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Partnership Execution

Implementations Casebook
Global Transaction Services



“Real world examples demonstrating Citi’s broad range of experience implementing treasury solutions.”

Femi Rowaiye
Director
EMEA Head of Implementations
Global Transaction Services, Citi

welcome



Jo Diamond
Managing Director
EMEA Head of Client Delivery
Global Transaction Services, Citi

I am delighted to present the 2010/2011 edition of Citi's Treasury and Trade Solutions (TTS) Implementation Case Study Book.

Our implementation teams co-ordinate the preparation, testing and rollout of every solution, taking ownership of the project to ensure smooth implementation in line with clearly defined standards and processes; ultimately helping our clients achieve their business goals (by delivering on target, on time and on budget).

The book contains over 20 examples of major treasury solutions completed over the last 12-18 months, and highlights both our breadth and depth of experience.

As you consider and embark upon strategic change within your business, we know you need a banking partner you can depend on, one that brings experience and expertise and can help guide you through the complexities of implementing global solutions.

I hope that through the case studies you will see that our teams are ready and able to support you.

foreword

EMEA Treasury and Trade Solutions Implementation Team

Delivering Excellence....

- 114 Regional Implementation Managers covering 53 EMEA markets
- Coverage of 10 major European languages plus 6 additional languages across the EMEA region
- Hubs in UK, Ireland, France, Poland, Czech Republic, UAE, South Africa, Nigeria, Moscow and Egypt
- Average of 7 years experience in Cash Management and Banking
- 2,850 solutions implemented in 2009, including 114 Public Sector solutions
- Over 84 file integration projects completed in 2009
- 341 Shared Service Centres and over 4,000 liquidity solutions implemented for EMEA clients
- 18 clients implemented using ISO 20022 XML file formats across 34 EMEA countries
- Professional qualifications include PMI and Prince 2



Femi Rowaiye
Director

EMEA Head of Implementations
Global Transaction Services, Citi

In spite of the current economic downturn, our clients are continuously embarking upon global treasury transformation projects to fundamentally enhance the way they conduct their banking operations. Our clients are continuously seeking innovative ways to improve the efficiency of their treasury processes, simplify and standardise their operations and expand into new markets to drive business growth.

The case studies illustrated in this book highlight Citi's broad range of experience implementing treasury solutions ranging from Shared Service Centre setups to customised Prepaid card programmes. These examples cover all industry sectors for large corporations, Financial Institutions and Public Sector entities.

Whether a client is seeking to improve overall liquidity, optimise working capital or simply adding new functionality to his or her existing banking solution, the Treasury and Trade Solutions (TTS) Implementation team will provide the right project management expertise to deliver the project and ensure a successful outcome that surpasses the client's expectations. I hope you find these case studies valuable and compelling.

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driving efficiency through integration

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driving efficiency
through integration

Evolving technology and standards offer an abundance of connectivity, standard message formats and new tools. At Citi, the implementation team has been able to work with clients to deliver their requirements for integration, efficiency and control, allowing them the flexibility to manage their financial operations and increase their operating efficiency.

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Alcon

Implementing leading-edge technology to facilitate the set-up of shared services

Alcon is the largest and most profitable surgical, pharmaceutical and consumer eye care products company worldwide.

The challenge

Alcon wanted to establish a Shared Service Centre (SSC) in Switzerland to cover the Europe, Middle East and Africa (EURMEA) region in such a way as to achieve maximum automation, while retaining a high degree of flexibility, to extend the scope of its future activities.

At the time of the set-up of the SSC in Fribourg, Alcon's parent company, Nestlé, announced plans to sell its majority shareholding in the company to Novartis Limited. This meant Alcon also had to set up a treasury in EURMEA as these activities were undertaken by Nestlé.

The implementation

In close collaboration with the new treasury team, Citi developed a cash management solution that met the needs of the EURMEA Treasury Centre and the SSC. This involved opening 44 new accounts to facilitate accounts payable and

liquidity management. Alcon decided at the time that, given the economic back-drop, it did not want to have an impact on its customers and therefore an automated third-party bank sweep was put in place to draw liquidity from Alcon's legacy banks, who still handled accounts receivables.

The XML message standards were very new but, thanks to Citi's experience with the technology and its willingness to implement these in accordance with Alcon's rollout strategy, the development and testing were achieved within four months. Alcon also chose to pilot the TWIST XML Bank Services Billing statement that Citi was developing.

The project was implemented in phases, with Austria and the Netherlands chosen as pilot countries, which went live in November 2009. Following the success of the pilots, a second phase was implemented covering header accounts for CHF, DKK, GBP, and EUR currencies,

together with a further six countries. In all, 13 countries will be live for payments by the end of 2010.

