



# Treasury & IT Integration, Collaboration, Results

AFP Annual Conference  
New Orleans LA  
November 6, 2002



R. J. Poje and Company

[www.poje.com](http://www.poje.com)

*Treasury and Payment Solutions to Grow...Not just Survive*

## Today's Agenda

**(Tentative & Flexible)**

00:00 - 00:30	Intros, objectives, definitions
00:30 - 01:15	Departmental integration
<i>01-15 - 01:30</i>	<i>Short break</i>
01:30 - 02:30	Enterprise integration
02:30 - 03:00	Legacy integration

**Questions & Conversation Always Welcome**

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# Introductions, Objectives & Definitions

**Why are you here today?  
What do you hope to accomplish?**



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## Learning Objectives

- Understand the complexities of treasury system integration
- Prepare and manage the integration process
- Coordinate all the goals and actions necessary to achieve success

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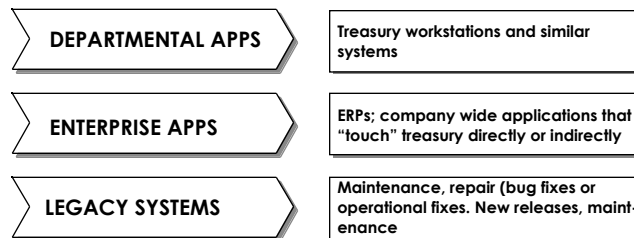
## Top 10 Important Lessons

- ❑ Most integration projects fail
- ❑ Treasury will probably not lead **corporate** integration
- ❑ If your objective is to automate an existing process, you have probably missed the boat
- ❑ You need to understand your company's IT strategy
- ❑ "What" and "How" are very different problems and they need to be solved separately
- ❑ "Customization" can be another word for "albatross"
- ❑ Give yourself enough time to do it right **and a consistent process**
- ❑ There is no such thing as a standalone application in 2002
- ❑ Caveat Emptor. Beware of anyone with something to sell
- ❑ Plan on spending 20 - 25% of development/acquisition costs for annual maintenance

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## Subject Matter

### Definitions



**Integration Comes in Many Shapes and Sizes**

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## You Already Know More Than You Think

- ❑ **Enterprise Application Integration (EAI)**
  - Servers and software sit “between” applications and databases to “transform” information
- ❑ **Web Services**
  - Many different protocols: XML, SOAP, J2EE, etc.
  - The internet sits “between” applications and databases to “transform” information
- ❑ **Business Process Management (BPM)**
  - When layers of program code sit “between” applications and databases to make information independent of the business processes that create it

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## You Already Know More Than You Think

- ❑ **Enterprise Application Integration (EAI)**
  - EAI happens when Treasury Workstation software “transforms” banking data into general ledger input
- ❑ **Web Services**
  - Norton Anti Virus “Live Update” feature
  - “iTunes” music information searches
  - TurboTax forms and table updates
  - MS Office 11 (mid-2003)
- ❑ **Business Process Management (BPM)**
  - Linked Excel spreadsheets

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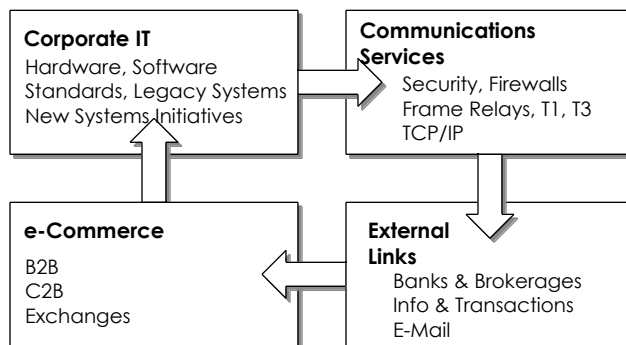
## 6 Integration Objectives

At Least!

- ❑ Systems integration
- ❑ Functional integration
- ❑ Straight-through-integration
- ❑ Vendor integration
- ❑ Global integration
- ❑ Departmental or Standalone integration

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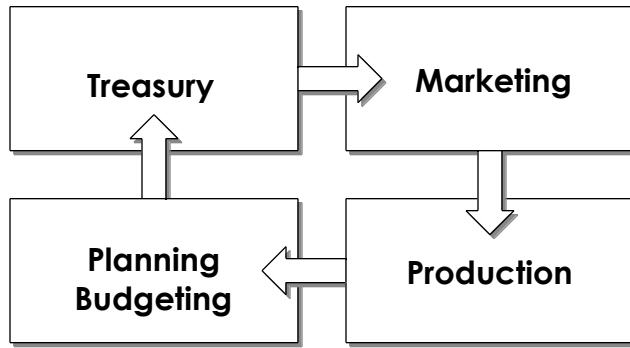
## Systems Integration



Getting one computer to talk with another

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## Functional Integration

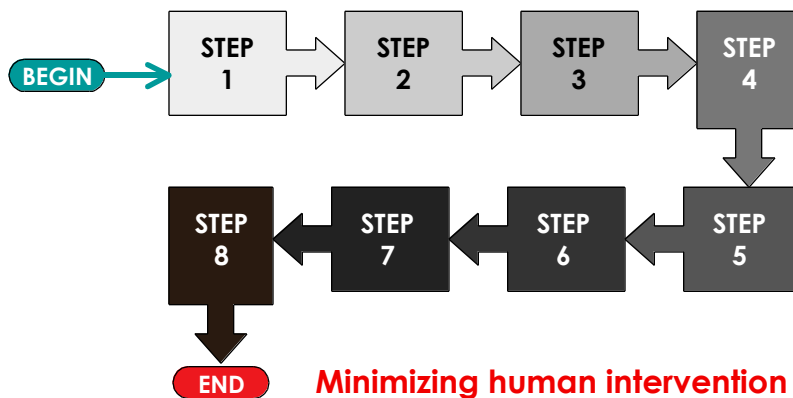


**Getting one department to talk with another**

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## Straight-Through Integration

