systems via API or file import. No rekeying, no delays — just a clean, real-time view of every upcoming obligation.

Multi-layer authorisation Every payment arrives unauthorised by default. Role-based approvals, priority flagging, and a fully configurable workflow mean nothing moves without the right sign-off — and every action is logged for compliance.

Flexible payment assignment Allocate payments to bank accounts manually or via automated rules. Reassign right up until submission with no loss of auditability. Once settled, journals are raised automatically and synced back to your ERP — no manual reconciliation required.

What it delivers

 Seamless ERP & legacy system integration

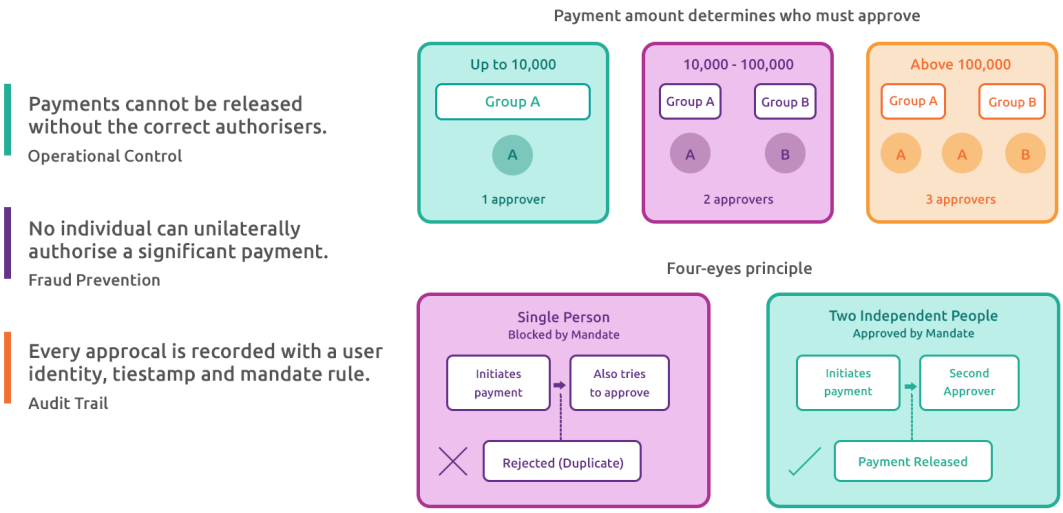
 Configurable, multi-layer authorisation

 Real-time cash & balance visibility

 Flexible payment assignment

 Automated ERP reconciliation

How Banking Mandates Protect Your Treasury from Unauthorised Payments



In treasury operations, the question is never whether controls are needed — it is whether the controls you have are actually enforced. A payment authorisation policy written in a procedure manual and circulated by email is a start. But a policy that lives only in a document can be ignored, forgotten, or bypassed under the pressure of an end-of-day settlement deadline.

A Banking Mandate takes that policy off the page and puts it inside the payment system itself. It defines, in precise and enforceable terms, who must approve a payment — and the system simply will not let the payment move forward until those requirements are met.

Here is how that changes the risk picture for a treasury team.

PROPORTIONAL CONTROLS FOR PROPORTIONAL RISK

Not all payments carry the same risk. Paying a small operational expense is a different act from wiring a seven-figure settlement. Treating them identically — demanding the same number of approvers for every transaction regardless of size — either creates unnecessary friction for low-value routine payments or, worse, leads to approvals being rubber-stamped because the process is felt to be excessive.

A Banking Mandate solves this by tying the authorisation requirement directly to

the payment amount. A typical structure might look like this:

> Up to 10,000: Any one authoriser from Group A
> 10,001 to 100,000: One from Group A and one from Group B
> Above 100,000: Two from Group A and one from Group B

As payment value rises, so does the number and seniority of approvers required. The thresholds are set by the business and enforced automatically — no one has to remember to escalate a large payment for extra sign-off. The system checks the amount, looks up the relevant tier, and enforces the correct combination. It is always consistent, regardless of who is at their desk that day.

THE END OF THE "ONE-PERSON PAYMENT"

One of the most persistent fraud vectors in treasury is the ability of a single person to both initiate and authorise a payment. Even where internal policy prohibits this, a manual process — email approval chains, spreadsheet sign-offs, paper authorisation forms — is difficult to audit in real time and easy to circumvent under pressure.

With a Banking Mandate in place, the payment workflow enforces four-eyes principle structurally. A payment cannot be sent unless the required combination of approvers from the required groups have each independently recorded their approval. The person who set up the payment configuration cannot be the only approver if the mandate requires a second signatory from a different group.

Nor can the same individual approve twice. The system records each approver by their user identity and blocks duplicate approvals. Group membership is set by administrators — it cannot be self-assigned.

SIGNING COMBINATIONS REFLECT HOW YOUR BUSINESS ACTUALLY WORKS

Real treasury teams are not homogeneous. A typical setup might have a group of payment administrators who handle the preparation work and a separate group of senior treasury officers who hold authorisation authority. The mandate can require one from each group for mid-range amounts, or two senior officers for high-value transactions.

The OR logic in signing combinations adds further flexibility. A tier might accept

“two from Group A, OR one from Group A and one from Group B”. This means the control adapts to staffing reality — if only one Group A officer is available on a given day, the payment can still proceed provided a Group B co-signatory is present. The control is not so rigid that it brings operations to a halt, but it is not so loose that it can be circumvented by a single individual.

The important point is that the flexibility is designed in and approved in advance. It is not improvised at the point of payment.

AN UNAPPROVED MANDATE HAS NO EFFECT

One design feature worth noting: a mandate only takes effect once it has been explicitly approved by an authorised user. A newly created or recently modified mandate sits in a “Not Approved” state and is ignored by the payment workflow entirely.

This is a deliberate second-gate control. It means that a rogue or erroneous change to a mandate — whether a well-intentioned misconfiguration or a malicious amendment — cannot immediately affect live payments. A second pair of eyes must review and approve the mandate before the new rules apply.

Every change to a mandate is logged with the user identity and timestamp. The full history of every amendment is retrievable at any time.

GAPS AND ERRORS ARE CAUGHT BEFORE THEY CAN DO DAMAGE

Configuring a mandate with gaps in amount coverage — a band from 0 to 10,000 and the next from 10,002 upwards, with nothing at 10,001 — is a common human error in a manual process. That gap might pass unnoticed until a payment of exactly that amount is submitted and the system cannot determine which signing rule applies.

The mandate configuration validates contiguity before saving. A gap will be flagged immediately, and the mandate cannot be saved until it is corrected. The same applies to overlapping bands, rules that reference groups which have not been defined, and missing member assignments. The system enforces coherence at the point of setup, not at the point of payment.

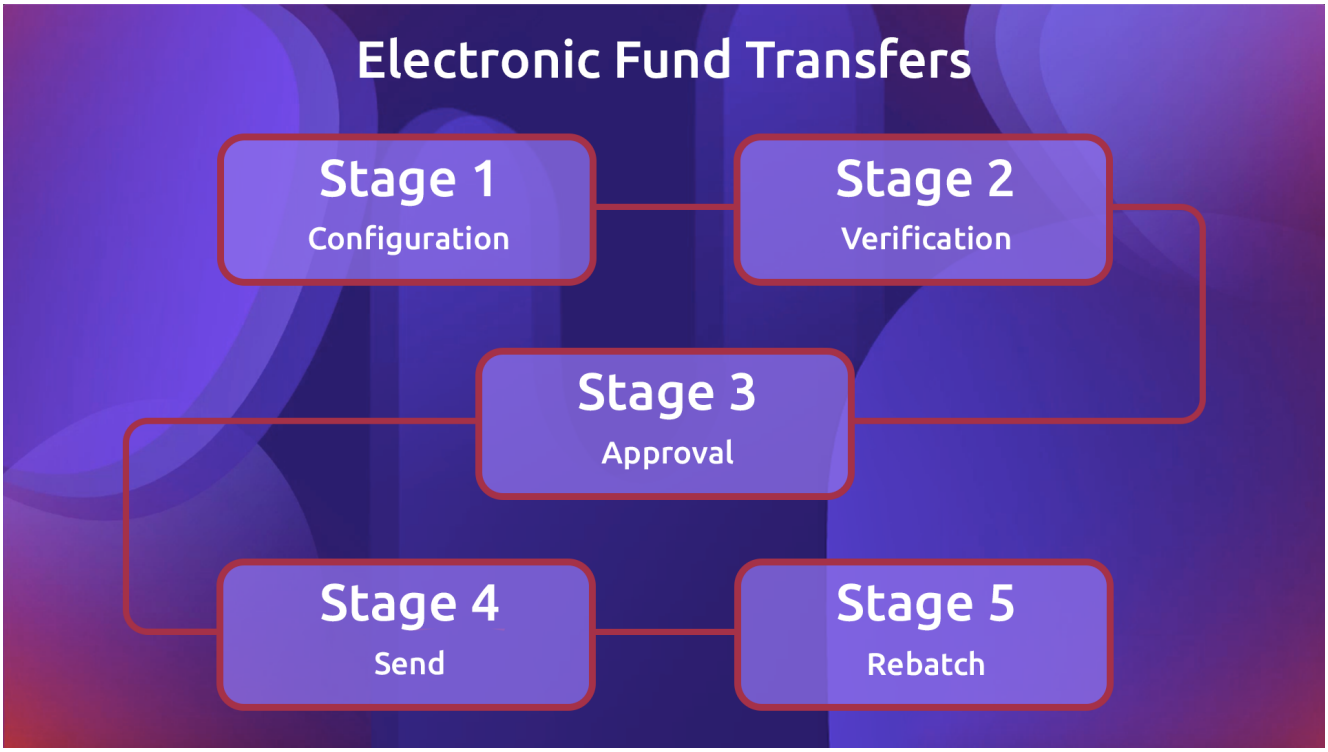
WHAT THIS MEANS FOR TREASURY RISK

The practical effect of a well-configured Banking Mandate is a reduction in three distinct categories of treasury risk:

> Operational risk — payments cannot be released without the correct authorisers. Procedural lapses, forgotten escalations, and deadline pressure cannot override the control.
>
> Fraud risk — no individual can unilaterally authorise a significant payment. Even if a user's credentials are compromised, the attacker must also control a second independent authoriser in the required group. Separation of duties is structural, not procedural.
>
> Compliance risk — every approval is recorded with a user identity, timestamp, and the mandate rule that governed it. Auditors can verify that every payment was authorised correctly. There is no reliance on paper trails or email threads.

A mandate is, in essence, a formalisation of the treasury governance policy that your board has approved — expressed in a form the system can actually check. Getting it right is not complex. But the discipline of setting it up accurately, reviewing it regularly, and ensuring membership reflects current staffing is what makes the control real rather than theoretical.

Five Stages, One Audit Trail: How Structured EFT Protects Treasury



Every treasury payment carries two kinds of risk. The first is the obvious one: the wrong amount going to the wrong place. The second is subtler and arguably more dangerous: the right payment going to the right place twice.

Both of these risks have a common root cause — process steps that are advisory rather than enforced, and the absence of a reliable trail showing what happened, when, and who approved it.

A structured EFT (Electronic Funds Transfer) workflow addresses both. Not by making payment operations more complicated, but by building each safeguard directly into the process so that it cannot be skipped, forgotten, or overridden without leaving a record.

Here is how each stage of the workflow reduces risk for a treasury team.

STAGE ONE: PAYMENT CONFIGURATION

Before a payment can move through any approval gate, someone must configure it— selecting the funding account, the payment channel, the beneficiary, and all the payment-type-specific data that the bank needs to process the instruction.

This stage exists because a payment generated by the settlements workflow contains the financial terms (amount, currency, value date, counterparty) but not the banking instruction. Those are different things. Conflating them — assuming

that because a trade has been confirmed, the payment details are automatically correct — is one of the more common sources of failed payments in a treasury operation.

The configuration step forces someone to consciously set and verify the routing before the payment enters the approval queue. Mandatory fields are flagged by the system. Payment types define their own required data, and the system will not permit verification until all required fields are populated. The result is that a payment cannot accumulate approvals on the basis of incomplete or missing data.

STAGE TWO: VERIFICATION — THE CHECKER GATE

Verification is a distinct step, performed by a checker before approvals begin. It is the system's equivalent of "does this look right before we start getting sign-offs?"

The design here is deliberate. Verification is separated from approval for a reason: if a checker spots an error after approvals have already been recorded, the correct response is to go back to the beginning, not to patch the data and hope the approvers noticed. Unverifying a payment clears every existing approval automatically. This is not a punitive design choice — it reflects the logical reality that an approval given on the basis of incorrect data is not a valid approval.

The consequence is that verification is not a rubber-stamp step. A checker who unverifies a payment is doing the right thing, and the system supports that judgement by ensuring the full approval process restarts on clean data.

For a treasury team, this enforces two-person integrity at the data preparation stage, before any of the formal authorisation hierarchy becomes involved.

STAGE THREE: APPROVAL AGAINST THE BANKING MANDATE

The approval stage is where the Banking Mandate takes effect. Each payment is checked against the signing requirements for the funding account and amount tier, and approvals are recorded individually against each approver's user identity.

A colour-coded badge on the payment list makes the approval state immediately visible to anyone monitoring the queue:

No badge — no approvals recorded yet.

Orange — partially approved; the mandate requirement is not yet met.
Green — fully approved; eligible to be sent.

The value of real-time visibility here should not be understated. In a treasury team managing a large settlement run, the ability to see at a glance which payments are fully authorised and which are still waiting for a second signatory is operationally significant. It avoids the phone calls, emails, and spreadsheet trackers that teams without system-enforced workflows rely on — and which introduce their own error risk.

Only fully approved payments — green badge, all mandate requirements satisfied — can be included in a batch. The system blocks everything else at the point of dispatch.

STAGE FOUR: SEND — A SINGLE CONTROLLED DISPATCH

When a user selects approved payments and clicks Send, the system does several things in a single atomic operation: it validates the selection, creates a batch, assigns a batch reference (PAYID), transmits the instruction to the bank, and stamps each payment with the batch reference as a permanent, non-editable link.

The significance of this being a single step is that it eliminates an entire class of error that exists in multi-step dispatch processes — the "generated but not sent" state, where a batch has been created but the transmission was not completed, and no one is sure whether the bank received the instruction.

Once the batch has been transmitted, each payment is locked. A locked payment cannot be included in a second batch. This is the first line of defence against double payment: the system structurally prevents a payment from being batched twice in its normal state.

The batch reference appears on each payment as a clickable link. Clicking it opens the batch detail screen, which shows every item in the batch and the bank's response — accepted, failed, and failure reason. This makes the reconciliation picture visible to the operations team as soon as the bank responds, without any manual data entry or file matching.

STAGE FIVE: REBATCH — CONTROLLED CORRECTION WITH EXPLICIT WARNINGS

Failed payments are an operational reality. A beneficiary account might be closed, a cut-off time might have been missed, or a formatting requirement for a specific payment type might have been overlooked. The question is not whether failures will happen but how the team responds when they do.

This is where the risk profile of a manual process diverges most sharply from a structured workflow. In a manual environment, a failed payment is corrected and resent by whoever handles the rejection. The double payment risk — the possibility that the bank's FAIL response does not mean the payment was not processed — is managed by institutional knowledge and, sometimes, by luck.

A structured rebatch workflow builds the double payment risk warning into the process itself. When a failed payment is reopened for correction, the Integration Status panel shows the bank's original response in full, including the bank reference if one was assigned. When the user proceeds to approve the corrected payment, the system detects that this payment was previously sent and displays an explicit warning before approval is permitted.

The warning does two things. First, it forces the approver to confirm they have checked with the bank before proceeding — and to record that confirmation in writing as the override reason. Second, it creates an indelible audit record. The override reason, the user who entered it, and the timestamp are permanently attached to the payment's history.

The importance of the warning cannot be overstated. A FAIL status from the bank does not always mean the payment was not executed. Network timeouts, delayed acknowledgements, and cut-off mismatches can result in a payment that the bank has processed being returned with an error code. Rebatching in that state without first confirming the position with the bank is how double payments occur. The system makes this risk visible and creates a documented checkpoint — but it requires the user to take the decision consciously, with the facts in front of them.