In the course of the implementation, Alcon needed to withdraw from Nestlé's netting system to complete the disengagement of its treasury activities. In view of the timescales, and the lean treasury team, it was decided to appoint Citi as the agent for the global netting system, which now encompasses some 40-plus participants.

Alcon chose to use SWIFTNet as its connection to Citi and the new ISO20022 XML message formats for payment and statements files to give maximum interoperability.

The result

Alcon is pleased with the implementation to date and has particularly appreciated the SWIFTNet and XML support it has received from Citi. The company has achieved a high degree of automation for its treasury activities and accounts payable for the SSC, and significantly improved its operational efficiency.

Alcon was one of the first companies to make use of SWIFTNet and XML. The use of XML has enabled Alcon to upgrade to CAMT version 2, facilitating better reconciliation. This will also be beneficial in terms of focusing on the automation of AR in the next phase.

Alcon has achieved a high degree of automation for its treasury activities and accounts payable for the SSC, and significantly improved its operational efficiency.

Arvato Finance Services

Strategic transaction solution with critical deadline delivered through effective partnership

Arvato Finance Services (AFS) is a business-process outsourcer that provides billing, accounting and payables infrastructure to its clients.

The challenge

AFS entered a partnership to offer a licensing and royalty payment automation platform for digital content to publishers and media companies. To facilitate this, AFS required an end-to-end transaction solution that would span two regions and offer the ability to make royalty payments through a variety of transaction methods.

The infrastructure required to fully integrate the solution into AFS's established systems would give the company total visibility over its full transaction flows from initiation to reconciliation.

The implementation

Through a series of projects, Citi built an effective partnership with AFS, developing an understanding of its working methods and structure. This implementation kicked-off with a face-to-face meeting that outlined the precise steps that would be required to make the solution happen within

the required timeframe. During this meeting, the solution was revisited with agreement on project milestones, potential risks and the timeline for project delivery. The partnership established a mutual project methodology that included a detailed project plan and weekly status-review calls. Thanks to the strength of the relationship, it was possible to ensure that the right resources would be committed to make the process easier and pre-empt any issues that might have caused delays.

The documentation process called for special attention. Citi's Documentation Specialist was an integral part of the project team, providing guidance and facilitating the completion and execution of relevant documentation that would ensure bank accounts were available and opened in line with the ambitious project timelines.

Implementing the solution required an understanding of AFS's long-term ambitions. This venture would be a

first step into a new market and AFS expected to see significant growth. The solution needed to be scalable and implementation easily replicable in other countries. Moreover, Citi had to recognise the strategic importance of the project to AFS's future. Meeting the project deadline was critical: the company's word was based on Citi's ability to deliver.