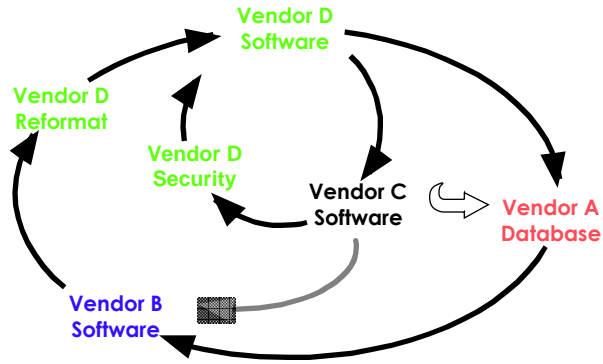


**Minimizing human intervention**

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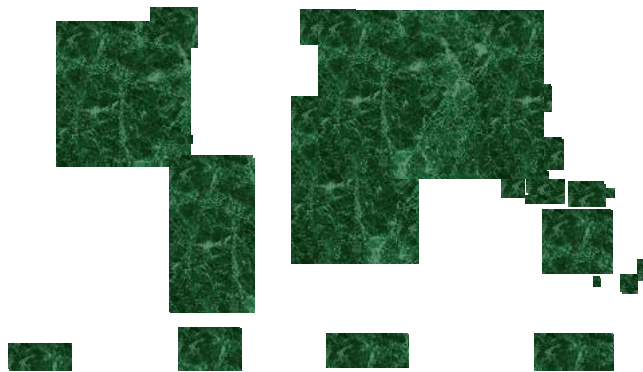
# Vendor Integration



**Minimizing the finger pointing**

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# Global Integration

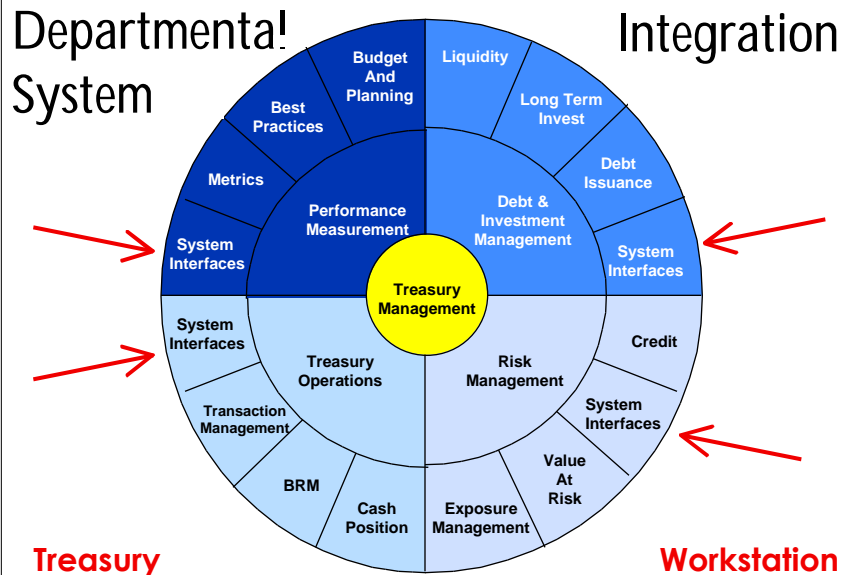


**Getting one country to talk with another**

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# Global Integration

- ❑ **Infrastructure**
  - Logistics
  - Resources
  - Communications
- ❑ **Applications**
- ❑ **Human Resources**
  - Work week and work scheduling differences
  - Recruitment
- ❑ **External Factors**
  - Tax laws
  - Cultural dynamics
  - Local economic issues



# Top 10 Integration Areas

## Corporate - Not Treasury

- ❑ **End User Applications**
  - Enterprise resource planning applications (ERP)
  - Customer relationship management (CRM)
  - Supply chain management (SCM)
  - Budgeting and planning systems (BPS)
- ❑ **Technology Services**
  - EAI, web services and other "middleware"
  - Collaboration services
  - Paperless office services
  - Business process management
  - Wireless access
- ❑ **Other, Miscellaneous Services**
  - Security services
  - Compliance, governance related (post Enron, MCI, etc.)

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# Top 10 Integration Areas

## Treasury - Not Corporate

- ❑ **"Workstation" Related Software Modules**
  - Debt and investment
  - Forecasting
  - Foreign Exchange and/or trade related
  - E-Commerce applications
- ❑ **"Workstation" Related Data Feeds**
  - "Bloomberg" and similar market data
  - Bank and other transaction data, including images
  - Benchmarking, performance measurement
  - Centralization/regionalization related data feeds
- ❑ **Corporate IT Related**
  - Centralized e-mail and other governance related
  - ERP and similar interfacing needs

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# General Considerations

Applicable to (almost) all integration projects



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# General Considerations

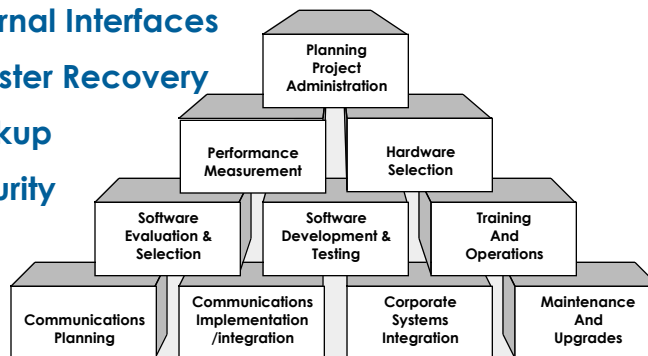
## Internal Project Management Components