THE AUDIT TRAIL AS A RISK MANAGEMENT ASSET

Every action in this workflow — configuration save, verify, unverify, approval, batch dispatch, bank response, status correction, duplicate override — is recorded with the user identity, date, and time. The full history is accessible on every payment via a single button.

For a treasury team, this serves several purposes beyond routine record-keeping. In the event of a query from the bank, a payment dispute, or an internal audit, the complete narrative of the payment is retrievable immediately: who configured it, who verified it, who approved it, when it was sent, what the bank said, and whether anyone overrode a duplicate warning and on what grounds.

This is not just a compliance requirement. It is the operational memory of your payments desk — the record that allows the team to answer questions accurately and quickly, and to identify patterns in failures that might point to a systematic problem in configuration or counterparty data.

A NOTE ON WHERE RISK ACTUALLY COMES FROM

Treasury payment risk rarely originates from malicious intent. It comes from well-meaning people working under time pressure, making reasonable assumptions that turn out to be wrong, or following a process that has gaps they were not aware of.

A structured EFT workflow does not assume bad faith. It assumes that people make mistakes, that data errors occur, that banks sometimes return confusing responses, and that deadline pressure can cause shortcuts that create downstream problems. It is built around the question: “If something goes wrong at this step, what prevents it from compounding into a more serious problem at the next step?”

The answer, at each gate, is the same: the system requires an explicit, recorded decision from an authorised person before the payment can proceed. No step can be silently bypassed. No error can be unknowingly carried forward into an approval or a dispatch.

For a treasury team, that consistency — enforced by the system rather than relying on individual discipline or memory — is the most significant risk reduction the framework provides.

The CS Lucas Story

Not many people know this, but CS Lucas initially started out as a consultancy. In 1996, when requested by a client to evaluate treasury systems for a major client, we discovered something: every solution was costly, cumbersome, and unsuitable for real business needs.

That moment of realisation was our turning point.

What started as a simple question—“Why can’t treasury management be elegant and affordable?” started to journey to developing the CS Lucas system as you see it today.

From our first Alpha Station in 1998 to today’s cloud-native platforms, we’ve navigated every major technology shift while staying true to our core mission: simplifying treasury management and focusing on customer requirements.

Our timeline shows the milestones, but the real story is in the decisions we made, the challenges we overcame, and the innovations that shaped CS Lucas.

Watch our complete journey unfold in the video below



How Modern Treasury Management Replaces Spreadsheet Errors with Cash Flow

Control

Real-Time Visibility, Real Business Impact

Many treasury departments still rely on spreadsheets for cash management, despite the risks and limitations.

With CS Lucas, your treasury team gains:

- **Automatic bank balance retrieval** across all accounts and locations
- **Collaborative forecasting** where team members update projections directly in the system
- **Instant consolidation** with automatic roll-ups by various groupings

- **Advanced modeling** including cycle forecasting and what-if scenarios

From Insight to Action

Visibility is just the beginning. The system helps you optimize your cash position through:

- Identifying and covering short-term deficits with money market loans
- Maximizing returns on surplus cash through strategic investments
- Managing the complete lifecycle of all treasury transactions
- Ensuring timely settlements with automated alerts and bank instructions

Enterprise-Grade Security and Compliance

Built with institutional requirements in mind, CS Lucas provides:

- Maker-checker segregation
- Complete audit trails
- Granular access controls
- IFRS-compliant journal entries for seamless accounting integration
- Over 200 standard reports plus powerful PowerBI dashboards

CS Lucas Change Logs

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Release w7.103 to w7.106

Release w6.101 to w6.120

Change Logs 2023 to 2025

Real-Time Treasury Insights: A Guided Tour of Our Dashboards

Real-Time Treasury Insights: A Guided Tour of Our Dashboards

In today’s fast-paced financial environment, treasury teams need accurate, real-time information at their fingertips to make confident, timely decisions. At CS Lucas, we’ve built a suite of dashboards that provide exactly that—clear visibility, flexible reporting, and powerful forecasting tools.

To give you a closer look, we’ve created a **short video walkthrough** highlighting just a few of our dashboards in action.

Watch the Video Tour Below



In this guided tour, Isabella from our team walks through two key dashboards:

- **Cash Position Dashboard** – Instantly shows your group's total liquidity and breaks it down by entity, currency, and bank
- **Cash Forecast Dashboard** – Visualizes projected cash flows and highlights upcoming surpluses or shortfalls

Just the Beginning

This video features only a **small sample** of the dashboards available in CS Lucas. The full platform includes tools for managing funding, investments, risk exposures, and more—designed to support both day-to-day treasury operations and strategic planning. A wider set of example dashboards can be found here and we continue to refine and expand our library.

Ready to experience better treasury visibility?
Watch the video now and get in touch to explore our full dashboard suite.

Introducing the New CS Lucas Microservice

Treasury management doesn't have to feel like a balancing act. For many teams, keeping up with manual processes, disconnected systems, and ever-evolving demands eats into valuable time.

That's where the new CS Lucas microservice comes in. Designed to streamline workflows, automate routine tasks, and deliver real-time insights, it integrates seamlessly into your existing setup. The goal? To empower teams to focus on strategy, not busywork.

Making Treasury Simpler and Smarter

If you've ever wrestled with keeping Excel or Power BI dashboards up to date, you're not alone. These tools are invaluable for analysis, but managing them manually can be frustrating. The CS Lucas microservice solves that:

- **Real-Time Data at Your Fingertips:** A quick OTP login refreshes your dashboards with the latest treasury data—no manual imports, no outdated numbers.
- **Informed Decision-Making:** Reliable, up-to-date visuals of cash flow and liquidity help teams act with confidence.
- **Compliance Made Easy:** Audit trails and data controls are built in, ensuring accuracy and accountability without extra effort.

By automating the repetitive, this microservice allows teams to focus on the decisions that drive real impact.

Why Microservices Are the Future

As businesses evolve, the tools we use must evolve too. Microservices represent a modern, scalable approach to solving specific challenges without overhauling entire systems.

Here’s why this matters for treasury operations:

- **Quick to Deploy:** New features or integrations can be live in hours, not weeks, making it easier to adapt to changes.
- **Flexibility at Scale:** As your business grows, this module scales with you, no need for costly upgrades.
- **Easy Integration:** Seamlessly connects with your accounting systems, CRMs, and more, ensuring treasury is a fully integrated part of your organisation.

Solving Real Treasury Challenges

Treasury teams face unique challenges, and the CS Lucas microservice is designed to tackle them directly:

- **Automated Bank Connectivity:** Secure APIs pull bank statements and reconcile accounts in real time, saving hours of manual work.
- **Streamlined Payment Workflows:** Automates validation and ensures global compliance standards are met, reducing risk while improving efficiency.
- **Effortless Integration:** Whether it’s a new banking partner or an updated accounting system, integrations are smooth and fast, often completed within hours.

The Technical Edge

For those curious about what makes this microservice tick, here’s a look under the hood:

- **Cloud-Native and Scalable:** Unlike traditional systems, this microservice is designed to adapt to your needs without the heavy lifting of infrastructure changes.
- **API-Driven Integration:** Real-time data flow connects treasury to enterprise platforms like HR and CRM systems, breaking down silos and enabling collaboration.

- **Future-Ready Automation:** From automated bank statements to payment workflows, this module is built to handle complex processes with speed and accuracy.
- **Rapid ROI:** Whether deploying new capabilities or integrating existing systems, the microservice delivers value almost immediately.

A Solution for the Entire Organisation

This isn't just a win for treasury—it's a win for the whole organisation. By improving workflows and automating processes, this microservice:

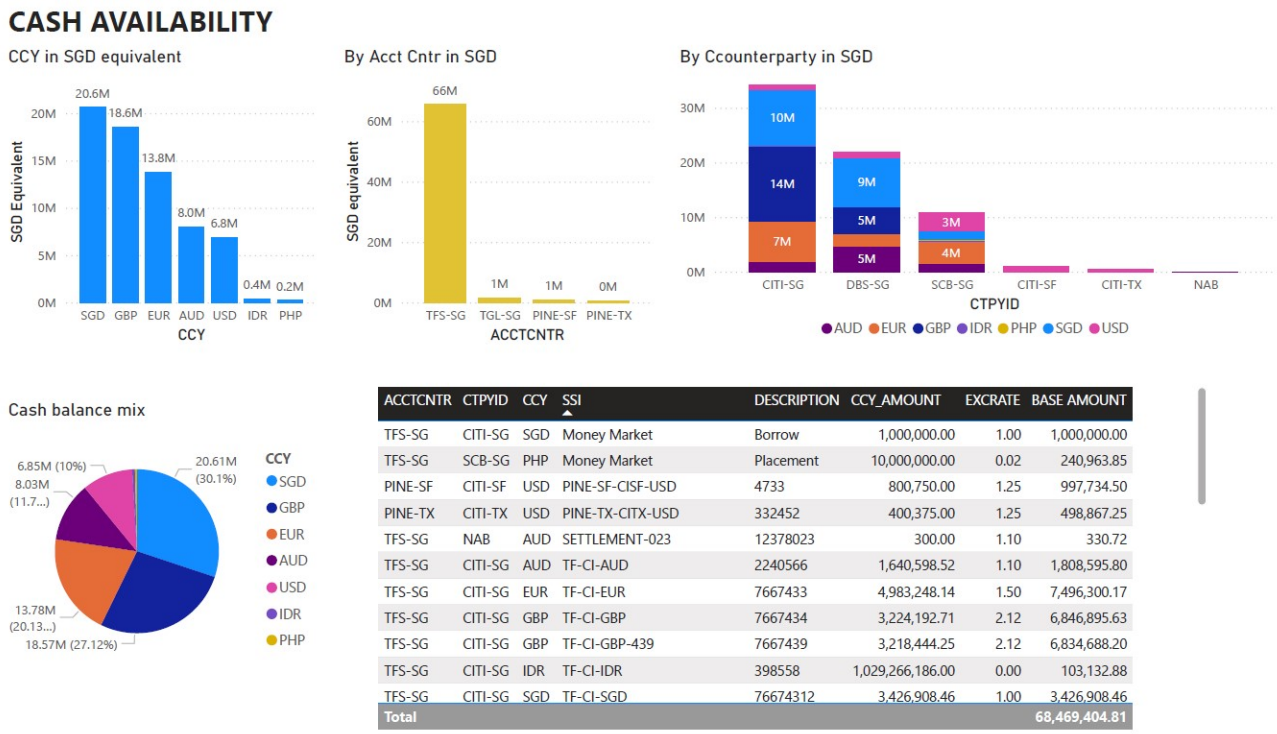
- **Fosters Collaboration:** Teams across departments can work with consistent, up-to-date data, reducing miscommunication.
- **Saves Time:** Automation frees up time for teams to focus on higher-value work.
- **Adapts to Change:** Whether you're facing new regulations, scaling operations, or adopting new systems, this module is built to grow with you.

Leading Treasury into the Future

As someone passionate about building tools that make work easier and smarter, I'm excited to share how the new CS Lucas microservice can help transform treasury operations.

It's designed to bring clarity to complexity, deliver real-time insights, and seamlessly integrate into the tools teams already use. For businesses ready to streamline processes and boost efficiency, this microservice is a step forward.

Let's build systems that work as hard as our teams do.



ACCTCNTR	CTPYID	CCY	SSI	DESCRIPTION	CCY_AMOUNT	EXCRATE	BASE AMOUNT
TFS-SG	CITI-SG	SGD	Money Market	Borrow	1,000,000.00	1.00	1,000,000.00
TFS-SG	SCB-SG	PHP	Money Market	Placement	10,000,000.00	0.02	240,963.85
PINE-SF	CITI-SF	USD	PINE-SF-CISF-USD	4733	800,750.00	1.25	997,734.50
PINE-TX	CITI-TX	USD	PINE-TX-CITX-USD	332452	400,375.00	1.25	498,867.25
TFS-SG	NAB	AUD	SETTLEMENT-023	12378023	300.00	1.10	330.72
TFS-SG	CITI-SG	AUD	TF-CI-AUD	2240566	1,640,598.52	1.10	1,808,595.80
TFS-SG	CITI-SG	EUR	TF-CI-EUR	7667433	4,983,248.14	1.50	7,496,300.17
TFS-SG	CITI-SG	GBP	TF-CI-GBP	7667434	3,224,192.71	2.12	6,846,895.63
TFS-SG	CITI-SG	GBP	TF-CI-GBP-439	7667439	3,218,444.25	2.12	6,834,688.20
TFS-SG	CITI-SG	IDR	TF-CI-IDR	398558	1,029,266,186.00	0.00	103,132.88
TFS-SG	CITI-SG	SGD	TF-CI-SGD	76674312	3,426,908.46	1.00	3,426,908.46
Total							68,469,404.81

Bank Reconciliation: ERP vs. CS Lucas TMS

Bank reconciliation is a crucial process that ensures the accuracy of a company's financial records against the bank's account statements. A reconciliation statement serves to validate that payments have been processed and deposits correctly recorded. This process is essential not only for detecting fraud but also for identifying any unintentional discrepancies. After all adjustments, the ending balance on the reconciliation statement should match the bank account balance.

Bank reconciliation can be carried out using either an ERP system or the CS Lucas TMS. For effective matching to the bank statement, the reconciliation system needs to have access to complete cash journals. When using ERP for reconciliation, treasury journals need to be created manually to ensure completeness. Conversely, if reconciliation is done on CS Lucas, non-treasury cash activities must be imported into the system.

Between the two options, it is often preferred to have CS Lucas push treasury data to the ERP system because treasury transactions generally have less volume. Furthermore, the CS Lucas TMS is designed to generate complex treasury journals automatically and push them into the ERP system seamlessly. For this reason, performing reconciliations on accounting systems is generally recommended as best practice.

However, there is one scenario where using the CS Lucas TMS for bank reconciliation is justified: when the entity managing treasury functions acts as an in-house bank or operates regional treasury activities. In such cases, CS Lucas already has the majority of transactions, providing a robust platform to match treasury transactions against its cash book. Please see CS Lucas user guide on bank reconciliation.

The Future of Syndicated Lending Demands Specialized Technology

Syndicated lending has grown rapidly over the past decade to become an essential source of financing for large corporations and institutions. Under a syndicated loan structure, a group of banks join together to provide credit facilities and distribute risk across multiple lenders. Whereas a single bank may only be able to commit a few hundred million dollars, a syndicate can offer billion-dollar credit lines and term loans.

For borrowers, syndicates allow more access to financing with potentially better terms than direct bi-lateral agreements. It is also an opportunity to establish banking relationships with banks that they do not otherwise have dealt with on a regular basis.

The Expanding Scale and Complexity of

Syndicated Lending

Today’s large facilities routinely include 10 or more lenders across multiple continents. Tracking details with Excel becomes unrealistic across such vast and dynamic structures.

There are rollover dates, renewal terms, mandatory pre-payments, covenant compliance, reporting deadlines, administration fees, and much more to orchestrate. Keeping tabs manually exposes tremendous operational risk. Missing a single interest or fee payment under the strict terms of syndication agreements has dire consequences.

On a large scale, even the smallest oversight could cost a business significant penalties or early repayments. Such technical breaches may trigger cross default clauses and jeopardize corporate reputations with credit markets more broadly. Yet nearly 50% of borrowers still track lending obligations spreadsheets according to recent industry surveys.

The Need for Specialized Technology Solutions

To address this pressing need, treasury teams are relying on CS Lucas Treasury Management System’s dedicated syndicated loan modules.

Let’s explore some of the key capabilities of CS Lucas:

1. Central Database for All Lending Details

CS Lucas lets the treasury team maintain critical information, exposure and facility details in a unified structure. This covers volumes, rates, currencies, compliance terms, documentation, counterparties, jurisdictions, timelines, and associated analytics.