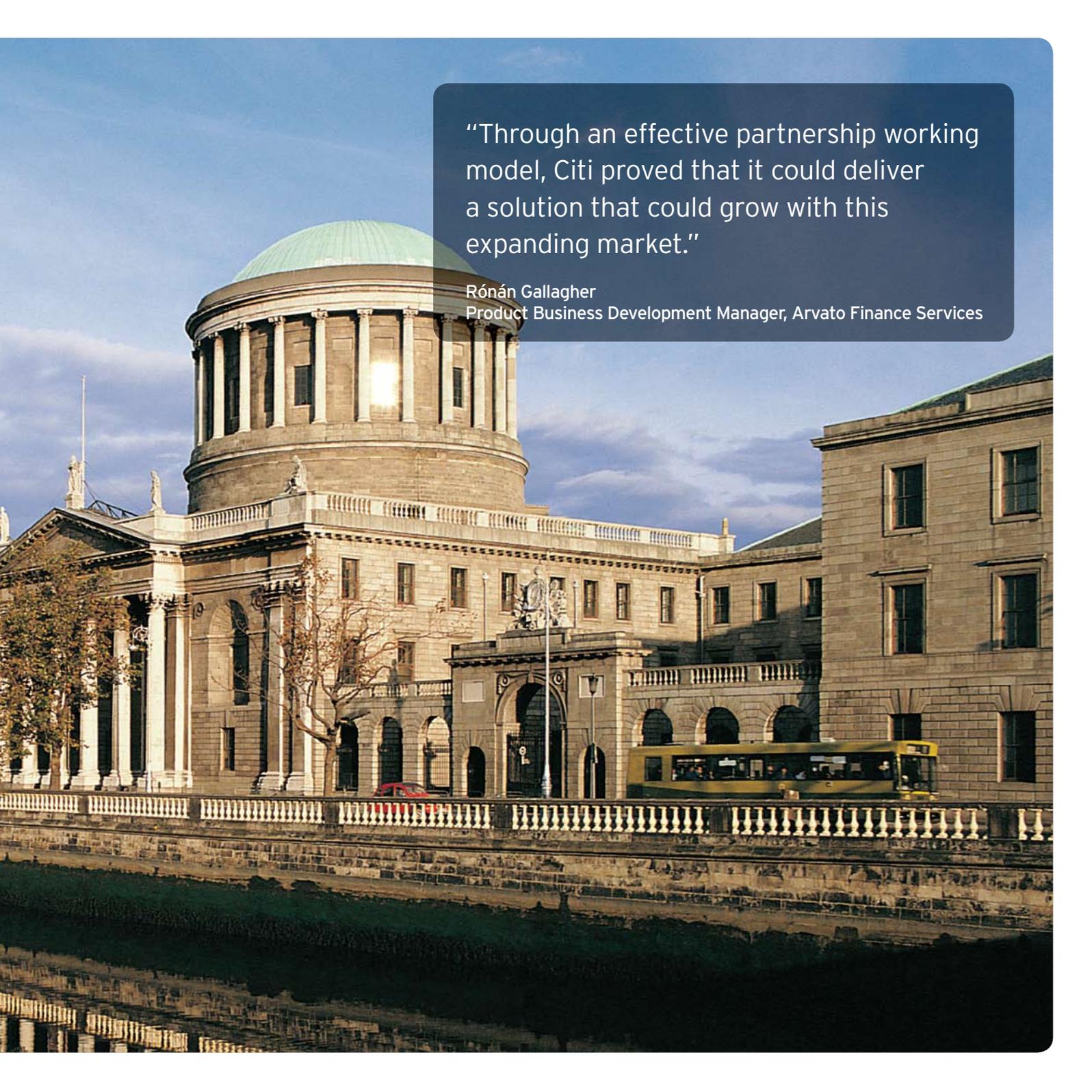
The result

Citi and AFS have created a scalable, fully tested, end-to-end solution that supports AFS's new venture. "As this was a project dealing with digital content, we needed a partner who could support the challenging requirements imposed by the Internet in particularly tight deadlines. Through an effective partnership working model, Citi proved that it could deliver a solution that could grow with this expanding market," says Rónán Gallagher, Product Business Development Manager, Arvato Finance Services.

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Dublin, Ireland



“Through an effective partnership working model, Citi proved that it could deliver a solution that could grow with this expanding market.”

Rónán Gallagher
Product Business Development Manager, Arvato Finance Services

Philips

Planning and collaborative effort key to successful supplier financing implementation

Philips is a global leader in healthcare, lighting and consumer lifestyle markets.

The challenge

Philips wanted to implement a supplier financing programme, and after analysing its supplier base from a strategic and financial perspective, it identified a part of its Asian and European supplier base that would benefit. The suppliers needed a fully integrated end-to-end solution between Philips and Citi, and required a host-to-host connection with CitiConnect® (Citi's global online buyer-and-seller financing and settlement platform). Philips also required ongoing assistance from Citi to increase the success of the programme through active management of both buyers and suppliers.

The implementation

Having won the mandate for the solution following an RFP, Citi addressed many of the technical challenges associated with the solution before implementation. Furthermore the detailed familiarisation process between

Citi and Philips enabled a clear testing and implementation process to be established. Technically, the solution involved multiple set-ups, which again were effectively addressed through early consultations.

Citi provided continued guidance and assistance to Philips throughout both the implementation and the operation set-ups of the supplier finance solution to ensure the optimum benefits were attained. To achieve this, it was made clear to all parties at the beginning of the process that it would be a collegiate effort, requiring clear communication and mutual assistance.

In order to facilitate an open and honest dialogue between Citi and stakeholders at Philips, regular scheduled meetings were held. Initial meetings focused on the scope of the project and enabled both Citi and Philips to become familiar with the other's working practices and structures - this was crucial to the success of the project.

The meetings also established a project governance model addressing escalation and actions needed to eliminate ambiguities during the project.

Philips' supplier on-boarding process was greatly helped by Citi's internal communications, which encouraged the bank's specialist teams to raise awareness of the programme among the company's chosen suppliers.

The result

The successful implementation of Philips' supplier finance programme was a milestone in Citi's relationship and reaffirmed its importance as a client. Philips was pleased with the focused nature of Citi's programme management and appreciated the resources committed to achieve its success. The implementation of the Philips' supplier finance programme was set up as expected, met the agreed timelines and resulted in significant cash flow improvements for the business.