External Interfaces

Disaster Recovery

Backup

Security



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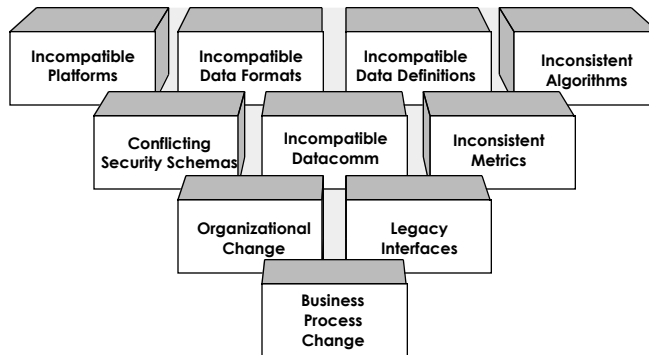
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# General Considerations

## Integration Components



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# General Considerations

## Why Projects Fail - Conventional Wisdom

- ❑ No senior management commitment
- ❑ Organizational resistance to change
- ❑ Vendor over-selling or under-supporting
- ❑ IT fails to understand the underlying business requirements
- ❑ "Too many hurdles" in IT
- ❑ No development resources in Treasury or IT
- ❑ "Scope Creep," especially from outside the project team

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# General Considerations

## Why Projects **Really** Fail

- Not challenging underlying business processes
- Failure to thoroughly define/communicate objectives, requirements and expected results
- Failure to plan comprehensively and iteratively
- No common vocabulary between IT and Treasury
- Expecting the software, software supplier or IT to deal with 100% of Treasury needs
- Focusing on the trees and not the forest; too much customization
- Involving IT and others too early or too late in the planning process
- Biting off more than you can chew

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# General Considerations

## Why **Integration** Fails

- No one outside of IT “gets it” (sometimes inside)
- Misunderstandings about “overall scope” and other failures to communicate
- Priorities, priorities, priorities
- Software does not work as promised
- Unable to compromise on major issues
- Too costly, takes too long

Source: CXO Media, Inc. 2002

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# General Considerations

## Nature of Integration Efforts

- What is the corporate view of integration?**
  - aka Interoperability (or) Internet (or) web services
- Integration approach**
  - Data integration - public access, private access
  - Application integration - format transformation
  - Method integration - context transformation (metadata, XML, Xdocs, etc.)
  - Business process integration - data vs. wisdom
- Timetable for corporate integration - present or future**
- IT's expectations of users, i.e.. Treasury**
- Is this the right time for Treasury integration?**

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# General Considerations

## "What we have here is a failure to communicate"

### Line Management

- Decrease costs
- Increase profits
- Increase customer loyalty
- Increase revenue
- Improve supplier efficiency
- Decrease time-to-market
- Outsource non-core processes
- Improve service quality (1%)
- Grow e-commerce (<1%)

### IT Management

- Security
- E-Commerce
- CRM
- ERP
- Data warehouse
- IT standardization
- Web services
- Knowledge management
- Collaboration
- Wireless

Source: CXO Media, Inc. 2002

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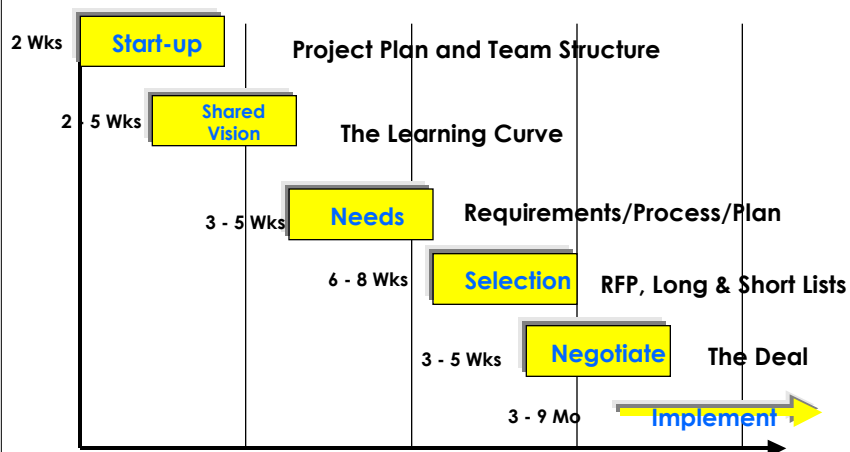
# Treasury Workstation