2. Dynamic Cash Flow Projections

The system generates forward-looking projections of expected cash flows such as loan repayment profile and exposure. This tracking covers any periodic interest or principal payments across an unlimited number of concurrent structures.

3. Covenant Threshold Monitoring

To avoid any risk of breaching any covenants, the system monitors the current status against periodic covenant tests for earnings, leverage, liquidity, or other metrics dictated by lending agreements. Alerts notify appropriate stakeholders as threshold limits approach.

4. Milestone Scheduling

Important events are diarised to prompt users on upcoming compliance certifications, renewals, rate resets, term expirations, pre-payment options, mandated drawdowns, and all other key timeline events organised to inform users on upcoming compliance certifications, renewals, rate resets, term expirations, pre-payment options, mandated drawdowns,.

5. Settlement Control Collaboration

Scheduled payment notifications electronically from the TMS to settle against pre-defined bank accounts.

6. Custom Analytics and Reporting

Robust analytics around current and projected future exposure, counterparty concentrations, risk-adjusted return on capital, geographic exposure, industry exposure and other aspects help treasury teams make informed decisions. Management and auditors gain on-demand reporting.

7. Accounting Compliance

Specialist tools guarantee lending treatments comply fully with evolving IFRS accounting standards. This avoids surprises or restatements and provides information to the finance team with appropriate details for disclosures.

In summary, CS Lucas Treasury Management System is crucial for managing the complexities of syndicated lending. Its comprehensive features streamline loan management, reduce manual errors, and ensure compliance. With capabilities like central data storage, cash flow projections, covenant monitoring, and settlement control, it’s a strategic asset for treasury teams navigating the demanding world of syndicated loans. This technology is more than a convenience; it’s essential for maintaining corporate financial stability.

Webinar: Managing Term Loans, Money Market, Investments & Forex

In todays day and age, restructuring your treasury functions through modernization, flexibility and preparation can allow for real time up-to-date reports that allow for improved short and long term decision making.

In this webinar, Zohain Saeed, our BDM for South-East Asia will be covering the management of the following topics using the CS Lucas system:

- Term Loans
- Money Markets
- Investments
- Foreign Exchange

Whether you are handling treasury management for your company or relying on the reports from your team, this webinar provides useful insights. We look forward to seeing you there.

Treasury Independence: Integrated Treasury Accounting Capabilities

For organizations that want to keep treasury accounting independent, CS Lucas TMS provides complete, integrated accounting capabilities that can operate separately from your corporate systems.

Common Use Cases

This independent approach is often chosen by:

- Special Purpose Vehicles (SPVs) used for treasury operations
- Dedicated legal entities established for treasury funding and investment
- Ring-fenced treasury operations that require separate accounting
- Organizations seeking simplified treasury architecture

These examples represent common scenarios where organizations choose independent treasury accounting, though this option is available to any organization based on their specific needs.

Complete Treasury Accounting in CS Lucas TMS

CS Lucas TMS delivers comprehensive accounting functionality:

- Full chart of accounts management
- Direct journal posting with double-entry bookkeeping
- Multi-currency support with automated FX calculations
- Independent month-end closing processes
- Complete trial balance maintenance
- Comprehensive audit trails

This integrated accounting capability enables treasury operations to function within CS Lucas TMS without external dependencies.

Benefits of this Approach

- **Simplified architecture** – no integration complexity
- **Single source of truth** – all treasury data in one place
- **No reconciliations** – eliminates system mismatches
- **Faster implementation** – weeks instead of months
- **Direct control** – treasury owns its accounting

Full Reporting Capabilities

Generate and print all necessary reports directly from the TMS:

- Trial Balance reports
- General ledger listings

- Journal entries with documentation
- Period-end financial statements
- Transaction-level audit trails

Choosing the Right Approach

There’s no right or wrong choice, t’s about what works best for your organization. At CS Lucas, we support both approaches and stand ready to help you implement the solution that aligns with your specific requirements.

Integration with ERP – When treasury data needs to flow into your corporate ERP for consolidated reporting, we recommend following the integration approaches outlined in our blog post CS Lucas Accounting System Integration . This ensures data consistency and eliminates manual processes.

Independent Treasury Accounting – When treasury operates as a separate entity or when organizational preferences call for distinct accounting systems, CS Lucas TMS provides all necessary accounting capabilities within the platform itself. Special purpose vehicles and ring-fenced treasury entities commonly take this approach, though it’s equally suitable for any organization that finds value in maintaining treasury accounting independently.

The Bottom Line

CS Lucas TMS can serve as your complete, auditable treasury accounting system, either integrated with your ERP or operating independently. The choice between integration and standalone operation depends entirely on your organizational structure and operational needs.

For organizations that prefer separation from operational accounting, the independent approach provides comprehensive accounting capabilities without integration complexity. Meanwhile, organizations requiring consolidated reporting can follow our proven integration approaches. Both paths maintain full financial rigor and audit compliance CS Lucas supports whichever best serves your treasury requirements.

CS Lucas and Accounting System Integration – FAQs

FAQ 01 – Are you able to integrate via AP/AR?

Approach 1: Direct GL Posting with CSL Treasury Subsidiary Ledger (Recommended)

The CSL treasury module will become the subsidiary ledger of ERP for treasury transactions. It replaces ERP AP/AR modules, which are not appropriate for treasury-related transactions. |

Process:

- CSL will generate general ledger journals for treasury instruments, which will be imported and posted to the general ledger account in ERP.
- These general ledger journals will be mapped to the ERP general ledger chart of accounts by CSL. These ERP accounts will act as "control accounts".
- CSL maintains detailed treasury transaction records to support the balances on these ERP control accounts and provide analysis thereof.
- Account reconciliation occurs between GL and CSL subsidiary ledger only.

Approach 2: AP/AR Module Integration

Maintains existing AP/AR structure with custom integration development.

Process:

- Additional transformation programs are required to read standard CSL general ledger integration files and transform these into suitable formats for updating AP/AR.
- Data flows through the AP/AR modules before the general ledger accounts are updated.
- Multiple processing layers and reconciliation points.

Recommendation: Approach 1 We strongly recommend **Approach 1** for the

following reasons:

- **Simplified Architecture** – Direct posting to GL using data organised specifically for this purpose.
- **Better Data Integrity** – A unified CSL treasury subsidiary ledger reduces the risk of discrepancies.
- **Less Maintenance** – There is no additional need to maintain a body of codes that transform the general ledger-ready journals for posting into AP/AR.
- **Proven Method** – Leverages CSL's tested standard integration capabilities

Approach 2 Limitations:

- Requires significant custom development and ongoing maintenance
- Complex multi-layer data flow increases error potential

Approach 1 provides a more robust, lower-risk, and lower-cost solution with minimised technical complexity.

FAQ02 – How should the accounting system treat reversal journals from CS Lucas?

The CS Lucas system maintains full control over all journal reversals and does not rely on the accounting system to initiate reversals.

Trade Amendment and Deletion Process

When users make trade amendments or deletions within the CS Lucas system:

- The system automatically generates a reversal journal if the original journals have already been posted
- All trades must receive approval before posting is permitted

Month-End Journal Processing

Month-end journals in the CS Lucas system are designed with automatic reversal functionality:

- Each month-end journal automatically generates a corresponding reversal journal
- Reversal journals are created on the first day of the following accounting period

Accounting System Integration

The accounting system should process all journals received from CS Lucas as standard journal entries, without requiring special handling or reversal procedures.

FAQ03 – Should the ERP system revalue journals posted by CS Lucas?

ERP system must NOT revalue any General Ledger chart of accounts items (except "Cash at bank") used for treasury transactions that CS Lucas system is posting to. If these journals are revalued or changed and booked (either manually or via integration), we will not be able to provide support to reconcile General Ledger balances (base and currency amount) to the CS Lucas system.

The reason revaluation is not necessary are as follows:

a) CS Lucas will book transactions using the appropriate accounting rate so that the base currency amount are correctly stated. Where necessary, CS Lucas will recompute the appropriate average period exchange rate from the archived end of day rate.

b) At month end, the CS Lucas system generates month end journals for the following purposes:

i) accruals for interest income and expenses.

ii) amortization/accretion journals.

iiii) revaluation journals to compute the FX gains and losses.

iv) revaluation if monetary assets and liability.

c) Unless otherwise stated, all month end journals above are reversing in nature posted on the following day of the month end.

d) Settlement journals for transactions booked in the CS Lucas assume these above month end journals and their reversal. These settlement journals computes the correct FX realized amount and analyze it between capital and revenue as appropriate.

e) The “Cash at bank” accounts are not revalued by CS Lucas. Therefore, the Cash at Bank account needs to be restated for month end revaluation in the usual manner by the ERP system.

FAQ04 – Is CS Lucas able to maintain entity-specific accounting exchange rates for journals?

Yes, CS Lucas is able to maintain entity-specific accounting exchange rates and automatically apply them in journals. This is achieved by setting up the rates and configuring entity preferences to ensure the correct rate is used in calculations.

FAQ05 – Can we use incremental adjustments or running balance method instead of reversing accruals each month?

While incremental adjustments may seem more efficient, our system uses monthly accrual reversals as the standard approach based on accounting best practices for journal management.

Our system reverses accruals each month to ensure that accrued amounts remain accurate and up-to-date with the most current underlying data, rates, and transaction activity. When accruals are reversed at month-end, the system recalculates amounts based on actual activity during the period, including any changes in balances, rates, or adjustments that may have occurred.

The reversal method provides several critical advantages over incremental adjustments:

Accuracy and Error Prevention: This approach prevents the accumulation of rounding errors and ensures that accrued amounts reflect the true position rather than carrying forward potentially outdated estimates. This is especially important for foreign exchange (FX) calculations, where transactions occur at different

rates. Incremental adjustments carry the risk of compounding errors that could occur if accruals were simply adjusted month-over-month, particularly when there are many movements in the month.

Transparency and Auditability: The reversal method provides greater transparency and auditability, as each month's accrual is calculated fresh from the actual data, making it easier to trace and verify calculations. This creates a clean, defensible audit trail for your calculations.

This systematic approach eliminates the risk of compounding errors and provides the reliability and accuracy required for proper financial reporting. The reversal method remains robust as complexity increases, handling high-volume transaction environments and complex calculations with consistent accuracy.

FAQ06 – Can I maintain independent accounting and reporting for my treasury and operational transactions?

Yes, CS Lucas TMS provides complete accounting capabilities that can operate independently from your operational accounting in the ERP system. To find out more, refer to this blogpost.

CS Lucas and Accounting System Integration



This article will cover the information exchanged between CS Lucas and the accounting (Enterprise Resource Planning) system, as well as the methods employed to facilitate this exchange.

Information sent from CS Lucas

Accounting Journal

CS Lucas sends accounting journals to the general ledger of the account system, which are derived from various treasury and banking transactions maintained in the system, such as money market, term loan, foreign exchange, non-deliverables, investments in bonds and equity, calls and sweep.

These journals are created at different stages of a transaction's lifecycle, including inception, month-end, and final redemption, and may also be generated for interest and principal payments made during the transaction's lifetime.

CS Lucas provides users with the flexibility to choose from various accounting treatments, which are specified in the user guide. These treatments are applied consistently during setup, in accordance with generally accepted practice. Regardless of the selected treatment, all journals generated by CS Lucas comply with International Financial Reporting Standards

Journal posting

To post or integrate the journals to the general ledger of the accounting system, the standard approach is to use the CS Lucas journal file. See Specification. This file can be configured to be sent at a specified frequency, with the recommended best practice being once a day. However, users can also manually trigger the

posting as needed.

CS Lucas does not offer integration services to enable the accounting system of our clients to read the CS Lucas journal file. However, we do provide support to our clients and their accounting system suppliers in understanding the specification, structure, and content of our file.

Information to CS Lucas

Cash flow data is sent to CS Lucas by the accounts payable and receivables modules of the accounting system. CS Lucas utilizes this data and overlays it with treasury transactions, funding plans, and other cash flow activities that are not commonly included in the AP/AR module. The aim is to create a consolidated cash flow for single or multiple entities.

Import of AP/AR activity

We import an accounts payable and accounts receivable snapshot via a flat file that conforms to our specified format. This file is read at scheduled intervals and replaces any previous snapshots in the CS Lucas system for the same date range. The recommended best practice is to generate the file from the accounting system for payment and receipt due on or after the current day.

Frequently Asked Questions

Our FAQ for ERP integration can be found here.

Bank Integration with CS Lucas



This article provides an overview of the integration between banks and the CS Lucas Treasury Management System, highlighting the benefits, methods, and costs of integration.

BENEFITS

Integrating CS Lucas with your bank offers several benefits, including:

Accurate and up-to-date information for planning: With integration, bank balances and electronic statements are automatically retrieved and populated in real-time, enabling faster and more informed decision-making.

Streamlined payment processing: Integration enables payment instructions to be automatically pushed to the bank for settlement, reducing manual intervention and delays.

Reduced errors: Integration eliminates the risk of user errors when manually entering data between the e-banking platform and CS Lucas, reducing the possibility of errors in payment execution.

Enhanced fraud prevention: The use of automated systems for transferring files reduces the risk of tampering, improving security.

Increased efficiency: Manual retrieval and preparation of banking files can be time-consuming and tedious. Additionally, staff turnover requires ongoing training, which can be costly, and layering checks and balances to reduce

payment errors can also be time-consuming. Integration streamlines these processes, reducing the risk of errors and improving efficiency.

INFORMATION EXCHANGE

During the integration process, information is exchanged between the bank and CS Lucas in two directions:

Bank to CS Lucas

The bank sends electronic bank statements and bank balances to CS Lucas. This information is typically delivered once a day, either at the end of the business day or at the start of the next. The bank statements and balances provide up-to-date information on the account balances and transactions, which are essential for cash planning and fund tracking. The bank statements are also used for bank reconciliation and can be automatically imported into CS Lucas or accounting system if the bank provides them in a compatible format. The manual way of getting this information from the bank is to log in to the e-banking portal and download the statements or check the latest available balance, usually provided in excel or CSV format.

CS Lucas to Bank

The CS Lucas sends payment instructions to the bank, which include the payee's bank details, currency, amount, and value dates. By sending this information to the bank, CS Lucas initiates payment transactions. The manual way of sending payment information to the bank is through the e-banking platform, where the data needs to be created individually. Some banking platforms allow uploading payment information using spreadsheets to handle large volumes of line items.

METHOD OF EXCHANGING INFORMATION

There are two ways for the bank and CS Lucas to exchange information.

1. **File exchange**

File exchange involves a sending system providing information in a pre-defined format and placing it in a staging location for the receiving system to read and populate as required. While file formats are typically based on industry standards such as SWIFT MT or ISO20022, most companies create their variations with unique fields and data, creating a “dialect.” The sending and receiving systems must consider these variations to ensure a successful exchange.
You may subscribe to SWIFT Alliance Lite II or an approved SWIFT bureau to “push” and “pull” the integration files. In such cases, the files will be located in the “Autoclient” and need to be sent to a staging SFTP that our system can access.

For security purposes, files are encrypted with keys to prevent unauthorized access and tampering, and transfer over the network is also encrypted to prevent snooping. Access to the staging location, typically a server, is strictly limited.

Timing is critical for file exchange to work correctly. The receiving system must set a specific time to read the sending location, and the sending system must ensure the file is in place before that time. Near-real-time exchange can be achieved if the receiving system polls the staging location periodically, which may range from every few seconds to several times a day, depending on the use case.

Preparation and testing of a file exchange integration system can be done asynchronously by the sender and receiver. This means that both parties can prepare their systems to send or receive test and sample files, and once ready, the file transport can be tested for the end-to-end processing between the systems.

API-based

API involves a secure connection between two systems for data transfer, where the calling and handshake process between the systems is agreed upon for secure communication and exchange format.

API data exchange happens in real-time, but if the sending or receiving

system processes data in batches, real-time data exchange only occurs at set intervals when the batches are processed, particularly in the banking industry.

Testing API-based integration systems must be a collaborative effort between the sender and receiver. Any issues arising during the exchange must be resolved and troubleshot in real time.

