

P E R S P E C T I V E

Processes Underpinning  
Implementation of Treasury-in-a-Box



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The complexity, lead time and cost of conventional treasury implementation put it out of reach of most mid-sized banks. For these banks, Treasury-in-a-Box - a pre-configured package which can be executed quickly at a significantly lower cost - is a decidedly attractive alternative. Product, people and processes are the three pillars of any technology-led transformation. At the heart of the Treasury-in-a-Box package lies a product with performance, user-friendliness and ease of customization as its hallmark. This is supported by a capable and experienced team from the partner organization. Last but not least, the package offers process maps aligned with best in class processes to ensure true transformation.

### Problem Driven vs Product Driven

In order to be effective, any transformation initiative must start out with the right goals, means and mindset. The act of transformation is but a means to solve a defined set of business challenges. This sets the right tone to achieve desired business goals. The implementation of the product is just a part of the planned whole. The processes housed in the Treasury-in-a-Box package enable the achievement of business objectives by identifying the 'right' problems and providing the means to solve them. Hence, in such an execution, the transformation partner is indeed a facilitator who augments the base product with a host of supplementary services and vast knowledge base. This goal-oriented approach is obviously superior to mere implementation of the product.

### Standard yet Bespoke

Since Treasury-in-a-Box comes with pre-configured process maps, aligned with best practices from around the world, it takes care of most treasury requirements. Users only have to pick the most appropriate set of processes or practices in their specific context from a comprehensive predefined basket. In this manner, Treasury-in-a-Box combines the best of both standardization and customization.

The following aspects must be considered while designing processes:

- 1) What problems need to be solved?
- 2) What is the structure of the treasury function in the bank?
- 3) What is the primary function or role of treasury in the bank?

- 4) Is transformation of the core banking and treasury banking bundled or independent of each other?
- 5) How do various departments and offices interact?
- 6) Is the implementation being approached 'big bang' or modularly?
- 7) Which modules will be implemented and what adaptations do they need in that market?
- 8) What are the IT capabilities of the bank?
- 9) Will key people be available as required?
- 10) What is the current and targeted efficiency level of processes/practices/work flows?

The guidelines underlying the package will identify those practices that add value to the program and eliminate the rest, specifically for each site. This is important because activities that add value in one bank may not do so in another.

The Treasury-In-A-Box package would encompass various best of breed components and practices, the combinations of which would result in right process for each implementation. Here the main focus is on the reduction of non-monetary cost, time, effort and discomfort while realizing business goals and more importantly designed 'lien' and 'context specificity'

### Paper Implementation and Rework

One of the key objectives of the process is to reduce rework. Treasury-In-A-Box processes emphasize use of documentation and questionnaires to reduce rework and improve acquaintance with various process flows, calculations and recovery mechanisms.

Documentation typically provides the following information:

- 1) System behavior across scenarios
- 2) Set of recovery processes in case of failure
- 3) Calculations and formulae with references

It is important that the entire transformation plan be realized on paper prior to altering the pre-configured system before first and final testing. This eliminates the need for repeat testing and rework, a problem typically associated with the traditional approach to changing configuration. For the purpose of realization of the plan on the paper, the augmented product is provided as part

of the package to support verifying various output on trades without carrying out steps such as background processes, EOD processes and so on, as it would be necessary in the production environment.

### Summary

The 3 pillars - product, people and process are key to cost effective, efficient and quick treasury transformation. The set of processes and practices included in the Treasury-in-a-Box package ensures that the right set of problems are identified and solved. As a final touch to a great business decision, the Treasury-in-a-Box implementation partner provides a host of value-added services to enable the bank to realize its business goals.

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