Average time to select, acquire and implement

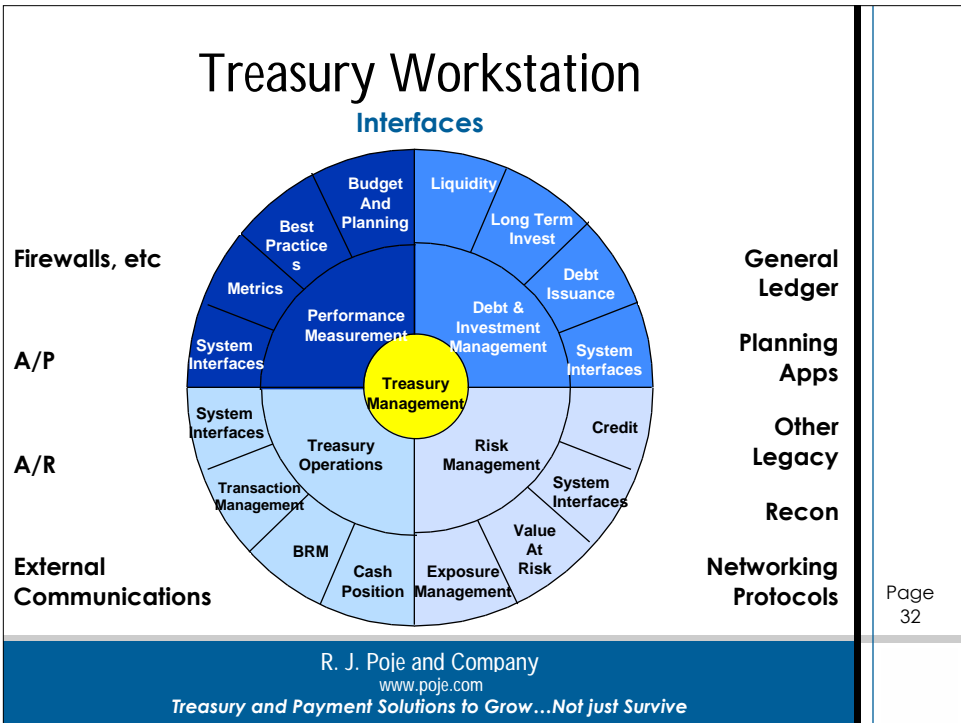
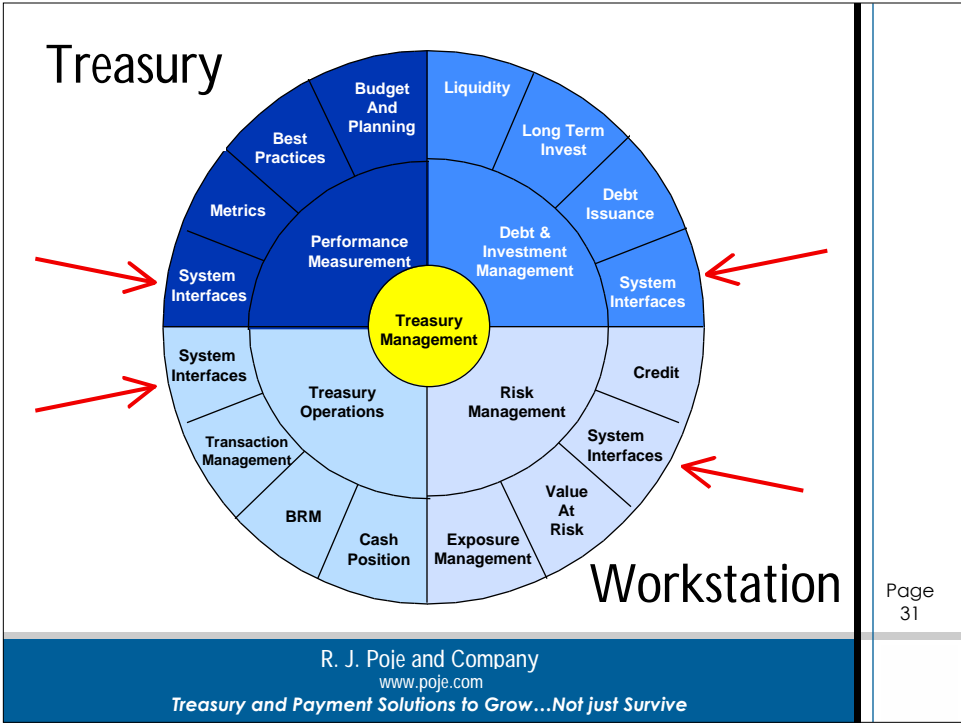
- A. 6 months or less
- B. 8 - 9 months
- C. About a year
- D. 15 - 18 months

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# High Level Schedule

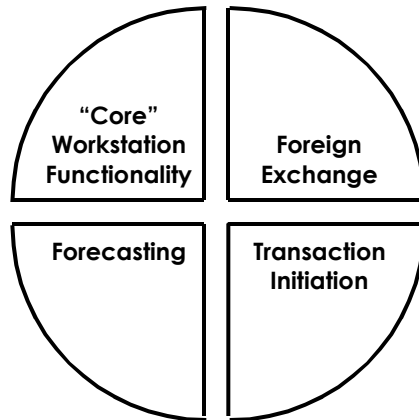


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# Treasury Workstation

## Add-on Applications



Examples

Only

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# Treasury Workstation

## Multiple Acquisition/Implementation Options

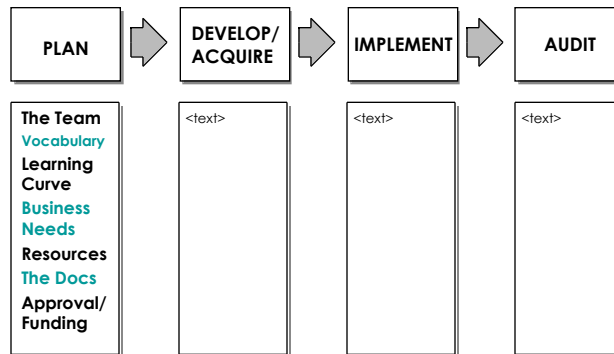
- Custom Development
- Single Vendor Procurement
- Multi Vendor Procurement
- Internally Operated
- External Hosting
- ASP
- Hybrid

Acquisition Cost, Total Ownership Cost, Flexibility  
Vendor Stability, Service Level Agreements, HR  
Requirements,

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# Success Factors

## Why Implementation Projects Succeed



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# The Team

## Choosing the Right Planning Resources

- ❑ Who to include, and when
- ❑ For **early** plan development (business needs)
  - Project sponsor
  - Treasury team leader
  - IT team leader
  - User representatives: treasury and other
  - External resources, as appropriate
- ❑ For **mid-stage** plan development (justification, benefits, risks, budgets, schedules, RFP definition)
  - Early stage team
  - Specialized IT, finance, audit, legal
  - Other Treasury, other functions as needed
- ❑ For **late-stage** plan development (justification, approval)
  - Early stage team with admin support