APPROACH

To assist our customers in evaluating integration with their banks, we suggest the following steps:

Determine the number of banks and accounts involved. Typically, only primary accounts require integration due to the higher volume of transactions and fluctuating balances.

· Contact the respective banks to understand the integration options available to customers and specifically to them.

Estimate the bank's fees based on projected transaction volume and value.

Consult with CS Lucas regarding the integration method provided by the bank. By formally instructing the bank and CS Lucas to collaborate on this matter, we can act on your behalf and work with the bank to complete the integration process.

Discuss any integration costs associated with CS Lucas system.

Assume the role of a project sponsor for the integration project. CS Lucas and the bank will collaborate to ensure a successful integration.

COST OF INTEGRATION

There are several cost to consider

· The bank typically determines the method of integration available to

their customer. We have also found situation in some banks where they provide alternative methods but and these are not universally available to all their customers. Therefore, it is recommended that customers speak with their bank to determine the integration options available to them.

Banks typically charge fees for providing integration services. These fees may include a one-time setup fee per account and ongoing fees based on the number of accounts and transaction volume. The prices and practices may vary depending on the bank. A corporation's total integration cost will depend on its relationship and negotiation with its bank.

· If you intend to use the SWIFT Alliance Lite II platform or to rely on a SWIFT service bureau, you will have to consider the set up and on-running cost of this which is not insignificant.

* Please contact your CS Lucas account manager or your banks to determine whether these conditions are met in your specific set up. If these conditions are not met, we can provide an estimate of the effort and cost involve. We are happy to meet with your banks and help if necessary. We can also advise on the most cost effective approach after weighing the different cost involved (if any) against your business needs.

Ask an Expert: Investment & Debt Management for Treasurers



In todays times, investment & debt management requires flexibility and quick responses by treasurers for directors to make swift, real-time decisions.



In this webinar, Chee Seong Tan, Founder & CEO of CS Lucas (an established treasury management system) talks about some of the most common questions he’s received from clients and is here to answer your queries and concerns regarding investment & debt management:

- Make your short term cash count (forecasting, managing & segmenting cash flows)
- Linking cash management to investment execution
- Protecting & monitoring the investments (utilizing reports)
- Monitoring investment exposure



Whether you are handling the treasury management or relying on the reports from your team, this webinar provides useful insights. If you missed the webinar, Chee Seong Tan is still taking questions so do feel free to get in touch with any queries you may have.

https://vimeo.com/826783785?share=copy



Chee Seong is the Founder aqnd CEO of CS Lucas, a leading provider of web-based treasury and investment management solutions. For over 25 years, he led the design of a treasury system for buy-side financial market clients, including fund management and corporate treasury sectors. Current users of the system span across Europe, Asia, Australia and South America.



The CS Lucas Solutions is easily deployed so clients can avoid relying on stale data from error-prone spreadsheets when making important treasury and cash decisions. The system delivers:

- Real time team collaboration for cash forecast, payments, borrowing and investments
- Total control over financial and operational risk
- Seamless integration to banking and accounting systems

Training Module: CS Lucas Cash Forecasting

In current uncertain economic times, cash flow forecasting is becoming an ever more important tool for companies. Restructuring your treasury functions to changes swiftly requires modernization, flexibility and preparation. It’s important for treasurers to continually revisit and hone their cash forecasting strategies via automation and collaborative working in these everchanging times.

In this webinar, Tsen Siew, our senior application specialist, will cover the following topics using the CS Lucas system:

- Cash forecasting
- How to view cash projection
- How to maintain cash positions
- How to maintain cash forecasting
- Rolling forecast
- Scenario planning

Webinar: Treasury Management Systems for Local Authorities

For 25 years, CS Lucas has catered to the needs of global corporate treasuries. Today we have an edition of CS Lucas specifically tailored for use by UK Local authorities.

Several authorities have successfully (and rapidly) gone “live” using this edition for cash visibility and monitor outstanding loans and investments totalling billions of GBP.

In this webinar, we shared how this edition reflects the unique operational requirements of UK local authorities to address the following concerns:

- Cash planning, forecasting & compliance
- Reporting & loan management (LOBO & PWLB)



CS Lucas ISO27001 recertification

We are pleased to announce that the company has successfully renewed its ISO27001 certificate from 19 Sep 2022 to 8 Sep 2025.

Maintaining our ISO 27001 certification is of great importance to us. The team at CS Lucas works hard to ensure we are following the international security standards that our customers and partners expect from our Treasury Management System. We offered a transparent look into the working processes of our Security Management Systems to provide objective evidence that we conformed with the requirements of ISO/IEC 27001:2013 standards.

At CS Lucas, we take the risk of cyber security threats and the need to ensure business continuity is maintained seriously. We strive continuously to provide our customers with secure technology delivered with repeatible and auditable processes.

Lyra Tolentino, CS Lucas HR and Office Manager, says, “Work-life post-pandemic has changed significantly with more remote working and online web meetings. While we welcome all these changes heartily, we are also aware of the changes they pose to data security and privacy.”

About ISO/IEC 27001:2013

ISO/IEC 27001:2013 specifies the requirements for establishing, implementing, maintaining and continually improving an information security management

system within the organisation’s context. It includes provisions for assessing and treating information security risks tailored to the organisation’s needs.

ISO 27001 Certificate

Still using Spreadsheet for treasury management?

We love the spreadsheets! It is a massive boost to personal productivity.
Nothing beats the spreadsheet to quickly sieve through voluminous data to clean, analyse and discern patterns with charts. And often, we see spreadsheet use for printing nicely formatted forms!

Spreadsheet misuse

But we notice all of our clients struggle dealing with spreadsheets to various degrees. The challenges we are all too familiar with: are difficulty locating a correct version, overwriting a final version or errors lurking in formulae. New team members are error prone as they inherit and work with spreadsheets prepared by others. Sharing spreadsheets between members exacerbates these problems by several factors.

Borrowing and investment transactions may not be voluminous in a corporate (non-bank) environment. Still, each transaction is a large-ticket item of value ranging from tens of thousands of dollars to many millions, depending on the size of an organisation. Clients face compliance and audit challenges relying on spreadsheets.

The spreadsheet’s flexibility means that security is laissez-faire leading to a “best-effort” basis for accountability. Several clients have found this situation “disturbing” and unprofessional. Some regard this as unacceptable because it degraded data quality, accountability and security.

Spreadsheets' deceptive cost

Many perceive the spreadsheet as "free" because it comes with Office 365. This perception is dangerously erroneous. A recent study showed that maintaining spreadsheets for a medium business for consolidation costs as much as $4.5 million annually. [1]. We think this is further under-stated for the following reasons:

• A more experienced (aka costly) person needs to review spreadsheets for mistakes. To avoid this work, the person often ends up doing the work himself. In either case, it is an expensive use of scarce resources.
• Spreadsheets, unlike a system, are personal and unstructured, and work cannot be easily (or safely) delegated. Management ends up doing work that is below their pay grade.
• New joiners spend excessive time understanding the nuances to avoid mishaps.
• Some staff spend excessive time formatting to beautify a spreadsheet instead of actual work.

Without intending to, some spreadsheet grows into a "major system" for critical financial processes. But there is usually no systematic backup for it as you would a formal system. It is only a matter of time before the disaster will happen. In fairness, most people are not unaware of such risk. But it is real; a simple search will return many real-life horror stories.

Usage-based pricing to the rescue

The reality is that transaction volumes at some corporate treasury are modest. And keeping a production-grade treasury system smoothly ticking over is a significant undertaking. Developing such a mature system takes time. Over a quarter of a century, in CS Lucas's case, and cost millions of dollars. After that, the technology provider must protect the system with state-of-the-art security to neutralise threats from critical vulnerabilities. Finally, for such a system to remain fit for purpose, it must be enhanced continuously in response to ever-changing best practices and comply with regulatory (accounting) standards.

At CS Lucas, we believe this low usage versus high maintenance cost problem is to charge based on use. In fact, under such arrangement, for those with indeed modest needs, the Essential edition is available at no charge. This arrangement works best for our client and us in the long term.

The spreadsheet has its place – just not for transaction management and integration. Finally, our team has a wealth of experience and tools to get you on-boarded with the proverbial one-click-of-the-button!
Give us a call to find out more.

[1]https://www.linkedin.com/pulse/how-do-you-calculate-cost-spreadsheet-helene-abrams

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Learning Module: CS Lucas Money Market Instruments

At CS Lucas, we believe that all our customers should have access to live and recorded learning modules to help you navigate the system and pick up new tips and tricks for your professional development.

In this module, we covered:

- Booking short term loan/ placements
- Inter-company borrowing/ lending
- Limit control and set up
- Reporting & Journals

CS Lucas launches new TMS service

CS Lucas has launched a new Treasury Management System designed to ensure the reliance upon spreadsheets in treasury is eliminated. We believe that treasurers should be working with the best tools available to them in order to perform to industry standard. That is why we have developed CS Lucas Essentials.

CS Lucas Essentials is our new, cost effective treasury management solution that will provide treasurers with quick access to an industry proven and matured system. We have created five Essential Editions, made to answer to the day-to-day needs of treasurers.

Essential: Built for small treasury teams who rely on spreadsheets to manually keep track of their treasury operations. Maximize your value add by using a treasury management system for free. With the Essential Edition, all your cash management needs are met, you'll have access to:

- 2 accounting centres
- 2 financial instruments
- 5 forecast lines
- 10 open transactions

Find out more

Professional: Built for treasury teams with power users that need a treasury management system to manage financial instruments, deliver cash visibility with ease and provide accounting integration. For a monthly fee of $50 per user, you'll have access to:

- 5 accounting centres
- 4 financial instruments
- 15 forecast lines
- 40 open transactions
- 1 systems integrations

Find out more

Business: Built for established treasury teams who want a scalable treasury management system to help collaborate in real-time across time zone and geography. The Business Edition's unlimited forecast lines, custom dashboards and team rooms help your treasury department work cohesively on one secure platform. For a monthly fee of $180 per user, you'll have access to:

- 20 accounting centres
- 5 financial instruments
- Unlimited forecast lines
- 100 open transactions
- 2 systems integrations
- Team rooms

Find out more

Enterprise: Built for enterprises with treasury departments who need a system that will work to meet the demands of their operations. The Enterprise Edition offers extensive integration to price feeds and trading portals, provides reports on demand and allows unlimited access to all necessary cash management tools. For a monthly fee of $350 per user, you'll have access to:

- Unlimited accounting centres
- All financial transactions
- Unlimited open transactions
- 5 systems integrations
- Team rooms
- Access to Bloomberg, ICD and ERP terminals

Find out more

Unlimited: A treasury system that is designed to meet bespoke enterprise-wide security, audit and service level compliance. This dedicated platform is fully scalable to unlimited users. Help take control of all treasury and payment operations around the globe 24/7. Call an advisor to discuss this option.

Contact us

Each of our Editions comes with email, telephone and chat support, as well as access to onsite user guides and training videos.

As a company, CS Lucas has been dedicated to providing award winning treasury solutions for the last 25 years. A treasury management system is necessary for treasury operations to run smoothly. Tracking cash forecasts, multiple transactions and ensuring compliance is met cannot be done through spreadsheets and should not be done over multiple platforms. A treasury management system, like CS Lucas ensures the secure hosting of your company's financial data in one place. A treasury management system like CS Lucas Essentials, ensures that your company's financial data is securely hosted, reliably – with no complexity and no cost.

CS Lucas Software Version Information

Our treasury management system uses a multitude of embedded software to support our solution, and from time to time, security vulnerabilities are discovered within these products. These products release patches to resolve or mitigate security vulnerabilities found in their software which are announced via email security bulletins. We keep up-to-date on these bulletins; log relevant vulnerabilities, perform a risk assessment and decide if and when the patches will be applied to our TMS – and released to you.

The versions are reviewed monthly and updated below as changes occur.

Product	Edition	Infra	Release/Build	End-of-Support
CS Lucas Application	W7	W701	101	Not yet announced

Product	Edition	Infra	Release/Build	End-of-Support
CS Lucas Application	W6	W505, W601	108 to 116	31-Dec-27
CS Lucas Application	W6	W505	102 to 107	31-Dec-25*
CS Lucas Application	W5	W505	106	31-Dec-25*
Apache		W701	2.4.67 (2026-05-04)	Not yet announced
PostgreSQL: 18.3-3		W701	18.3-3 (2026-02-26)	14-Nov-30
Open Liberty: 26.0.0.4		W701	26.0.0.4 (2026-04-21)	21-Apr-31
IBM Websphere Application Server		W601	8.5.5.27	Not yet announced
IBM HTTPS Server		W601	9.0.5.24	Not yet announced
IBM DB2		W601	11.5.8	30-Apr-27 (extended support will end on 30-Apr-2031)
Windows Server 2022		W601	2022	14-Oct-31 (Extended)
IBM Websphere Application Server		W505	8.5.5.23/24	Not yet announced
IBM HTTPS Server		W505	8.5.5	31-Dec-25*
IBM DB2		W505	11.5.8	30-Apr-27 (extended support will end on 30-Apr-2031)
Windows Server		W505	2022	14-Oct-31 (Extended)

Product	Edition	Infra	Release/Build	End-of-Support
Windows Server		W505	2016	12-Jan-27 (Extended)

**Extended support after the stated end-of-support date may be available; please contact us to discuss options.*

**Update (23 April 2026): IBM DB2 (W601) Release/Build corrected to 11.5.8 (previously listed as 11.5.9)*

Last updated: 09 June 2026

Three ways you can use cash forecasting to future proof your business

Cash forecasting has and always will be a practice that successful businesses utilise to stay ahead of unprecedented events. COVID-19 created a level of financial strain that businesses could not have accounted for. In times like these, keeping a close eye on your cash flow, monitoring your position and having a clear view of your finances will help future proof your organisation.

Tips for cash forecasting:

- Analyze your cash flow.

Begin forecasting by assessing your business' current cash flow and conducting a deep analysis of your incoming receipts and outgoings payment. Ensure you take note of any late payments and increases or decreases in sales. Share your forecast so that it may be consolidated with others to provide a wide overview of affairs. This way you can collaborate on strategy to manage cash positions. You will need to see cash plans using different time buckets and planning horizons depending on whether you are controlling daily payments or negotiating with banks on a medium-term re-financing plans.

- Prepare for the best and worst-case scenarios.

Use the data you have pulled to start rolling cash flow forecast. Keep in mind that you will need to be flexible in your estimations due to the pandemic. Give yourself some wiggle room on either side of your estimated base scenario. How much depends on the nature of your business and how customers are also affected by the pandemic. Of course, there are many other variables to consider when trying to consolidate your cash forecast and cash flow to implement strategic planning. However, with this overview, you will be able to understand what strategies you need to implement to get through periods of uncertainty.

- Find out what support you are entitled to.

Governing bodies have quickly responded to the needs of businesses during the pandemic. And as businesses begin resuming their operations and re-shifting their targets, governing bodies worldwide are providing funding grants and support initiatives. Keep an eye out for programmes that you may qualify for on your government's website. Banks are also working to help their customers during this time. Banks will provide guidance on what you can do to relieve financial pressure off your business – so ensure you keep your bank knowledgeable of any large in-goings, out-goings, late payments or invoices you may be preceding.

Webinar: AI and treasury – Do Androids Dream of Treasury Systems?



A conversation on the introduction of AI in treasury and treasury management. We discuss:

1. How machine learning and AI will affect treasurers and finance departments
2. Why we need AI
3. The relationship between RPA and AI
4. The future of AI and Treasury



This event was hosted by Don Escuro, Vice President at CS Lucas, on 21 May.



https://vimeo.com/553219637

Webinar: Navigating the Age of Payments Automation

A discussion on payments process automation and integration gateways for treasurers. Lead Software Engineer for CS Lucas, Ivan Parayno give you tips on what you should be looking for when streamlining your organization’s finance

department and offers his thoughts on what the future of payments is set to look like.
This event was recorded 23 April.

