

# Partnership Execution

---

Implementations Casebook  
Global Transaction Services



# contents

## driving efficiency through integration

08

<b>Alcon</b>	Implementing leading-edge technology to facilitate the set-up of shared services	10
<b>Arvato Finance Services</b>	Strategic transaction solution with critical deadline delivered through effective partnership	14
<b>Philips</b>	Planning and collaboration ensure the successful implementation of supplier financing	18
<b>Rentokil Initial</b>	Improved cash-flow and automated investment options lay the foundation to a fully integrated liquidity structure	20
<b>SAP</b>	Clear communication ensures the system integration of business objects in just four months	24

## shared service centre projects

30

<b>Avaya</b>	Complex cross-regional implementation within tight timeframe following acquisition	32
<b>BAT</b>	Rapid implementation and open communication ensure local entity buy-in	34
<b>G4S</b>	Proactive engagement ensures success of global TreasuryVision® implementation	36
<b>Mentor Graphics Corporation</b>	Smooth rollout for large EMEA and Asia Pacific cash management project	40
<b>TUI Travel A&amp;D FSC</b>	Successful testing accelerates implementation of payments solution	42

## emerging market projects

48

<b>Ace Europe</b>	Strict project management and local knowledge ensure the success of collections implementation	50
-------------------	--	----

<b>Kenya Tea Development Agency (KTDA)</b>	Successful transmission of 350,000 farmers' payments for KTDA	54
<b>Nigeria LNG</b>	Top team coordination delivers a cross-country, cross-product FX solution	58
<b>Voltas</b>	Resourcefulness and bespoke training facilitates prepaid card implementation	60

## wholesale card programmes

66

<b>Ashland</b>	Best-practice cards implementation reinforces company's change management	68
<b>AstraZeneca</b>	Close collaboration delivers best-in-class T&E programme	72
<b>Flowserve</b>	Coordination crucial for complex regional card programme	76
<b>P&amp;G</b>	Optimising global purchasing card spend improves internal processes and cultivates supplier onboarding strategy	80
<b>Shell International</b>	Global cards programme rollout consolidates spending and facilitates process control	82

## public sector projects

86

<b>Caisse Centrale des Mutualité Sociale Agricole (CCMSA)</b>	Strong project management, clear communication and partnership key to cross-border payments implementation	88
<b>Sociale Verzekeringsbank (SVB)</b>	Implementation tailored to fit client's requirements	92
<b>International Organisation for Migration (IOM) UK</b>	Prepaid card programme eliminates cash and enhances user experience	96
<b>British Council</b>	Flexible partnership approach drives efficient connectivity implementation	100

## TUI Travel A&D – FSC (Finance Service Centre)

Successful testing accelerates implementation of payments solution

As a part of TUI Travel, the Accommodation & Destinations sector has a Finance Service Centre (FSC) providing back office services. The FSC trades with more than 8,000 customers and 14,000 suppliers in more than 80 different countries.

## The challenge

The FSC (Finance Service Centre) of TUI Travel A&D (Accommodation & Destinations) wanted to rationalise its banking relationships globally and fully automate its treasury and ERP integration in order to standardise internal processes and improve working capital liquidity. Specifically, the company wanted to use a consistent market-standard infrastructure to make payments from its Shared Service Centre (SSC) to more than 80 countries and automatically fund them through its liquidity structure. The FCS intended to use the IDoc SAP file format with digital signature and MT940 for financial reconciliation.

The FSC was located on Mallorca Island while Sage/XRT, the consultant employed to develop an interface to accommodate the IDoc format, was based in Madrid, which posed a communication challenge. In addition, the planned timetable

for the project was just five months despite a requirement to add all newly created accounts to TUI Travel's liquidity structure.

## The implementation

Clear communication was critical to the project and weekly conference calls were held between Citi, TUI Travel A&D (Accommodation & Destinations)'s FSC and Sage/XRT to gauge business requirements, minimise turnaround cycle times and ensure smooth data mapping into the required file format. It was also important to coordinate the SSC in Mallorca and the UK to obtain the signatures required to open accounts in the agreed timeframe.

The close involvement of the documentation team was needed to ensure timely opening of several new accounts required and to fulfil the FX documentation requirements for WorldLink® Payment Services. In the event, all of the documentation

requirements were addressed in just 15 business days, preparing the way for discussions about the target balancing account (TBA) structure and global cash pooling arrangements with TUI.

The pace of the technical team was similarly brisk, with structure validation certified in two weeks, followed by content validation and volume testing. The ability of the customer to create a stable environment was vital to the quick progression of the project. Indeed, while the original plan was for a phased implementation, the first volume testing achieved 95% success - with the outstanding 5% related to content, rather than interface problems. Consequently, Citi, the FSC and Sage/XRT decided to accelerate implementation and proceed with a big bang approach.

Citi provided local bank support for the FSC's Spanish local operation to ensure the company was comfortable

with the multibank system during the handover period, while Citi's regional team in Dublin addressed issues related to TBA, multi-currency cash pool and infopool (for third-party bank statement centralisation and reconciliation).

### The result

TUI Travel A&D (Accommodation & Destinations)'s FSC was uniformly impressed with the implementation of its solution and the standard of customer service it received before, during and after the live date in early 2009. The company has improved its cash flow management as a result of the automated TBA and cash pool structure. It now has a single entry point (CFX) for all domestic, cross-border and FX

payments, and a standardised MT940 reconciliation process to improve its cash flow. Moreover, TUI Travel A&D (Accommodation & Destinations)'s FSC now has a transparent price schedule without float being taken. The smooth implementation of the solution – and its effectiveness – has led to further accounts and services being added such as international direct debits for France and the UK and SEPA payments services across Europe.

The FSC wanted to rationalise its banking relationships globally and fully automate its treasury and ERP integration to standardise internal processes and improve working capital liquidity.

TUI Travel A&D (Accommodation & Destinations)'s FSC was uniformly impressed with the implementation of its solution and the standard of customer service it received before, during and after the live date

TUI Travel A&D – FSC Case Study



Plaza Cibeles and Fuente Cibeles, Madrid, Spain



Implementations Casebook 2010 – 2011

---

Global Transaction Services