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# The Vocabulary

## Building a Common Language

End user functionality	Treasury specific features and functions
Ability to support external interfaces	Links to banks, investment houses, information providers and other treasury related sources
Fit with existing hardware and software	Operating system compatibility, security, Able to link with other systems and databases
Fit with existing communications	External and internal communications protocols; LAN,WAN, VPN access
Ability to support in long term	Total cost of ownership, maintenance and Upgrades, SLA's

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# The Vocabulary

## Building a Common Language

### For IT Team Members

- Read *Essentials of Cash Management*
- Basic Treasury Management seminars (AMA, AFP, etc.)
- Attend vendor presentations, if appropriate
- Product literature
- Spend time in Treasury
- Visit other firms

### For Treasury Managers

- ...for Dummies, especially networks, TCP/IP & Web
- Web glossaries
  - > [www.pcwebopaedia.com](http://www.pcwebopaedia.com)
  - > [www.whatis.com](http://www.whatis.com)
  - > [www.matisse.net](http://www.matisse.net)
  - > [www.its.bldrdoc.gov/fs-1037](http://www.its.bldrdoc.gov/fs-1037)
- Spend time in IT
- Seminars/PM courses

## CREATE OR ADAPT A PROCESS

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# The Learning Curve

## Where to Start

### ❑ General Sources

- [www.gtnews.com](http://www.gtnews.com)
- Association for Financial Professionals (AFP)
- Ernst & Young
- Other consultant sources
- Local practitioner groups
- Google and other search engines
- [www.searchCIO.com](http://www.searchCIO.com)
- Computer trade mags

### ❑ Developer Websites

- [www.selkirkfinancial.com](http://www.selkirkfinancial.com)
- [www.us.xrtcerg.com](http://www.us.xrtcerg.com)
- [www.sungardtreasury.com](http://www.sungardtreasury.com)
- [www.integra-t.com](http://www.integra-t.com)
- [www.chase.com](http://www.chase.com)
- [www.trema.com](http://www.trema.com)
- [www.gatewaysystems.com](http://www.gatewaysystems.com)
- [www.dlinkgrp.com](http://www.dlinkgrp.com)
- listserv, newsgroup resources

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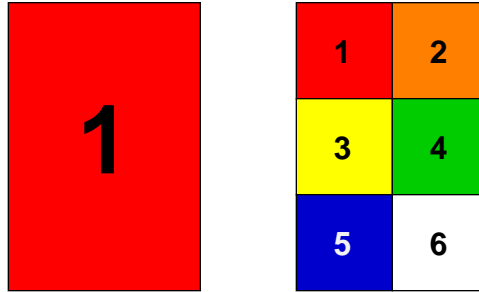
# Consistent Decision Process

- ❑ **Completes the learning curve**
- ❑ **A powerful tool for teambuilding and cooperation throughout the project**
- ❑ **Where do choices really need to be made?**
- ❑ **When do choices have to be made?**
- ❑ **How do we get decisions into “workable” shape?**
- ❑ **What are our alternatives? Workarounds?**
- ❑ **What have we learned from past successes and failures?**

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# Consistent Decision Process

It's easier to solve several small problems



Than one enormous problem

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# Consistent Decision Process

<b>Musts</b>	Deal breakers
<b>Wants</b>	Important - but not deal breakers Assign and explain priorities  <b>Kepner-Tregoe Inc.</b> Princeton NJ 609-921-2806 www.kepner-tregoe.com

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## Consistent Decision Process

<b>Musts</b>	Deal breakers
<b>Important Wants</b>	Highest priority items
<b>Nice To Have</b>	Lower priority items

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## Business Needs

### What do I hope to accomplish?

- ❑ **Brainstorming is the critical first step**
- ❑ **Document current processes**
  - What are we doing today?
  - What works? What doesn't work? Why?
  - What must change? What would be nice to change?
  - What must change in 3 - 5 years?
  - Where and why are we unique? **Or, are we unique?**
  - Is there a better way?? Challenge current methods
- ❑ **Identify expectations (project vision, functional reqs)**
  - Who expects what and when? For how much?
  - ROI: quantitative, qualitative, infrastructural, philosophical
  - What are Treasury's "bottom line" financial hurdles?
  - S.M.A.R.T. critical success factors: specific, measurable, attainable, realistic and time-bound

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# Business Needs

What do I hope to accomplish?

**Commit to Paper  
Discuss & Revisit  
Often**

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# Other Things to Consider

- There is value in time-tested innovation**
- Understand IT's integration plan, and where Treasury "fits"**
- Cost, future scalability, timeframes, talent**
- "Open Standards" a must - Avoid:**
  - Special purpose or infrequently used hardware
  - Exotic operating systems
  - Custom or non-standard database structures (ODBC compliance a minimum)
  - Custom or infrequently used security schemas
- Integration architectures are all in flux**

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# Plan Approval & Funding

## What do I need to accomplish?

- ❑ **High level acquisition/implementation plan**
- ❑ **Challenge existing business processes**
  - Document current situation
  - Potential vendor RFI's
  - Ask questions: in Treasury, IT, management, community, users
  - Acquisition costs: hardware, software, communications, management, retrofits; Long term cost of ownership
- ❑ **Document priorities and choices**
- ❑ **Use time effectively - don't over/under-research**
- ❑ **Circulate, discuss, debate and revise**
- ❑ **Finalize the Plan**
- ❑ **Obtain approval/funding for RFP or design steps**