Webinar: How to make the Move from Spreadsheets to Treasury Management Systems

Digital landscapes make dealing with payments, across multiple currencies and banking relationships easier to visualize and quicker to execute. In order to fully utilize the speed digitization offers, we need to say goodbye to manual spreadsheets and move towards Treasury Management Systems that support total cash visibility, seamless connectivity and securely hosted data.
In this webinar, CEO of CS Lucas, CS Tan – makes the case for Treasury Management Systems and showcases our new free TMS solution: CS Lucas Essentials.

Webinar: A Guide to Cash Forecasting in a Crisis

The ongoing pandemic has taught us that future proofing is a key skill set that a Treasurer needs in order to see their company through difficult times. Restructuring your treasury functions to respond to crisis requires modernization, flexibility and preparation. It's important to revisit the best strategies for cash forecasting, automation and collaborative working in order to respond to imminent threats.

Lead Software Engineer, Ivan Parayno walked us through:

– How cash forecasting is traditionally done
– Problems with spreadsheets and cash forecasting
– How structured forecasting works
– Best practices – using the CS Lucas system
– Scenario modelling – using the CS Lucas system

This event was recorded on 26 Feb, 2021.

It’s time for treasurers to say goodbye to spreadsheets

The financial world is steadily moving towards total digitization. Digital landscapes make dealing with payments, across multiple currencies and banking relationships easier to visualize and quicker to execute. However, in order to fully utilise the speed digitization offers, we need to say goodbye to manual spreadsheets and move towards automated systems.

A treasury management system that is built with automation and cash visibility in mind, creates a comfortable and fast-paced environment for executing treasury transactions. An environment like this provides rapid access to all the necessary data for transactions with links to historic journals.

Traditional means of sharing spreadsheets do not have the structure nor the ability to support the activity and speed of such collaboration – particularly as we now see ourselves relying on shared documents more to meet the demands of remote working. Spreadsheets were originally designed as a personal productivity tool and work best in that capacity – they cannot keep pace with applications that are predominantly designed to host large amounts of data, securely whilst hosting collaborative working capabilities.

The benefits of utilising a platform that hosts internal collaboration capabilities are:

– Secure sharing of funding and forecasting information

– Complete visibility of historical patterns of forecasting

– Real-time updates for changes in cash collections, plans and funding

– Archival access to unstructured documents that will help support decision making

Having a platform that allows you to easily share information, allows you more room for future-planning and scenario modelling. Start planning, periods of uncertainty and feel confident in your ability to rapidly respond to different outcomes based on accurate data sourced from your treasury system.

Webinar: Keeping Your Information Secure for UK Local Authorities

Webinar Outline



It’s vital that you make sure that you keep your company data protected. At CS Lucas, we understand that a security breach is a costly disaster that can compromise operations and damage your constituents trust.



We’ve developed a talk so that you can focus on evaluating treasury applications to avoid the risk of breaches in UK local government departments. We covered topics such as:

- Security Risks
- Best Practices
- Shared Security Responsibility
- ISO2700 Walk-through



This webinar was recorded on Dec 4 and hosted by Don Escuro, Vice President of CS Lucas.https://vimeo.com/487299154

Webinar: CS Lucas Money Market Module

With 25 years doing nothing but treasury risk systems, we've developed ..

Webinar: Data visualisation for Corporate Treasurer

The amount of transactions and information that a treasury team process is enormous. The..

Webinar: Managing Investment

and Borrowing for UK Local Authorities

CS Lucas understands complexities that must be translated into decisions that maximise returns, minimise ..

Webinar: SONIA/LIBOR transition

At CS Lucas, we always have our eyes on the future and what it holds for the industry at large. With 2021 fast approaching..

Webinar: CS Lucas Term Loan Module

Knowing how much cash is in the organisation, where it is and how it needs to be managed to cover upcoming payments and..

Webinar: Keeping your

Information Secure

It’s vital that you make sure that you keep your company data protected. At CS Lucas..

Learning Module: Financial Accounting for Treasurers

Processing accounting for treasury instruments is time-consuming and error prone. It is time to take control…

Tips on strengthening your security measures

After our #CSLucasWebinar on Keeping your Information Secure, we had some great questions regarding security protocols. Here are some key points from Don Escuro, Vice President of CS Lucas, that will help strengthen security measures.

Check that your suppliers are ISO 27001 certified

Having an ISO 27001 certification sends a strong message that a company is serious about protecting data. Companies who are certified, invest time and resources to understand how to strengthen and continuously improve their processes and teams’ security awareness. You should always ask your suppliers what controls they have in place to protect your data.

There is no one-size-fits all approach to security

There is no one-size-fits-all approach when it comes to security. You and your IT teams understand your company best. The first step is usually to do a security risk assessment. This is done by the CISO or by the person who is assigned to perform this role. You should be able to identify risk mitigation steps and minimum standards to follow after the risk assessment. In the meantime, make sure that you are using the latest software versions and patches, updated antivirus are installed, backups are regular and tested, and a plan is in place for disaster recovery.

Is your data safer on-premise or on the cloud?

A decade ago, security and IT professionals would have said that data is more secure behind your company firewall and physically protected in a secure server room. Now, more believe that hosting on the cloud is also safe (if not safer). Saving data on the cloud guarantees access, it is ISO compliant, and cost effective.

The root of the question depends on your company's situation and what data you need to protect. In some countries and industries, there may be requirements on where and how you store your data. So it's best to understand these things. The first step is still to identify your risks and from there, evaluate options to help you be more confident. Personally, I lean more towards storing data on the cloud. Providers like AWS have teams of security professionals constantly working to make sure that the cloud infrastructure is safe – so you can focus on security of the software that you host in it.

Watch the rest of Keeping your Information Secure here.

Local Authorities: Is your tech up-

to-date?

Are you using hardware or software that is no longer compatible with the latest software updates? It may not seem like a big deal to have the latest anti-virus update on your office PC when it's running on an older operating system, like Windows 7, but it is. The latest anti-virus programmes work to detect malware and Trojans that are constantly evolving. At the end of 2019, some Local Authorities were still found to have been using Windows 7, and were prompted to make the move to Windows 10 before February 2020 as Windows has ceased to provide support to Windows 7 users. If you're running an old operating system that is incompatible with newer anti-virus programmes, you are opening your system up to these threats – which can cause devastating outcomes for departments running financial applications.

Redcar and Cleveland Borough Council dealt with a ransomware attack that cost them more than £10 million in damages. Most recently, Hackney Council suffered a cyber attack, the extent of the data breach is not yet clear. However, this is not a position you want to be in and it is avoidable when you ensure you have up-to-date security protocols in place.

As government organisations are now subject to compliance and fraud checks, any breach of regulations can lead to disciplinary actions including fines and dismissal of personnel. To pass a compliance check like ISO27001 you not only need to have updated software but updated hardware.

It may seem more cost-effective to continue running older operating systems for your organisation however, in the long run it will cause more harm than good. Keep on top of your software and hardware updates so that your citizens and suppliers can trust you with their information.

CS Lucas passes ISO 27001 certification second year running

CS Lucas has passed it's yearly ISO 27001 audit for the second year running with comments by the certification auditor, GIC, that our processes have greatly improved. Maintaining our ISO 27001 certification is of great importance to us. We offered a transparent look into the working processes of our Security Management Systems, so as to provide accurate evidence that we are in conformance with the requirements of ISO/IEC 27001:2013 standards. The team at CS Lucas works hard to ensure we are following the international security standards that our customers and partners expect from our Treasury Management System.

At CS Lucas, we take the risk of cyber security threats and the need to ensure business continuity is maintained, seriously. Thanks to processes already in place – we were able to respond to new working arrangements put in place across the world during COVID-19 quickly. We provide our customers with state of the art, reliable technology – technology that is hinged on our built-in security features such as:

– Data encryption

– Network security and server hardening

– System monitoring

– Logging and alerting

These features are stringently tested and continually enhanced in response to ever-evolving threats in cyber security – this is particularly important given the rise of cybercrimes and databreaches seen during COVID 19.

Our Vice President, Don Escuro says that "With the increase of email malware campaigns that have been reported to hit those working in treasury and payments – it's becoming clear that all businesses are susceptible to fraud."

We noted that with the growing need for remote working, security gaps within these environments were likely to increase due to lapses in internal education and

compromises in ‘typical’ office-based security protocols would become common practice. Therefore, it became a priority to ensure that our systems were audited during this time. ISO 27001 is the only auditable international standard that defines the requirements of an information security management system (ISMS). An ISMS is a set of policies, procedures, processes and systems that manage information risks, such as cyber attacks, hacks, data leaks or theft. By gaining this certification, users on our end can be confident that their data is protected

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Looking at a future with SONIA

There has been a lot of noise surrounding the SONIA/LIBOR transition, what it will look like and how we can best move from relying on LIBOR’s forward-looking rates. Loan markets are in need of the forward-looking term rate that SONIA sets; it’s easier to track and manage interest payments using SONIA because it is based on actual overnight rates collated by the Bank of England. This makes SONIA more objective compared to LIBOR.

According to the Bank of England’s roadmap, funders are to stop writing LIBOR-linked loans by the end of Q3 2020. Concerns over the practicalities of getting this transition ready during a pandemic, pushed the deadline back to Q1 2021. The Working Group on Sterling Risk-Free Rates noted that the planned Q3 2020 target was no longer feasible as it was necessary to continue use of new LIBOR linked loans into Q4 2020 in order to regulate flow of credit to the real economy in light of the pandemic. Lenders are now in a position where they must find the best transitionary solution for them.

Lenders who are already moving away from LIBOR, may be using a compound SONIA and lag period/ observation shift to track rates. We know that the assumed SONIA rate is set by the preceding banking date – which can cause discrepancies when asking for rate quotes. The Bank of England announced in their roadmap that from August 2020, the index of compounded overnight SONIA rates will be published. As it will date back from 23 April, the published index will make it

easier for you to track the effect of compounding SONIA rates across London's business days. By making the index public, this will cut down on the amount of calculations you will have to make. However, it does not prevent banks from quoting different rates. Keep in mind that the Bank of England's index uses the observational shift method which is not as popular as the lag method – therefore, allowing for rate variations.

At CS Lucas, we are integrating a SONIA Rate Engine to help our consumers track and verify the rates quoted to them by banks. It will be hosted on a public web portal so that users can double check their rates against The Bank of England's figures. We, ourselves use the SONIA Rate Engine to work out payments and account for transactions. You can see how it works and find out how exactly you can utilise it for your needs during our webinar – hosted by the lead technician who built it, Ivan Parayno. Join us September 9, at 2PM BST and again at 2PM SGT.

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25 Years of Excellence in Corporate Treasury System

Charting CS Lucas history over 25 years. Enhancing functionality with every wave of technology innovation

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New Appointments and Staff Relocation

CS Lucas is growing its global presence by new appointments and relocation of staff. The company is strengthening its resources to support further rollouts in

Europe, North America and across the Asia Pacific.

CS Lucas is pleased to announce the following appointments:

· Henrik Schroter as non-executive board director
· Min Chian Lok as Senior Vice President
· Veena Kunummal as Technical Support Manager (North America)

Henrik Schroter is an experienced software architect with a business acumen spanning almost 40 years. He is well-versed in all aspects of treasury systems, risk and fund management, having been involved in software design and development, pre-sales and implementation. He has been involved in corporate transformation, mergers and acquisitions and is able to lead large enterprise projects across different countries. At CS Lucas, he will provide leadership and cross-border expertise as the company expands across Europe, UK, and the Americas. Henrik is based in London.

Min Chian Lok brings product and people into a partnership. A qualified accountant by training, he has over 30 years of experience supporting cross-border ERP systems for major international clients. As an entrepreneur, he will create business value for CS Lucas through people and partners located around the world. At CS Lucas, he will lead in building an agile operation to support our customers and partners. Min Chian is based in Singapore.

Veena Kunummal was one of the pioneers having been with CS Lucas for over 10 years. She has in-depth experience in system design, development, integration, pre-sales and customer support. She has relocated to Canada to provide lead support for our customers and partners in North America and Europe.

Excellence in Treasury

Management Transformation

CS Lucas was awarded Excellence in Treasury Management Transformation at the 6th Annual CFO Innovation Awards on the implementation project with SMRT Corporation Ltd. I like to share the following email extract from CIO Innovation for their reasons behind the award.

Supported by the Group CFO of SMRT Corporation, the treasury team pushed for migration to the cloud, but faced skepticism from both IT and users alike. Multiple meetings were held with CS Lucas to ensure that the cloud Treasury Management System (TMS) product complied with the company's stringent internal security requirements.

CFO Innovation Editors were impressed by the partnership between SMRT and CS Lucas in engaging users. Training sessions and user acceptance tests were held, and a gradual pace of deployment brought more confidence to the project. The initial wariness vanished after successive stages of implementation. The new TMS is delivering timely and accurate cash visibility and reporting with ERP integration and an auditable trail.

My heartfelt thanks to the supporting teams at SMRT, SWIFT and my own in-house specialists for making this project a success. Vindicates all our hard work!

Thinking About Building Your Own TMS In-House? Read This First

> *"Outlining your requirements at the start is vital. For example, can your monthly management reporting information be generated by the TMS with minimal editing required? Ensure that the potential TMS suppliers provide hard examples during the selection process. A TMS should be flexible, so bear in mind what you might need in the future. Is the customer support service*

> *robust? Try calling their support to see if a person answers or if you are diverted to voicemail. How often are updates released? Visit existing users to find out what the TMS are like in reality. And finally, assess if the cost of owning and maintaining your own IT hardware is worthwhile."*
>
> *Keith Shapley, Treasury Manager Projects and Compliance, Group Treasury, BAE Systems (GT News TMS Buyers' Guide)*

Let me guess: you've been trawling through the many TMS and ERP products on the market, comparing every tiny detail of each one. You have a carefully thought through list of features you need, plus a few nice-to-haves thrown in – but after extensive research, you're still struggling to figure out exactly what the difference is between the options, or whether they will quite do what you need to them to do.

By now, you're well and truly tired of the exercise. You've reached the point where you want to throw your hands up and say: What the hell – let's just make our own!

On the face of it, it's not a bad idea. After all, you can customise it exactly as you want it, building it around your team's skill levels and existing workflows. You need only worry about the features you actually want, and you don't have to compromise on your ideal setup in order to find an existing system that works "well enough". Maybe you even have a decent team of software developers that can save you some cash by doing everything in-house.

All sounds great…. In theory.

In reality, building your own TMS from scratch is a serious undertaking. Before you make a decision either way, it's important to be clear on what you're really getting yourself into – and whether it will reap the benefits you're looking for.

Do You Have the Right Type of Expertise?

You might have a clear idea of what you need your bespoke TMS to do, but do your developers get it, too? Your IT team aren't treasurers, after all, and your treasurers aren't IT experts. Keeping them on the same page is a challenge that will take serious project management.

In fact, one of the biggest issues facing any large scale tech project is shared

vision. The way an IT professional visualises and executes a solution is often very different to how someone from another department, with a completely different set of expectations, perspectives and requirements, might do so.

Learning to translate treasury needs into a workable, streamlined, intuitive-to-use product that also makes the most of the available IT systems and architectures is a skill that TMS vendors perfect over decades. Are you confident that you'll be able to jump straight to the finish line?

How Will You Future-Proof Your Creation?

Okay, let's presume that you're able to bring your team together and build something that perfectly serves your needs. How will you make sure that it continues to serve your needs as these evolve in the years ahead?

A decent TMS is not a static creation. As you know, the role of the treasurer is changing all the time and your technology will need to be poised to accommodate this. Will you be able to add in new functions, or update the system to support new plugins, formulas, algorithms, codes and transaction types? Stay compliant with changing accounting standards and other regulations?

Bear in mind that when you buy a TMS from a respected vendor, they take responsibility for keeping you on the cutting edge. When you build your own, it's all down to you.

What Happens if You Have Problems?

Updates and overhauls are one thing, but daily upkeep is quite another. Do you have a plan in place for managing technical support? How will you schedule and handle downtime for maintenance? Will you need to take on additional IT personnel to provide round-the-clock support?

