



## Treasury's Role in Enterprise Payments

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### COURSE LENGTH

Two 2-Hour Virtual Sessions or  
One Half-Day In-Person

### DESCRIPTION

The payments landscape is transforming faster than ever driven by technology, regulation and client expectations for speed and transparency. This workshop equips finance and treasury professionals to move beyond operational processing and become strategic advisors who use payments as a lever for liquidity optimization, client experience and competitive differentiation.

Participants will explore how emerging payment infrastructures and regulatory changes are reshaping the way corporates manage cash, working capital and risk. The format blends real-world examples, interactive discussions and case studies to help participants identify opportunities to enhance value through smarter payment strategies.

### LEARNING OBJECTIVES

- Articulate how payments create strategic value in the finance organization.
- Compare payment methods based on cost, timing, risk and client experience.
- Assess the impact of regulatory and infrastructure changes (e.g., FedNow, ISO 20022) on liquidity and working capital.

- Evaluate workflow and cash management implications of new payment cycles, cut-offs and real-time systems.
- Assess the strategic and operational implications of global payment processes and cross-border flows.
- Anticipate future trends and their implications for treasury strategy.

### AGENDA

- Payments as a Source of Strategic Value
  - Payments in the context of the cash conversion cycle
  - Link between payment timing and working capital efficiency
  - Choosing payment methods: cost, speed and risk trade-offs
  - Internal collaboration between treasury, AP/AR and operations
- Payment Infrastructure and Treasury Implications
  - Overview of ACH, wire, RTP and card networks
  - FedNow and ISO 20022: implications for visibility and reconciliation
  - New settlement cycles and intraday liquidity impacts
  - Managing overdrafts and intraday credit lines

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- Global Payments and Cross-Border Challenges
  - Cross-border payment mechanics and correspondent banking
  - FX settlement risk and timing mismatches
  - Transparency, cost and tracking (SWIFT gpi, fintech alternatives)
  - Regulatory differences across jurisdictions
- Future of Payments and Treasury Strategy
  - Real-time, AI, APIs and tokenization
  - How richer data (ISO 20022) enables smarter decision-making
  - Digital currencies and central bank initiatives
  - Building a payments roadmap for treasury transformation