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# Be Careful About Costs

- ❑ **Highly variable even for desktop software like TWS or add-on modules**
- ❑ **"Basic" systems cost \$30k - \$150k; "Exotics" cost more**
- ❑ **Advisory/implementation assistance is expensive**
  - For selection: \$50k to \$100k
  - For implementation: variable
  - Technical support may be 4 - 6X acquisition costs
- ❑ **Estimate 20% of purchase price for annual software maintenance**
- ❑ **Software maintenance does not include internal IT support or Treasury support**
- ❑ **Assume (at least) one Treasury FTE committed to selection and implementation**

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# ROI Considerations

## Qualitative and Quantitative Examples

- ❑ Value of determining available cash by 8am - 9am
- ❑ Value of minimizing data entry and moving toward a single entry point for all Treasury related transactions, including accounting entries and rework
- ❑ Value of reducing forecasting variances by 25% within three months, 50% within six months
- ❑ Value of increasing investment income by 5% or more through more efficient management of balances
- ❑ Value of increasing staff productivity by 10% within six months
- ❑ Value of parameterization vs. code changes

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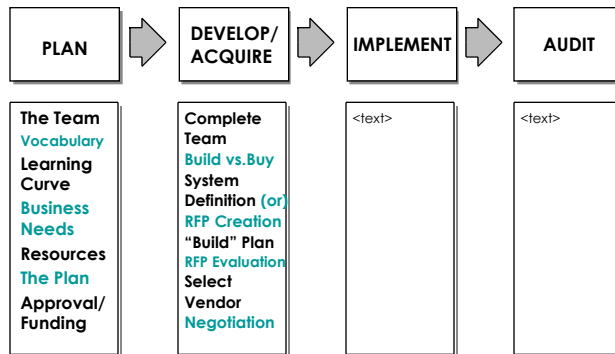
# Last, But Not Least

**Figure out what you need to do  
Before you tackle how to buy or  
Pay for it**

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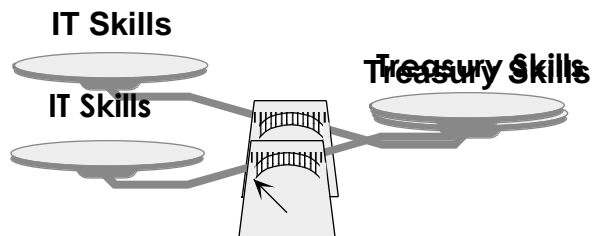
# Success Factors

Why Implementation Projects **Succeed**



# Treasury Team Resources

~~If you are developing~~



## Develop/Acquire

### Do's & Don'ts

- ❑ Take your time
- ❑ Clear implementation goals
- ❑ Challenge business process
- ❑ Legacy implications
- ❑ Buy before build
- ❑ If buying,
  - Narrow search early
  - Design your RFP
  - RFP scoring criteria
- ❑ If building,
  - Understand implications
  - Total cost of ownership
  - Ability to maintain
- ❑ Assume you are "special"
- ❑ Micromanage
- ❑ Assume "facts" not in evidence
- ❑ Accept sales pitches at face value
- ❑ Avoid asking questions
- ❑ Over commit
- ❑ Fudge about progress or problems
- ❑ Trust lawyers

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## The Winning Bid (If Buying)

- ❑ RFP's help select a partner for implementation, as well as a software provider
- ❑ The chosen vendor should understand your IT and treasury needs
  - Look for prior experience with your IT platform
  - Look for prior experience with similar integration objectives
- ❑ Business processes are not cast in concrete
  - Encourage vendor creativity, and take it seriously
- ❑ Revisit your decision model as often as needed
- ❑ Function first, then finance - understand tradeoffs

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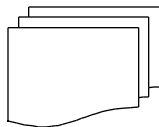
## And if Developing...

- ❑ Think about buying a new car
- ❑ Trust your decision process and follow it with care
- ❑ Get comfortable with development resources
  - Internal resources
  - External development resources
  - External advisory resources
- ❑ Beware “fashionable approaches,” like the Internet, “big” integration solutions, etc.
- ❑ Understand vendor plans before committing to custom development
- ❑ Get the right tools for project management, and use them appropriately
- ❑ Never confuse the “process” and the “product”

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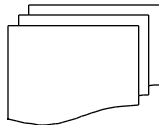
## Trust Your Process

Treasury must provide discipline, leadership



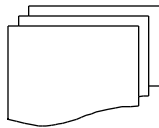
### Functional Requirements

**What** you want to accomplish  
(Your proposal/plan)



### Functional Specifications

**How** you will accomplish  
Breadth/depth/scope of changes  
Integration specifics  
Service level agreements (expected)



### Technical Specifications

Details of “**How**”  
Database changes, linkages  
Programming specifications  
Development time & cost projections  
Resource plan, milestones, tools

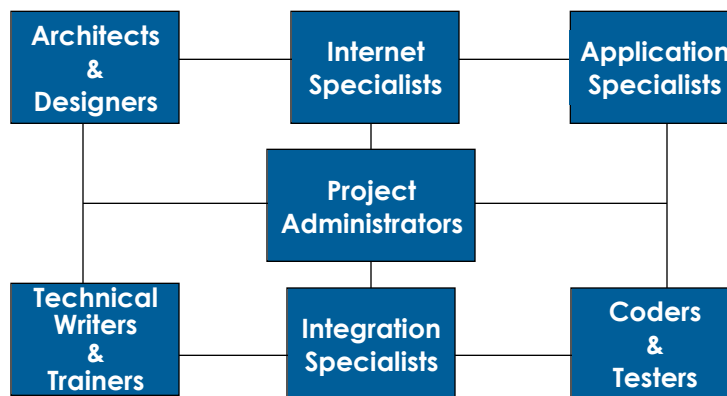
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# Identify Resources