Will It Genuinely Save You Time?

You might feel that jumping straight in and creating your perfect TMS will save you months of research, negotiation and relaying your requirements to vendors. The likelihood is, though, that you'll simply shift these efforts and activities to an internal team, who may not have dealt with something like this before and will need to invest significant time getting to grips with the subject matter before they can even start on the project.

Also, don't forget that rolling out a new TMS and training your team to use it involves a serious time commitment in itself, even without building your own system from scratch. As CLS Holdings' Group Treasurer Alain Millet warns:

> *"Do not underestimate the work involved during implementation. I strongly believe that getting involved in all the aspects of setting up the system will benefit us and will make us 'better' users of the system. This approach will inevitably increase the workload of the department and also result in delays in the implementation plan. It is important to manage the expectations of senior management in that respect."*
>
> *Alain Millet, Group Treasurer, CLS Holdings (GT News TMS Buyers' Guide)*

Given the timelines involved in any TMS implementation, you need to think very carefully about whether you want to multiply the scale of the project by building your own system, too.

Will It Genuinely Save You Money?

High quality TMSs have become dramatically more affordable in recent years, especially given the potential of cloud-hosted solutions to bring down cost of ownership.

Bespoke solutions are typically far more expensive to produce – even when you're covering the costs in-house. Once you've factored in all the direct and opportunity costs of setting your IT team the task of creating, maintaining and supporting a unique TMS, you may find you struggle to save money in the long run.

Can You Afford to Experiment?

Here's the crux of the matter: if you build something yourself, it will take time to get it right. And, of course, while you're perfecting the system, your team is dealing with the fallout.

What will it cost them – whether in time, money, reputation or simply stress – to encounter hiccups in their cashflow for the next 3, 6, 12 or more months? To wait out any system crashes or periods of unplanned downtime? To put off upgrades that make the system compatible with their banking systems, transaction types, or industry regulations? To re-train if you decide to take things in a different

direction?

Of course, you may decide that the payoff is worth the hassle – that total ownership of a bespoke solution is worth sticking out the teething problems. But be aware that there is no way of doing this that won't (at least temporarily) impact on your productivity, and potentially your profitability. If you go down this route, go into it with your eyes open – make sure this is a risk that you, and your management team, are willing to take.

For more great advice on navigating TMS options, click here to download your FREE eBook, How to Choose a TMS that Will Supercharge Your Growth.

How to Iron Out Inconsistencies within Your Treasury Department

Want to know the number one threat to the health of your organisation?

Human errors.

Yes, that's right. When it comes to all kinds of potential threats, from online security to compliance, it's less the hackers, thieves or cheats you have to worry about than the little accidents and mistakes that we all make from time to time.

Nowhere is this more the case than in treasury. Here, you're dealing with enormous volumes of data, numbers and calculations every day, and that multiplies the potential for small errors no end.

Especially, of course, when you're working with complex financial instruments, investment models and the movement of cash between different departments and subsidiaries. When you have a ton of moving parts that all rely on each other, a tiny slip up in a calculation can end up causing chaos all along the chain.

While you'd never dream of automating decision-making duties, if you really want

to wipe out these kind of mistakes, it makes sense to automate the parts of your job that are strictly mathematical.

… In other words, the kind of tasks a computer can do.

The thing is, though, it's not even the tricky formulas that actually invite the most mistakes. Those kind of calculations take concentration and skill, so you have to be focused on what you're doing. The areas that tend to see the most problems are the ones where you switch off half way through and go into autopilot mode. Things like basic data entry, or having to copy across information into different systems.

And then there is the huge problem of duplicated effort and conflicting versions of documents.

These aren't the result of errors as such, because the individuals entering the data, working out the figures and updating their documents are doing so correctly based on the numbers they've been given. The problem is, the information they're working with isn't entirely up-to-date.

This might mean that two people in different departments or even the same team end up doing the same work twice. Or that you have to waste time reconciling conflicting versions of documents saved in different locations, figuring out which one contains the most recent edits and figures. Things that kill your productivity or frustrate your team, but aren't a disaster.

But it could be so much worse than this.

It could mean finding out that swathes of work, including detailed cash flow forecasts, are completely wrong and have to be thrown out and started all over again. It could mean that you give financial advice to your CEO or CFO based on numbers or projections that turn out to be out of date – or you're caught out in a meeting with your boss or an investment analyst when you can't whip out reliable figures on the spot.

It could mean finding out at the very last moment that you're about to breach a loan covenant, triggering a cross default, or at risk of missing a payment that could incur significant fines. It could mean finding out you're non-compliant with key legislation and just don't have time to fix it.

These aren’t issues that reflect on the abilities of you or your colleagues and treasury. They are simply problems that arise when you have a large organisation using a number of overlapping systems and processes that lack cohesion.

But picking through endless paperwork or spreadsheets isn’t the best use of your time. To be as valuable as you can be to your company, you need to focus on solving deep-level, strategy-based problems that require insight and analysis. Not painstakingly copying and pasting information from one place to another, manually checking for treasury inconsistencies.

No doubt you’re spotting a pattern by now.

Technological problems need technological solutions, and the inconsistencies that form in treasury are absolutely technological in nature.

The key is to find a universal solution for your organisation that will streamline your operations, highlighting any discrepancies along the way. You need a system that runs many of your computations for you, flagging up potential problems.

Crucially, you need a system that is designed to minimise the potential for human error while helping you to identify the kind of bigger, overarching issues and operational weaknesses that only someone with your skill set will be able to solve.

It is, as Dimos Dimitriadis eloquently explains, a case of turning a ‘practice’ into an ‘art’:

> *“The age-old ‘practice’ of data keying, manual processing, printing, checking and re-keying has the potential to be elevated to the ‘art’ of automating processes, monitoring interfaces, and engaging in value added activities only by implementing and using smart systems.”*
>
> *Dimos Dimitriadis, Founder, Treasury Technology Associates*

Technologically speaking, this is where a top-end TMS comes in.

Technological solutions like these automatically reconcile the varying processes and financial records used by different teams, ensuring that you are always able to view the latest information. This vastly improves visibility over your cash flow, ironing out inconsistencies, reducing the chance of going overdrawn or running

into technical defaults, and generally eliminating any nasty surprises on the horizon.

The great thing about a TMS is that you have a “single version of truth” that puts your mind at rest.

Everyone who needs access to the most up-to-date information can have it, uninterrupted, at any time, via any device.

And let’s be honest, in any company, people are concerned about putting themselves in the firing line. They’re worried they’ll have to take the heat for problems that weren’t their fault, and frightened of taking risks/trying out new systems which mean they’ll make mistakes that come back to bite them.

The beauty of using a TMS is not only that the risk of errors, conflicts or inconsistencies is greatly reduced, it also means you can “pass the buck” to the technology if you have to. If you explain to your team that this will shift responsibility away from them for the kind of mistakes no one wants to be responsible for, it will make it much easier to get people to adopt the new tech faster, and means you all spend more time and energy on doing a great job and less on covering your backs.

What’s more, because it’s easier to communicate between teams and departments, you can begin to collaborate far more efficiently and effectively on cross-organisational projects, boosting productivity and making it easier to roll out new ideas and strategies across the board. It also makes it much easier to train up new recruits, helping you to grow your team faster without worrying that they’ll mess up and drop you in hot water by making errors as they learn.

Meanwhile, you can stop sweating the small stuff that, frankly, is below your pay grade.

Instead, you can really hone in on what your organisation needs from treasury and how you can contribute to growth. You don’t have to get bogged down in detail: you can start thinking big.

Want to learn more about sharpening up your treasury operations with a top TMS? Click here to download your FREE eBook, How to Choose a TMS that Will Supercharge Your Growth.

How to Choose a Treasury Management Course to Land the Best Corporate Treasury Jobs

In any profession, keeping on top of the latest technologies, tools, skills and ideas is crucial for anyone looking to climb the ladder and scoop the best roles. But with corporate treasury job descriptions changing all the time, this is more important than ever.

> *"The role of the treasurer has shifted from being primarily the bill payer, the banker, the financier to being a really integral part of decision-making at the company, a real value contributor. And that value comes in a lot of shapes and a lot of forms. It could be that a treasurer is walking down the hall to procurement, bringing treasury skills to decisions around the supply chain and commodity exposures and those kinds of risks…Some treasurers are getting involved in pricing and showing the business units how to decide whether to sell in the local currency. If you're up against local competition and you're from another country and another cost base, you can't sell in dollars when everybody else is selling in the local currency. The business unit needs to be able to look at the supply chain and how it feeds pricing and how it feeds risk—and treasury is in the perfect position to help with that."*
>
> *Bob Baldoni, Ernst & Young*

That's a pretty wide remit, right?

If you're looking to upgrade your skills and take your treasury career to the next level, choosing the right kind of formal training can make all the difference. But how do you know what course is best for you?

First, of course, you'll want to know that the course provider is worth listening to. What are their credentials? Who will actually be training you? Do they have

extensive, preferably current and ongoing, experience in a high functioning, international treasury?

Do they understand the changing role and potential of treasury technology as well as traditional approaches and strategies?

Among the best respected options are the Association of Corporate Treasurers (ACT) in London, global corporate finance organisation Euromoney, London Corporate Training, the International Faculty of Finance and SINGFIN in Singapore.

And then, of course, you need to ask yourself what kind of training you need – which skills you need to work on.

Of course, this depends on what stage you're at in your career. Are you an experienced treasurer or corporate finance professional looking to improve, or someone who is bringing experience from another area across to treasury?

But ultimately, the training you choose comes down to a combination of a) the specialisms that your company and industry demand, b) your company's broader goals for the coming years and c) the kind of role you envision having in your organisation.

Do you want to play a greater role in shaping commercial strategy, for example, in the spread of investments your company is making and their long term plans for growth? Or to take a more analytical approach to hedging and risk management? Perhaps you have specific skill gaps you're looking to address relating to foreign exchange exposure or interest rate risk? Are you trying to get your head around changes or maybe you're just looking for smart new ways to manage your company's portfolio and could do with fresh ideas to help boost performance?

If it's a particular niche you're concerned with, there are dozens of intensive courses to choose between, ranging from a day or two to a couple of weeks in length. However, bear in mind that you will get far more out of the training if you can demonstrate to your boss in broader terms how these skills are going to make and/or save them money. Understanding and explaining how this will fit into the bigger picture and drive forward your CEO's corporate objectives is essential.

For instance, ACT offers two-day classroom-based courses in areas including Advanced Cash Management.

The first of these covers practical, targeted training in things like treasury centralisation, dealing with multi-currency environments and targeted training in liquidity management techniques such as notional pooling, as well as in-depth explanations of how changes to the industry, particularly SEPA and ISP2022, and new regulations like the Payment Services Directive II will change the way you do business.

Crucially, it also covers more general strategic skills like improving efficiency in your account structures, while introducing you to up-and-coming developments in the FinTech industry. These help you to deliver measurable value in your organisation and keep your finger on the pulse when it comes to selecting new systems and technologies to streamline your treasury.

Insights like these could prove priceless as you look to safeguard your value in an ever-evolving professional landscape.

Alternatively, you could opt for a course that is structured around applying theoretical ideas in real world contexts. ACT's 2-day course in Auditing the Treasury Function is a great example of this, teaching you how to plan risk-based treasury audits effectively to improve financial performances, spot warning signs and implement best practices. It also analyses the disaster management strategies used by Barings, Societe Generale and UBS to highlight recurring problems.

And it breaks down the features and tools offered by treasury management systems in order to streamline the audit process and manage the audit trail. This includes a discussion of security violations and cyber fraud, disaster recovery and business continuity, and an explanation of key interfaces, capacity and capability.

Or you could look at Euromoney's global range of courses, which cover aspects like Liquidity Risk Management, Global Treasury Treasury Management; Controlling Cash and Risk, and FX & Money Markets. The latter covers the key activities, instruments and fundamental mechanics of international FX and money markets and aims to help you navigate an increasingly complex and fast changing market, manage diversity liquidity sources and explore strategies for investment, trading and funding.

Euromoney also offers a very interesting four-day Treasury Products Workshop, which gives you an excellent overview of what's available and how this can benefit your company. It also helps you navigate market jargon and terminology, product price points and marketing strategies.

Alternatively, if you're shifting to treasury from another field, something along the lines of the New York Institute of Finance's (NYIF) more generalised, 44-hour online Certificate in Corporate Treasury Management can provide a very useful introduction, especially if you're focussing on the US corporate accounting world.

It covers essential treasury analytics and the essentials of treasury management, including yield curve analysis, Base Point Value, convexity and risk management, as well as long term and short term financing, money and capital markets, interest rate futures and FX exposure. But it also places these issues in a real world context, looking at the activities in the corporate treasuries of organisations like Sumitomo, Proctor & Gamble, Lufthansa and Allied Irish Banks.

However, for something far more in-depth, take a look at ACT's Certificate in Treasury and Diploma in Treasury Management. You need to complete the certificate before you can start the diploma, which covers corporate finance for treasury, risk management, the role of the treasury manager, working capital and trade finance, and financial reporting, tax and regulation for treasury.

Similar options to this include London Corporate Training's week long Treasury Management course, which focuses on measuring and managing fraud reduction, and reporting on this externally and internally. It also means you'll be fully compliance with Basel 2 and IFRS legislation.

Euromoney also offers an excellent Treasury Management Academy, which is aimed at professionals that already work in treasury or corporate finance and want to upgrade their skills, rather than those who are moving into the sector from a related field.

This focuses on treasury strategy, drawing together a number of different elements, tools and considerations to help you harness the untapped potential of treasury in your organisation and support your CEO and CFO's longer term ambitions.

It gives a deep level view of how financial systems and products operate and the

kinds of strategies that corporate finance professionals can use to make the most of these as well as to manage risk. In particular, it looks at some of the more complicated derivative products available, how these work, their implications on your balance sheet and for your regulatory obligations, and how you can maximise returns within a given timeframe.

These are just some of the options out there – you'll need to do your research to find the perfect solution. But just make sure you keep in mind that this isn't about learning something treasury-related just because you think you should. It's about figuring out what your organisation is trying to achieve and how you want to help them achieve it, then finding the best set of tools to make that a reality.

Want to learn more about how the right combination of skills and treasury software can fuel your career? Click here to download your FREE eBook!

The Future of Treasury Management Technology and How to Stay Ahead of the Game

On 21st July 2016, CS Lucas was invited by Price Waterhouse Coopers (PWC) to share its views on the treasury technology today and trends. The audience comprised of selected clients of PWC. This blog post summarises what was shared.

Treasury management technology has been exponentially advancing for decades. Your top priority now may be obsolete in the near future. Moving forward, the treasury field has prompted plenty of discussions about future trends. To stay competitive, treasurers need to comprehend the importance of these digital trends and learn to embrace innovation.

Do you feel up-to-speed with the industry's rapidly advancing technologies?

Read on and you'll discover the future of treasury management, as I see it.

Treasury Technology Today

The treasury management system is no longer just a tool that provides automation, audit, and visibility. The industry continues to upgrade itself and uncover alternative solutions for different barriers. As such, the technology today empowers treasury teams with the following capabilities:

- Straight-Through Processing
- Account System Integration
- Real-Time Connectivity
- E-Banking Platform Integration
- Online Collaboration
- High Availability
- Auditable Trail
- Institutional Grade Security
- Scalability

Going Forward

Being up-to-date is good, but certainly not enough. Having a vision of future trends and thoroughly understanding them is just as important. A progressive mindset is paramount in ensuring a company's future success.

Treasury going social, having an App Store, and tapping on machine learning are the key trends that we believe will transform the current treasury technology.

Treasury Goes Social

There's an increasing convergence of what is used at work and what is used day-to-day and it's getting more pronounced. For example, almost everyone uses WhatsApp to organize business matters, LinkedIn to get an overview of a certain individual you might be meeting and Google Calendar to get more visibility of your work schedules.

What does this mean in the treasury space?

Since treasury is something that can be central in the treasury operations, the social element will be more noticeable in these systems. This could mean having

virtual team-rooms, instant messaging capabilities, and files that are archived and searchable.

File sharing is becoming very common. One can easily start sharing certain files and transactions. They can tag excel files as notes to certain transactions in the system for easy referencing.

Treasury will become more integrated with mobile devices. Easily make decisions, communicate with team members, and approve decisions through mobile devices.

App Store for Treasury

We foresee the concept of app stores in treasury technology becoming more prominent. Conceptually, applications change the DNA of a phone. It has the ability to transform your smartphone into a photo editor, navigator, financial planner, step tracker and much more.

The same idea can be applied to treasury systems today. Using a single application, treasurers are able to provide specific and niche reports with a single touch. Additionally, it is also meaningful for users on older versions as they might not require a complete overhaul of their current system. Instead, they can choose specific features to implement at a minimal cost.

Naturally, this trend will encourage a very strong developer ecosystem. End users of the treasury technology will ultimately benefit.

Treasury Gets Predictive

Treasury technology now taps into machine learning to gain powerful insights. Machine learning is a type of Artificial Intelligence (AI) that learns without being programmed to learn. What this means is that these systems analyze activity patterns and actions taken by the user. After which, through their very own algorithms, they study historical data to effectively predict potential moves the user will make. With the insight gained, the system proactively interacts with the user by prompting them with actions that they are highly likely to execute.

To illustrate, imagine this:

Traditionally, whenever your cash position approaches $10 million, you place out $9 million in the money market. The system then remembers this pattern based

on huge chunks of historical data. Let's say today, your cash position is approaching 10 million. In this situation, what the system does is that it alerts you and suggests a list of banks for you to place the $9 million money market transactions in. It also shows you rates of your recent transactions for comparison purposes.

Ultimately, you no longer tell the system what to do; the system will tell you what you can do. Interactions then become smart and more meaningful.

Future Consideration

Cyber security is highly critical and moving forward towards a digital age. We've seen blue chip firms involved in high profile cases triggered by cyber crimes.

Treasury is a very sensitive area; plenty of confidential information is involved. In this regard, cyber security is crucial to treasury technology.This threat is not something that the IT team can deal with in isolation. It requires the cooperation of the whole company and even clients. Everyone is a potential access point to enter your systems.

Some ways to mitigate risks of cyber crimes are:

- **2 Factors of Authentication (2FA)** – Set this process as a default when dealing with sensitive systems and information. The core idea of 2FA is to have a separate authentication device or means with you. An example would be a bank token which is needed for mobile banking.
- **Passwords** – Create strong and unique passwords. Ensure that they are not found in the dictionary. Never send an email or any other resources where the username and password are together, always send them through separate means.
- **IP based login** – Only devices with approved IP addresses should be able to connect to your company's local area network.
- **Penetration Testing** – Do frequent penetration testing. Hire ethical hackers to identify potential cybersecurity flaws in your systems.
- **External connection** – It is highly important to pay special attention to it and guarantee the security of connections to external systems, especially since treasury systems are usually connected to external payment systems.

Want to dig deeper into this topic?

We conduct monthly webinars and will be inviting a top experts to speak on topics relevant to corporate treasury. Subscribe to our email updates on the rolodex to your right to receive our invitations.

And don’t forget to share this post with all your fellow treasurers!

Presentation Looming? Make Sure You Know Your Treasury Operations Inside Out

Presenting to the boss can be daunting for the rest of us, but for treasurers there’s that extra pressure to show you’ve dotted every i and crossed every t without boring the board to tears with an overload of technical details. What’s more, you have to be ready to field questions on everything from compliance to cash flow to laying the groundwork for major strategic developments in your organisation, all at the drop of a hat.

So how to make sure you’re ready to give a slick and compelling account of treasury’s activities that inspires your CEO’s confidence – and ambitions for the company’s growth?

The key is to ensure you have a firm grip on your C-Suite’s priorities, a clear strategy to bring them to fruition and the tightly run ship you need to make it happen.

Let’s start at the beginning. You want your colleagues to leave the meeting with a clear snapshot of your operations and activities, and this means message discipline. Keep it simple, streamlined and clear.

Remember that you’re not here to talk about treasury in depth, you’re here to show how you’re furthering the goals of the organisation and ironing out the

wrinkles along the way.

If your CFO and CEO are keen to free up funds for new investments or M&A activities, for example, make your efforts to facilitate this the focal point of your presentation.

How are your forward projections when it comes to cash and liquidity, funding, financial covenants? Is your trading on track? Are there any compliance, late payment risk or cash flow issues on the horizon that might complicate plans further along the line? What are you doing to improve cash visibility? How are you centralising and consolidating your treasury operations? What are you doing to cut costs and waste, and to make your operations and processes more efficient and responsive?

The Board don't want to hear about the complex technical processes you have to employ to keep everything ticking over. They want to know what you're aiming for, how close you are and whether they need to brace themselves for any setbacks. Your presentation should reflect your treasury setup: sleek, focused and fuss-free, highlighting the most salient issues with clear, engaging visuals, uncluttered slides and the hard numbers the team needs to plan ahead. If you're providing supporting reports, these should be tailored to your audience, goal-orientated and 100% treasury-jargon free.

Most importantly of all you need to be able to improvise – and that means having the most important numbers and insights at your fingertips, and making sure they're precise and up to date. Floundering for an answer when you're put on the spot about the financial health of any part of the business is not a good look for a treasurer. You need to have it all in hand, ready to handle any off-the-cuff questions about FX or interest-rate risk, or how you might manage debt and equity funding to facilitate company growth.

This also means that your treasury operations should be supported by a top-notch tech solution that facilitates accurate reporting and allows you to retrieve, calibrate and analyse vital data fast. You'll benefit enormously from having clear systems and processes in place that maximise the efficiency and productivity of your department, avoiding duplicated work and minimising the risk of error. The better oiled the machine, the more the board will trust and rely on you to be the engine that drives their aims forward.

This isn't about justifying your activities, it's a chance to raise the profile of treasury and strengthen your ties throughout the organisation.

Want to learn more about transforming treasury into a strategic powerhouse in your company? Click here to download your FREE eBook, How to Choose a TMS that Will Supercharge Your Growth.

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5 Top Cash Management Tools

Knowing how much cash is in the organisation, where it is and how it needs to be managed to cover upcoming payments and upcoming financial and funding requirements is absolutely fundamental to any business.

Doing this effectively within one company takes skill, but when you start to incorporate multiple subsidiaries into the mix – especially subsidiaries that are scattered across the world, using different currencies – it can become a delicate art indeed.

Getting the right models and system in place for your organisation is essential, as is making sure that they work in harmony with the technology you have in place. Here are five TMS-friendly tools of the trade that every treasurer should know their way around.

1. Zero Balancing

This is what David Blair describes as being like "a standing order with a variable amount" – whatever amount brings your account down to zero at the end of each day. Often automated by your TMS or ERP, it essentially asks the bank to sweep all the money in the subsidiary account into a single, designated account (usually belonging to treasury or head office) at the end of each day.

It's a simple and effective way to keep tabs on how much money is flowing through the organisation at any one time, but it does render organisations fully responsible for their own tax, interest and other accounting issues, as the bank will not take responsibility for these.

2. Netting

When you're a multinational that's trying to streamline your operations and stop wasting money, intercompany invoices can present a challenge. Or, at least, they do if you opt to settle them one by one, in which case you're running up a ton of payment fees and potentially opening yourself up to FX and operational risks.

Many companies get around this by having treasury set up a "netting centre", which looks to consolidate each subsidiary's payments into a single invoice. During the month, each subsidiary continues to report all of the payments it should be making and receiving within the organization, but instead of moving money back and forth all the time, the netting centre adds (and subtracts) it all up as they go, figures out where money is owed and then turns this into a single figure, which subsidiaries then invoice on "netting day".

3. "On Behalf Of" (OBO)

This is an even more efficient way of handling payments made by subsidiaries in the organization – because, well, they don't actually make any.

In this model, subsidiaries scrap their own bank accounts and, instead, head office handles all payments on their behalf. OBO has proved to be a big success because it saves the usual hassle of having to manage the flow of money throughout a complex structure, creating mountains of admin and pushing payments back until the last possible moment, when they attract the most bank fees.

Because the payments are aggregated, transaction volumes and their associated costs stay low, and companies get to cut out many of the FX costs that stack up when you move money between different entities of the same company that are scattered all over the world.

4. Payments Factory

This is similar to the OBO model – subsidiaries centralise their payments as above, although they typically focus on financial and commercial transactions. That said, this model goes a step further by creating a dedicated unit, or "factory" to handle invoices and payments.

This payments factory tends to be heavily integrated with the tech used by each

subsidiary, allowing invoices to be uploaded via their TMS or ERP. Essentially, they outsource the handling of their intercompany invoices to the payments factory, which in turn finds ways to save money in transaction, banking and FX costs by aggregating payments and arranging payments at optimal times.

5. In-House Banks (IHB)

These take the whole idea of payments factories and make them even more sophisticated. Organisations scrap their subsidiaries' external bank accounts completely and instead recreate the traditional banking role in-house, using an intercompany current account.

This account can handle several currencies at once and is typically integrated with the TMS or ERP, automating much of the processing and reducing the risk of error. Third party payments are managed as per the "OBO" model, and the AP ledger is automatically updated to show that the payment has been made. Money received is managed with virtual technology and, too, automatically brings the AR ledger up to date.

Want to learn more about streamlining your treasury and stripping out unnecessary costs? Click here to download your FREE eBook.

Why The World's Favourite Asian Treasury Centre is About to Get Even Better

Today's treasurers have to keep up with seemingly endless change. 2015 alone saw 50,000 amends to regulations around the globe. Combine this with constantly evolving ways of doing business, the impact of growth and mergers, the need to integrate your activities across the organisation as well as with external obligations and partners and you have a seriously complicated job on your hands.

With so much on their plates, it's no wonder that Singapore's latest financial budget, released in March, came as such a breath of fresh air to treasurers and CFOs operating across the region.

Why? Because Finance Minister, Heng Swee Keat's, new budget provides a whole range of new perks and tax breaks for companies looking to set up a Regional Treasury Centre (RTC) to run their treasury activities out of Singapore.

Heng has done this in three ways.

First, there's the National Trade Platform. Until now, corporates in Singapore, including exporters, importers and logistics specialists, have had to run their trading activities through the TradeNet and TradeXchange, subscribing to a number of different systems in the process. These aren't integrated, and they demand a ton of data-entry steps that have to be repeated over and over again, duplicating effort and diminishing productivity. Plus, error rates tend to be high.

The great news is that this is now being replaced with a single, $100 million, one-stop trade information system, run on an open platform. It's designed to clean up and speed up treasury functions, facilitating investment and innovation along the way.

Secondly, there are new savings for RTCs. The concessionary tax rate for qualifying RTCs is dropping from 10% to a highly competitive 8% – outdoing even Hong Kong's recent moves to make the island the most attractive centre for RTCs in the region.

And thirdly, there is a huge and targeted drive towards making Singapore the next great FinTech capital of the world. A swathe of new approaches are being rolled out to encourage and facilitate innovation and development in the FinTech sector, meaning there will should soon be more great tools and tech to improve treasury functions than ever before.

This matters because, no matter how great the financial conditions of the country you're operating in, modern treasuries just cannot compete and flourish without the right technology to support them. By making such an overt link between traditional carrots like tax breaks and easily navigable regulatory systems and the need for high-performing tech that works in tandem with these changes, Singapore is showing once again why it's the best placed country in Asia to set up

an RTC.

This is all the more important at a time when many corporate finance professionals are just starting to recognise the role that top technology and integrated financial systems play in driving forward productivity and growth. As Lenovo Treasurer Damian Glendinning points out, this has been a weak area for treasurers in the past, and any country that wants to take the mantle of global RTC hub needs to be prepared to take a leadership role in shaping the industry.

> *"In many respects, the financial community in general, and corporate treasuries in particular, have been slow to adopt modern technologies, with the result that today a lot of repetitive and unnecessary work continues to be carried out, when all the information is available in electronic systems – but systems which all too often do not talk to each other. Trade financing is an excellent example of this kind of problem: it is refreshing and encouraging to see a country which is tackling the problem head on, and pushing the market players to join forces in a way they apparently have not be able to do under their own impetus."*
>
> *Damian Glendinning, Lenovo*

Not that Singapore's leadership on this front was ever really in doubt. International corporations have long recognised Singapore as one of the best places to run treasury in Asia. Leading conglomerates that have adopted this approach, like Johnson & Johnson, Lenovo and Thomson Reuters, talk about the "well-developed infrastructure", "deep talent pool" and easy access both to experts across the entire finance spectrum and to a wealth of service providers and technology specialists who know treasury inside out (read more).

Plus, of course, it's a mature and eminently stable economy that's nestled conveniently between economic giants like China and Japan, on the doorstep of emerging Southeast Asian markets, and with strong historical and cultural links with the UK and India. Regional FinTech companies are better placed to understand the specific challenges, risks and opportunities that come with operating across Asia, but which are unfamiliar to their competitors in places like Europe or North America. This includes, for example, the need for adequate insurance against earthquakes within the "ring of fire", and the need for comprehensive, flexible and responsive tools for handling FX risk and managing funds in RMB and INR currencies.

Or, as Glendinning sums it up:

> *"The authorities in Singapore have consistently demonstrated a willingness to understand what all players in the financial community need to be able to work efficiently, and a desire to be at the forefront of progress. The country's small size and close knit financial community greatly facilitate this process, and contribute to creating an environment it is difficult to match."*

But while Singapore continues to lead the way, other hubs with similar capabilities, including Hong Kong and Shanghai, have been hot on its heels. The country's been looking for compelling ways to secure its position at the head of the pack – and with these new measures, it looks like it's found them.

Want to learn more about how the right treasury technology can help you take advantage of these new changes and opportunities? Give us a call today!

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3 Reasons You Need a Free Trial for Your TMS

By the time you hand over the subscription fee for your TMS, you have to be sure it's the right solution for you.

That you can find your way around. That it works as promised. That you could genuinely roll it out company-wide in the timeframes you've agreed with your CFO.

Choosing the right system can feel like a leap of faith, especially when you're dealing with vendors that demand huge upfront costs or minimum commitments of 3-5 years. Get it wrong and you're locked into a contract that drains your budget and potentially wrecks your reputation, without providing the hoped-for ROI.

Luckily, the best TMS vendors on the market provide a simple solution: try before you buy.

Here are 3 of the biggest benefits of opting for a free trial.

1. It Helps You Focus Your Priorities

The sheer range of tools and features offered by a powerful TMS can feel bewildering. Knowing whether each individual element lives up to its boast, and can genuinely advance the goals of your organisation, is tough.

But the TMS procurement process can be an excellent opportunity to refocus as a team, lay out your goals for the future, and test out how you can use technology to further them.

In particular, it's a great opportunity to meet with your CFO/CEO to establish their primary aims for the years ahead.

Perhaps they are interested in new M&A opportunities, or in exploring refinancing options that will allow them to grow the business or reduce the cost of funding? In consolidating treasury, or making it more autonomous? Improving cash visibility? Strengthening banking relationships? Changing their debt mix?

Once you have a better understanding of what they want to achieve, you can seek out a TMS that's geared to support these activities.

But with a free trial, you can go a step further. You can explore the features on offer, figuring out which ones genuinely make it easier for you to make those goals a reality.

By the time you sign on the dotted line, you're perfectly positioned to pull together a strategy to drive forward the organisation's goals and vision.

2. You Can Sound Out the Support on Offer

One of the most important factors when choosing a TMS is finding a vendor that provides high level, ongoing support, well beyond the initial sales process. An on-hand expert while you implement your TMS, design your training programme and tackle teething problems in the early stages.

In the long term, you'll need this provider to discuss enhancements and upgrades,

to train or retrain staff as required and to offer strategic insights that will help you get the most out of your investment.

Any technology provider can make these promises when they're vying for your business. But when you sign up for a free trial, you see what it's really like to work with them.

How quickly do they get back to you? How do they handle your queries? How deep is their technical knowledge? How do they respond if you have mismatched expectations of a feature?