- ❑ **Internal Resources**
- ❑ **External Support... Advisory**
- ❑ **External Support... Development**
  - When - Before functional specification
  - What - Development = "hybrid" in 2002
  - Selection Priorities:
    1. Shared integration philosophy
    2. Conflicts of interest
    3. Prior experience with your environment/platforms
    4. Prior experience with treasury applications
    5. Prior experience with similar goals/objectives
    6. Prior experience with your firm and culture
  - Proposal specifics - time, cost, resources

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# Consultant Developers



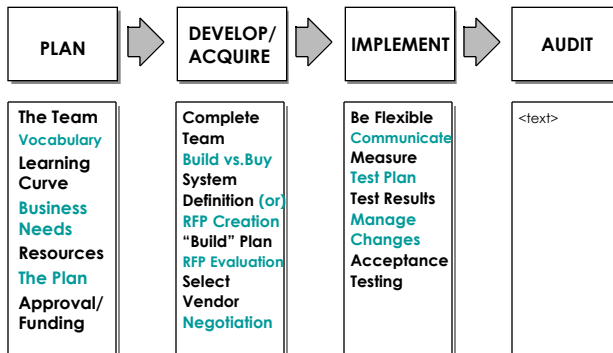
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# The Right Tools and Processes

- ❑ **MS Project (or equivalent)**
  - To start
  - For tracking major milestones
  - For "significant" changes in scope, activities or assignments
  - Avoid making the process more important than the outcome
- ❑ **Simpler tools for day-to-day management**
  - Weekly team meetings and conference calls
  - Excel spreadsheets
  - E-mail
  - Budget vs. actual reports

# Success Factors

Why Implementation Projects **Succeed**

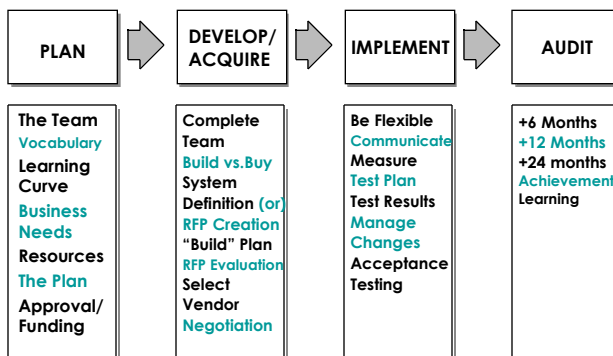


# Implementation

- ❑ **Flexibility**
  - Contingency planning for key elements
  - Use your decision process
  - Budget slack
  - Scheduling slack
- ❑ **Measure and Communicate**
  - Manage stakeholder expectations
  - Senior management
  - All team members, including vendors
  - Be disciplined about measuring progress
  - But also be practical
  - Act on information when you get it
- ❑ **Test, Test, Test**
  - Not the place to cut corners

# Success Factors

Why Implementation Projects **Succeed**



# Enterprise Applications

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## Enterprise Applications

### What Are They?

#### ❑ Corporate-wide systems

- Integrate administrative applications across the enterprise (Payroll, HR, Budgeting & Planning)
- Centralize mission critical functions (Procurement, A/P)
- Common information sources and databases
- Straight-Through-Processing: single point of entry and update

#### ❑ Popular Products

- SAP
- PeopleSoft
- Oracle
- JD Edwards

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# Enterprise Applications

## Common Characteristics

- ❑ **Purchased at CEO, CFO, Board level**
  - Almost always an implementation priority agenda
  - High political sensitivity
- ❑ **Expensive**
  - Licensing fees typically in 7 - 8 figures
  - Licensing fees scaled to revenue, other measures
  - Implementation fees 2X - 6X licensing fees
  - High annual maintenance and upgrade fees
- ❑ **Implementation "partners"**
  - Accounting firms
  - Application specialists
  - Systems integrators

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# Enterprise Applications

## Common Characteristics

- ❑ **Treasury not the key driver of any ERP system**
  - Treasury modules significantly improved from early releases
  - Some integration with 3rd party Treasury software systems (workstations, etc.)
  - Don't assume ERP provider or implementation partner has "depth" in Treasury
  - Don't assume ERP's completely replace functionality of treasury-specific apps

### Strongest

Bank communications  
G/L interfaces  
Cash position  
Account recon

### Less Strong

Debt & investment  
Transaction initiation  
Treasury risk mgt

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# Enterprise Applications

## Treasury Challenges

- ❑ **Implementation priorities**
  - Treasury is how far down the list?
- ❑ **ERP functionality**
  - Meets Treasury functional requirements?
  - Meets Treasury external interface requirements?
  - Meets Treasury security requirements?
  - ERP development agenda for Treasury
- ❑ **ERP costs**
  - Customization and/or add-on software costs?
  - Displacement costs
- ❑ **Treasury resources**
  - On-going operations
  - ERP implementation

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# Enterprise Applications

## Treasury Challenges

- ❑ **Areas where Treasury should have input, but will not have veto power**
  - Communications infrastructure
  - "Middleware" strategies
  - Data security schemas
  - Physical security arrangements
  - Disaster recovery protocols
  - Hardware and operating system software selection

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# Enterprise Applications

## Treasury Agenda

### ❑ Assign and train resources

- Permanent, full time liaison with corporate ERP team
- Resources for current process documentation
- Resources for external research as required
- Implementation support resources
- Training objective: understand the ERP completely
- Consider consultant/advisor?

### ❑ Document current processes

- What are we doing today?
- What works? What doesn't work? Why?
- What must change? What would be nice to change?
- What must change in 3 - 5 years?
- Where and why are we unique? *Or, are we unique?*

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# Enterprise Applications

## Treasury Agenda

### ❑ Understand/communicate ERP functionality

- Supports current business process?
- Fit with current software?
- External interfaces?
- If not, what must change? Plusses? Minuses? Costs?
- FTE implications
- Outsourcing potential?
- Other Treasury concerns

### ❑ Apply decision matrix as needed

### ❑ Define and document acceptance criteria

- SLA's for development, implementation, operations

### ❑ Prepare business cases/justifications as needed

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# Enterprise Applications

## Treasury Agenda

### ❑ ERP acceptance testing

- Signoff
- Bug reporting
- SLA compliance

### ❑ Contingency plan

- What if ERP fails?
- How do I restore pre-ERP status quo?
- Document and test contingency plans

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# Legacy Systems Maintenance

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# Legacy System Maintenance

## ❑ **Feed your opportunities; starve your problems**

- Maintenance consumes 2/3 of IT's HR budgets, excluding management and operations
- Avoid "cosmetic" maintenance and changes with marginal impact
- Defer all but emergency maintenance on systems scheduled for replacement
- Consider workarounds before making changes
- Be certain you understand all the implications of any change, especially to file/database structures
- Treat maintenance like any other project, but use common sense

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## Questions, Comments?

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# Appendix 1

## Treasury Integration Best Practices

- ❑ Establish business goals to be achieved by the integration project (e.g., improved management of risk or reduced banking fees). Identify the appropriate technology required to meet these goals and create metrics to assess the successful use of the integration technology.
- ❑ Engage all treasury stakeholders, including senior executives and managers in related functions. These individuals can provide insight and advice on what will and will not be useful. Incorporating their opinions into the integration and deployment process also creates a sense of ownership for the new, integrated application systems.
- ❑ Carefully consider quality of service (QoS) requirements such as security, transaction volumes, application and system availability, load balancing, and disaster recovery.
- ❑ Encourage adoption of a corporate-wide and consistent process framework. Application integration initiatives may involve integrating many sources and targets while maintaining independently coded modules for each integration process. This process is extremely resource-intensive. Using a single, flexible, and consistent framework for each process greatly reduces the amount of personnel needed to maintain and develop the system.
- ❑ Do not underestimate the value of data profiling and mapping when defining integration requirements. Understanding the content and structure of legacy data sources will significantly reduce project failures and prevent schedule overruns. Understanding data dependencies, identifying data redundancies, normalizing data models, achieving referential integrity, and enabling accurate data transformations will go a long way toward providing consistent treasury information across the enterprise.
- ❑ Consider the deployment of applications once they are purchased/built and integrated. A poor deployment plan can eliminate the gains achieved by the integration effort.

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# Appendix 2

## Treasury Integration Core Principles

- ❑ **ACCOUNTABILITY** - Responsibility for implementing the plan should be explicit.
- ❑ **ACHIEVABILITY** - The planning process should recognize the capability and capacity of the Treasury and IT organizations to deliver solutions within the stated planning timeframe.
- ❑ **ALIGNMENT** - The plan should support and complement Treasury's overall business objective.
- ❑ **AWARENESS** - The plan should be disseminated to all stakeholders, inside and outside of Treasury.
- ❑ **BENEFITS REALIZATION** - Costs of implementation should be justified through tangible and intangible benefits that can be realized. The measurement of benefits should be addressed.
- ❑ **COMMITMENT** - Management commitment in implementing the plan should be exhibited.
- ❑ **MEASURABLE PERFORMANCE** - The plan should provide a basis for measuring and monitoring performance.
- ❑ **REALISTIC SCOPE** - The plan should facilitate executing practical strategies with achievable objectives.
- ❑ **REASSESSMENT** - The plan should be reassessed periodically.
- ❑ **RELEVANT TIMEFRAME** - The planning horizon should provide long term direction and short-to-medium term deliverables in a manner consistent with Treasury's overall business objective.

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## Appendix 3

### Think You Have Problems?

- Take heart, anyone among you who believes you are technologically challenged, you "ain't seen nuthin' yet," according to the *Wall Street Journal* article from which I excerpted below.
  - Compaq is considering changing the command "Press Any Key" to "Press Return Key" because of the flood of calls asking where the "Any" key is.
  - AST technical support had a caller complaining that her mouse was hard to control with the dust cover on. The cover turned out to be the plastic bag the mouse was packaged in.
  - A Dell technician advised his customer to put his troubled floppy back in the drive and close the door. The customer asked the tech to hold on and was heard putting the phone down, getting up and crossing the room to close the door.
  - Another Dell customer called to say he couldn't get his computer to fax anything. After 40 minutes of troubleshooting, the technician discovered the man was trying to fax a piece of paper by holding it in front of the monitor screen and hitting the "send" key.
  - Yet another Dell customer called to complain that his keyboard no longer worked. He had cleaned it by filling up his tub with soap and water and soaking the keyboard for a day, then removing all the keys and washing them individually.
  - A confused caller to IBM was having trouble printing documents. He told the technician that the computer had said it "couldn't find printer" The user had also tried turning the computer screen to face the printer but that his computer still couldn't "see" the printer.
  - An exasperated caller to Dell Tech Support couldn't get her new Dell Computer to turn on. After ensuring the computer was plugged in, the technician asked her what happened when she pushed the power button. Her response, "I pushed and pushed on this foot pedal and nothing happens." The "foot pedal" turned out to be the computer's mouse.
  - A woman called the Canon help desk with a problem with her printer. The tech asked her if she was running it under Windows. The woman responded "No, my desk is next to the door. But that is a good point. The man sitting in the cubicle next to me is under a window and his printer is working fine."
  - Tech Support: "O.K. Bob, let's press control and escape keys at the same time. That brings up a task list in the middle of the screen. Now type the letter "P" to bring up the Program Manager."
  - Customer: "I don't have a "P". Tech: "On your keyboard, Bob." Customer: "What do you mean?" Tech: ""P" on your keyboard, Bob." Customer: "I'm not going to do that!!!"

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