Do you trust them to handle your business well into the future?

3. You Can Source Feedback from Your Team

Overcoming resistance from your team can be a major stumbling block.

Sometimes, people fear change for its own sake; they lack confidence in their skills to adapt, or worry that their workload will increase in the short term. At other times, they're worried their role will be replaced or reduced by automation.

A free trial is an ideal opportunity to introduce colleagues to the technology. You can explain what you're trying to achieve: how you want to join up the dots across the organisation, strip out unnecessary admin and the potential for error and help them to do their jobs better.

You can recruit team members to test out the system and discuss which features have the most potential to ease their workload and improve communication, which would need tweaking and which don't work quite as well as they hoped.

Not only is this feedback invaluable in helping you assess the suitability of the TMS, it also helps your team feel personally invested in the process. Instead of being threatened by the change, they will be excited about its potential – and willing to help you make it a success.

For more great advice on selecting the best TMS for your organisation, download your FREE eBook, How to Choose a TMS that Will Supercharge Your Growth.

How to Get Your TMS Up and Running in Just Two Months

TMS Technology has come a long way.

Gone are the days when set-up costs ruled out all but the Fortune 500. When you had to splash out on pricey in-house infrastructure to make it work. When you'd be waiting around for years before you started to see results.

Today, a TMS can be implemented at incredible speed – and that's crucial. Because when you bring your plans to the table, the question you're guaranteed to hear is: how long will this take to get off the ground?

It's easy to see why.

We've all been there: someone has a bright idea to save you a ton of time and money. A new system to unify your processes, streamline your workload and fix inefficiency woes.

Everyone's excited.

But then you start rolling out the project – and things unravel.

There's a technical issue. Things get stalled. A meeting gets pushed back. A year goes by with minimal progress. By the time the new system is finally up and running, the sheen has worn off. No one's motivated to learn the ropes, so they stick to the clunky old system. The grand idea to revolutionise your workplace is now a great big white elephant.

Sound familiar?

The problem with systems that take an age to implement is that project fatigue sets in.

To get the most value out of your TMS – to start seeing ROI fast – you need to keep energy high. You need a watertight plan to get it up and running in a matter

of months.

This is totally feasible… if you have a roadmap for success.

If you laid the groundwork right during procurement, your CFO/CEO will already understand how the TMS aligns with their business goals, and your team will appreciate what you're trying to achieve and how it facilitates their day-to-day tasks.

The project will not come as a surprise to stakeholders, so you can jump straight in.

First, appoint a project leader who will be responsible for keeping everything on track.

This person should create a Project Gantt sheet that sets your target completion date, outlines each milestone along the way and assigns responsibility for tasks – on your side and the vendor's. They should schedule regular progress meetings, too.

Start training people to use the system.

Your TMS vendor should work with you to design an effective training programme, complete with comprehensive user guides. Ideally, these guides will be tailored to your unique needs, and can be adapted and added to, forming an ongoing learning resource for employees and new recruits.

Once this is ready, sit down with individuals or small teams and walk them through the elements of the TMS that are relevant to them. Run demos, take screenshots and record video demos using tools like Snagit so that they can refer to later on.

Next, migrate your data.

Your TMS is your "single version of truth". It needs to contain all the information and documentation you need to do your job, including financial and client information. Take the time to organise this properly, making it easy for your team to navigate.

Outline your usage scenario.

Write up a detailed account of how the TMS will be used by each department or for each task. Consider trialling the TMS with more tech-savvy teams first, collating their feedback and ironing out any niggles before you roll it out across the board.

Once you do go live, remind everyone that the faster things are up and running, the faster everyone will benefit. Make sure they know who to contact when they need support.

By now your TMS is fully operational – but your task isn't over.

Set up a clear review process, including a log for queries, issues or suggestions for improvement that colleagues encounter during the early stages.

This should form the basis of your post-implementation evaluations, helping you to highlight problem areas and optimise the way the TMS is used.

As your team gets to grips with the technology, it's important morale stays high.

Re-emphasise the need to put everything through the TMS and avoid slipping back into old habits. Keep thanking your team for their efforts, congratulating them on progress and highlighting benefits as soon as they materialise.

Lastly, remember that this is a long term investment that will evolve with the needs of your organisation. Your TMS provider is not just a vendor, they are a partner – don't be shy about discussing upgrades or seeking out ongoing training and support. You can get things off the ground in just two months, but you'll need to maintain momentum to keep things flying high.

Looking for more detailed advice and handy resources to plan your project rollout? Click here for your FREE eBook, How to Choose a TMS that Will Supercharge Your Growth.

The Number One Secret to Making Your New TMS a Success

Want to know the single most important factor in getting a new TMS off the ground without a hitch?

It's simple.

Get everyone on board.

Of course, defining your objectives, mapping out timelines, assigning responsibility, scheduling tests, analysing performance, troubleshooting teething problems… all of these things are essential.

But the fact remains: if you have strong resistance from your team or cynicism from the top, no amount of planning or logistical know-how will stop you hitting road bumps along the way.

So – how do you get everyone pulling in the same direction?

The key is to show each person what's in it for *them*.

Different stakeholders will have different priorities. While everyone is aiming (hopefully!) for better productivity, efficiency and profitability, the way this manifests will depend on their role, department and level of responsibility.

They will need reassurance that shifting to a TMS not only furthers the overarching goals of the company but will also, at a granular level, increase their value within the organisation, instead of diminishing it.

While to you, investing in a new TMS and the myriad benefits it brings might be a no-brainer, you have to be smart about how you sell the idea, and to whom.

Let's start at the top.

First, there's your CFO and/or CEO. As the ultimate decision makers, you need to make a solid business case to them as early on as you possibly can.

When it boils down to it, your CFO/CEO will want to know three things:

- How severe are the risks and costs incurred by your current system?
- Why would having a TMS will fix these issues?
- How quickly will they see results?

That means that you'll need to demonstrate how your current spreadsheet-based processes are costing them time and money, through inefficiencies, human errors, backlogs, duplications and inconsistencies.

How these problems restrict the performance and flexibility of treasury, increasing the risk of late payments, cashflow issues and compliance breaches.

How a sprawling system makes it hard to track where documents and data are stored and opens you up to the threat of data leaks, hacks and theft.

How streamlining these systems, increasing cash visibility and improving accuracy of reporting will help you help *them* turn their investment, funding and M&A ambitions into a reality, fuelling growth while reducing risk.

And that by working with an experienced TMS vendor with a proven track record and excellent post-sales support, you will start seeing ROI in as little as two or three months.

Once you've been given the go-ahead from the powers that hold the purse strings, it's time to turn your attention to the next all-important group: the team that use the tech.

There are certain words that, when uttered by the C-Suite, can strike terror in the hearts of employees. Words like "efficiency", "cost-saving", "restructuring" and "automation".

If your team suspects that the TMS is a stealth manoeuvre to replace jobs or reduce their role, they will *not* want it to work out. And that's a recipe for disaster.

Don't just impose a TMS and tell them to start using it. Make them stakeholders in its success.

Involve your team in the procurement process as much as you can. Ask them what their pain points and frustrations are. Which tasks take up the most time, where efforts are being duplicated, where errors are being made. How they think they

could be more productive.

Discuss the kind of strategic, revenue-generating, growth-enhancing projects they could be working on if they cut out time spent on admin and focused their efforts on analysis.

Then, as you approach vendors, look out for features that tackle these issues.

Relay the benefits back to your team, explaining how these perks will ease their workload and support them in the ways they've identified. How it will make it easier to train new recruits. How it will reduce the risk of error, or of individuals being blamed for mishaps.

Demonstrate that you have taken their comments on board and selected a TMS that *helps them do their jobs better.*

The more involved and invested they feel, the less resistant they'll be to change and the faster the new TMS will be absorbed into daily working practices.

Getting people on board with a new TMS means focusing on the *people*, not the TMS.

Show them your aim is to further their goals. To maximise their value to the organisation. To strengthen their role. And crucially, how they can do all of these things with the right technology by their side.

Want in-depth, practical advice on rolling out a new TMS in your company? Click here to download your FREE eBook, How to Choose a TMS that Will Supercharge Your Growth.

Kevin Mitchell from Rochford Group covered a similar topic – TMS Implementations: 5 Steps to Ensure Success. Do it check it out if you are interested to read more.

An App Store for Enterprise-systems, a Reality?

Looking at the ubiquity of smart-phones and the high level of functionality available through apps, we are exploring how enterprise-systems may evolve.

If an ideal framework exists whereby stand-alone features can be simply plugged in, this would replace customization. Just like installing an app to a phone. Imagine it on an enterprise-system. The process should be fast and fuss-free.

A Treasurer's Conundrum in Accommodating Changes

In this business environment, companies are learning to manage their treasury and funding risks better than ever. Timeliness of insight is also important. Different regulations, languages and a gamut of reporting preferences may be required by the senior management to make strategic decisions based on accurate intelligence. This means a treasurer needs insight into local and international data and the confluence of all this business information needs to be reported in formats deemed appropriate, intuitive and adaptive for strategic needs. But hurdles remain:-

A recent (July-Sept 2014) Deloitte study of senior Finance executives reveals: only 8% of respondents view Finance as the primary source of insight in strategic decision-making. 32% consider the lack of appropriate analytical skills and behavior in the talent pool a significant challenge. 52% consider decision-support teams to have 'mediocre' analytical maturity. 41% perceive their business-partners to spend 30-50% of their time on lower-value tasks such as spreadsheet data-gathering, as opposed to providing insight. Troubling numbers, given that business-partners are a valuable resource. Finance is uniquely positioned to provide insight in strategic decision-making. How then will treasurers articulate their insight? Will spreadsheets do? This insight is a comparative advantage to driving business-performance in difficult markets. In light of this, are there also limitations to what a traditional enterprise-system can do?

In today's blog-post, we are exploring difficulties faced by treasurers in accommodating changes using conventional software, customization, spreadsheets and configuration. We will then suggest our viewpoint on handling

such changes, going forward.

A) Two Common Solutions That Come Encumbered with Hidden Complexities

1)Procurement:- To cope with changes, a business may choose to procure a feature-rich enterprise-system with many different built-in modules addressing as many as possible of the unforeseeable circumstances. If all modules are heavily used, there is no inefficiency. But that's rarely the case. This procurement approach sometimes results in purchasing of functionality that is unused or seldom used. The software is bloated for features that may never be required, contributing to ongoing costs and posing maintainablity issues. Therefore procuring a feature-rich enterprise-system can be inefficient.

2)Customization:- Another option is for companies to purchase an enterprise-system that can later be customized to meet growing needs. But there lies a slippery slope: With customization comes the intrinsically drawn-out process of testing and checking that incorporated changes work, and other parts of the enterprise-system are not affected. The irony? Businesses that insist on what they want will receive higher levels of customization and quicker turnaround times – even if the output is eventually not used in their decision-making.

The thinking here is: Wouldn't it be better if the enterprise-system is designed in such a way that new features and precise functionalities can simply be bolted on, skipping customization or expensive procurement altogether?

B) How Companies Avoid Customization To Meet Changes on-demand

1)Spreadsheets:- Regulatory scrutiny may require companies to perform analysis such as stress-testing and back-testing its liquidity position. While spreadsheets remain popular for calculating simpler analytics, when it comes to more complex reporting needs, spreadsheets are inadequate because disparate data needs to be obtained, consolidated and categorized to identify trends and anticipate problems. This is not easily achieved with a spreadsheet. Besides manual entry-errors, spreadsheets are not ideal tools for articulating insight, a function better served by analytical or visualization tools.

2)Standard Reports:- Standard report formats either contain more information than necessary, or spreads the information out instead of presenting the vitals on

a single page, or in a dashboard. Reporting tools and Business Intelligence (B.I.) tools can alleviate this problem. But a high degree of proficiency is required to use the tools well. External consultants are usually engaged for more complicated reporting.

3)Configuration:- Some companies with a large Enterprise Resource Planning system will attest that configuration is as painful, if not more so, than an outright customization. And the result? Not always intuitive. (You can further explore the relationship of configuration and customization here.)

From what we've discussed, customization is the only, sub-optimal solution.

C) Why not Apps?

If precise functionality can be met with an app, will the solution be more elegant?

Suppose new accounting standard requires certain position to use a different basis of valuation. Treasury accountant should be able to go to the equivalent of an "app store" where he can find the appropriate app for this purpose. Once he finds something that suits him, he can download it and "fire it up". And if this app is not appropriate, he can simply delete it and look for something else that fits better.

Translate this same convenience to reports, dashboards, alerts, e-banking, third-party integration etc… In fact what can be downloaded and installed is only limited by how open the enterprise system has been designed to receive new apps.

Using Apps to Upgrade and Enrich

Presently there are 240,000 apps in Amazon App Store, 1m apps in Apple, 1.3m apps in Google Play. Who will build these apps if not the enterprise-system vendor?

We envisage two groups: Partners or consultants who specialize in specific areas, for example the accountants and treasurers. Commercially, their apps could involve licensing, resulting a win-win relationship for all ecosystem users. The others are users who develop reports or apps, publishing them for free. The app-store therefore functions as an infrastructure that enables all system-users to leverage the smart practices, innovation, insight and solutions refined by a

community of professionals.

Opportunities Abound in Asian Treasuries

Asia is booming, and it is not just Asian companies but also global companies with operations in Asia. Regular readers of Singapore's leading daily business publication, The Business Times, will recall an article published earlier in July discussing survey results from PricewaterhouseCoopers' inaugural Asian-focused treasury survey.

Key findings which raised a few alarm bells include the following:

- While 66% of respondents were exposed to commodity risk in varying degrees, more than a third are not managing the risk at all
- Approximately half of the respondents used basic risk management techniques or a standardized approach to manage their financial risks
- The survey showed that less than one-third of respondents have real-time information on their cash position, and over 40% of the respondents do not have even basic cash-pooling structures in place
- More than 50% of respondents did not have a treasury management system in place, and those that did are only using the basic functions
- Respondents' key priorities in the near future are getting the right treasury personnel, more effective cash and risk management and TMS implementation

At CS Lucas, our industry observations are aligned to the key survey findings. We believe in doing the right things right, getting straight answers to complex financial questions. But many organizations, even the more enlightened ones, still regard corporate treasury as a cost centre with little value-add to the boardroom agenda. We have also found that very large organizations can still tolerate the risk of managing various products with rudimentary spreadsheets.

Clearly, there is a need to revisit the role of the treasurer. We need to effectively manage the broader enterprise wide risk via more sophisticated techniques to derive strategic benefits. The time is now for companies operating in Asia to address the challenges – managing financial risks, cash and liquidity issues effectively across geographically dispersed businesses, multiple emerging currencies, hedge accounting requirements and a diverse banking landscape.

McKinsey: Global treasuries still adopt "penny wise, pound foolish" approach

Recently, I had come across a 2011 article published by McKinsey and Company titled "Five steps to a more effective global treasury". It found that nearly half of the companies surveyed with less than $10 billion in revenue still used spreadsheets as their primary treasury system.

This 2011 survey result is worth revisiting as sadly, little has changed and the findings are still relevant. For example, it highlights the dangers of a "penny wise, pound foolish" approach in using spreadsheets vs investing in a treasury management system. While the rapid pace of software development over the past 20 years has brought to market a range of sophisticated tools that facilitate the treasury function, many CFOs today are still not convinced that advanced systems are worth the cost.

The perception has been that the earliest tools, spreadsheet programs, have dramatically improved, so there is no need to invest in integrated treasury management systems and enterprise resource planning (ERP) modules, which can cost over $1 million or more.

The McKinsey conclusion is consistent with CS Lucas' advice to those who would listen: "As companies assign new responsibilities to the corporate treasury function, treasurers must improve it with a global focus and streamline its

performance. That may require an upfront investment, but the payback is worth it.”

We would add one caveat to that: given the advancements in technology and design, a sophisticated treasury system that serves corporate needs, need not cost millions for an upfront investment. Instead, they are affordable, customisable and user-friendly.