Rentokil Initial

Improved cash-flow and automated investment options lay the foundation to a fully integrated liquidity structure

One of the largest business services companies in the world, Rentokil Initial provides a range of support services in over 50 countries where the Rentokil and Initial brands have come to represent consistent quality of service.

The challenge

Rentokil selected Citi as one of its global strategic banking partners to increase the efficiency of its payments and collections, improve daily liquidity management, increase visibility for its treasury, centralise bank relationship management and reduce the number of banks and bank accounts required.

Rentokil wanted improved cash-flow and automated investment options that would lay the foundations for a fully integrated liquidity structure.

It needed a UK nationwide cash deposit and encashment solution. This needed to be flexible to suit the varying requirements of each business, e.g. catering, cleaning, textile services and pest control.

Rentokil appointed a dedicated project manager to take ownership of all aspects of the project and design the project plan. Being highly qualified and very experienced, he

had a very clear vision of how the project should be managed using Rentokil's in-house project-tracking tool. So it was essential for Citi to adapt its project management methodology and implementation processes to ensure that a workable project plan was designed collaboratively. Otherwise this would prove to be a major obstacle throughout the implementation lifecycle.

The implementation

Citi was able to meet Rentokil's key requirements by implementing a solution that facilitated high levels of automation and straight-through processing of payments. Citi's web-enabled electronic banking platform, CitiDirect® Online Banking, provided Rentokil with real-time account information and a single window to all Citi accounts.

Lloyds TSB's UK branch network solution was implemented. This

solution enabled Rentokil to deposit cheques and cash at predetermined Lloyds branches within volume and value thresholds set by Lloyds. Citi was also able to support Rentokil's high-volume cheque deposits, received by the company's newly established Shared Service Centre, by implementing a customised bulk cheque deposit service. Prepaid cards were implemented to accommodate petty-cash requirements and for payroll purposes.

In order to support Rentokil's liquidity requirements, single-currency notional pools were established. This gave Rentokil the opportunity to maximise interest earned or minimise net interest paid and maintain the ability for participating entities to retain full access to its funds and operate its accounts autonomously during the day.

The result

As with all projects of this scale, there were inevitably challenges that arose during implementation. However, both Citi and Rentokil considered the project a great success. A critical element of its success was the establishment of a cohesive and unified project team. At the outset, both project managers from Rentokil and Citi forged strong working relationships and an understanding of each other's internal requirements, project methodologies, governance and operational constraints. This was a true partnership approach to project management.

Citi was able to meet Rentokil's key requirements by implementing a solution that facilitated high levels of automation and straight-through processing of payments.

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SAP

Clear communication ensures the system integration of Business Objects in just four months

SAP is the world's leading provider of business software, with more than 95,000 customers in over 120 countries.

The challenge

Following the acquisition of Business Objects, SAP wanted to integrate Business Objects' ERP system into its own platform. This would inevitably have an impact on cash management and payment processes. Completing the integration in just four months would be tight considering the size of the business of the acquired company. Citi was a major banker to both corporates and proposed to support SAP in its project.

A workshop took place in which Citi shared its knowledge of what key factors SAP would need to consider when integrating acquisitions. These included overcoming organisational resistance to integration and the specific challenges of dealing with legal documentation and technical integration in an evolving environment with fixed deadlines.

The implementation

The system integration covered cash management activity for 17 major legal entities across North America, Europe and Asia. The focus of the implementation was to integrate Business Objects' legacy Citi accounts and activities into SAP's ERP system. Electronic outbound payments and bank statements via SAP's SWIFTNet Score environment were a key customer concern.

Citi worked with SAP to design distinct solutions and detailed project plans for delivery in each of the regions. Regional projects were channelled and effectively coordinated through a single, global management team at Citi with a single, professionally qualified global project manager. A similar project structure has been implemented on the client's side.

The detail and scope of each regional plan complete – though each was subject to change given the

inevitable uncertainties of dealing with acquisitions – the company did the relevant programming while Citi prepared its testing regime. First, the file structures were perfected; then the individual country requirements were addressed; and finally volume testing was conducted. Following a successful testing, Citi prepared for production and went live as scheduled. Business Objects paid as many of its liabilities as possible to reduce risks at launch and assure that flows would be restricted during the first two weeks. After two weeks of faultless operation, normal payment volumes resumed.

Open communication between Citi and SAP was critical for getting the project completed according to the tight schedule. Citi's project team spoke with its counterparts at SAP formally at least once a week. Regular technical and local contact throughout the implementation – and senior support for the project

at Citi – meant that any concerns or problems could be escalated rapidly and solved. No issue throughout the four-month implementation gained sufficient momentum to threaten the live date.

The result

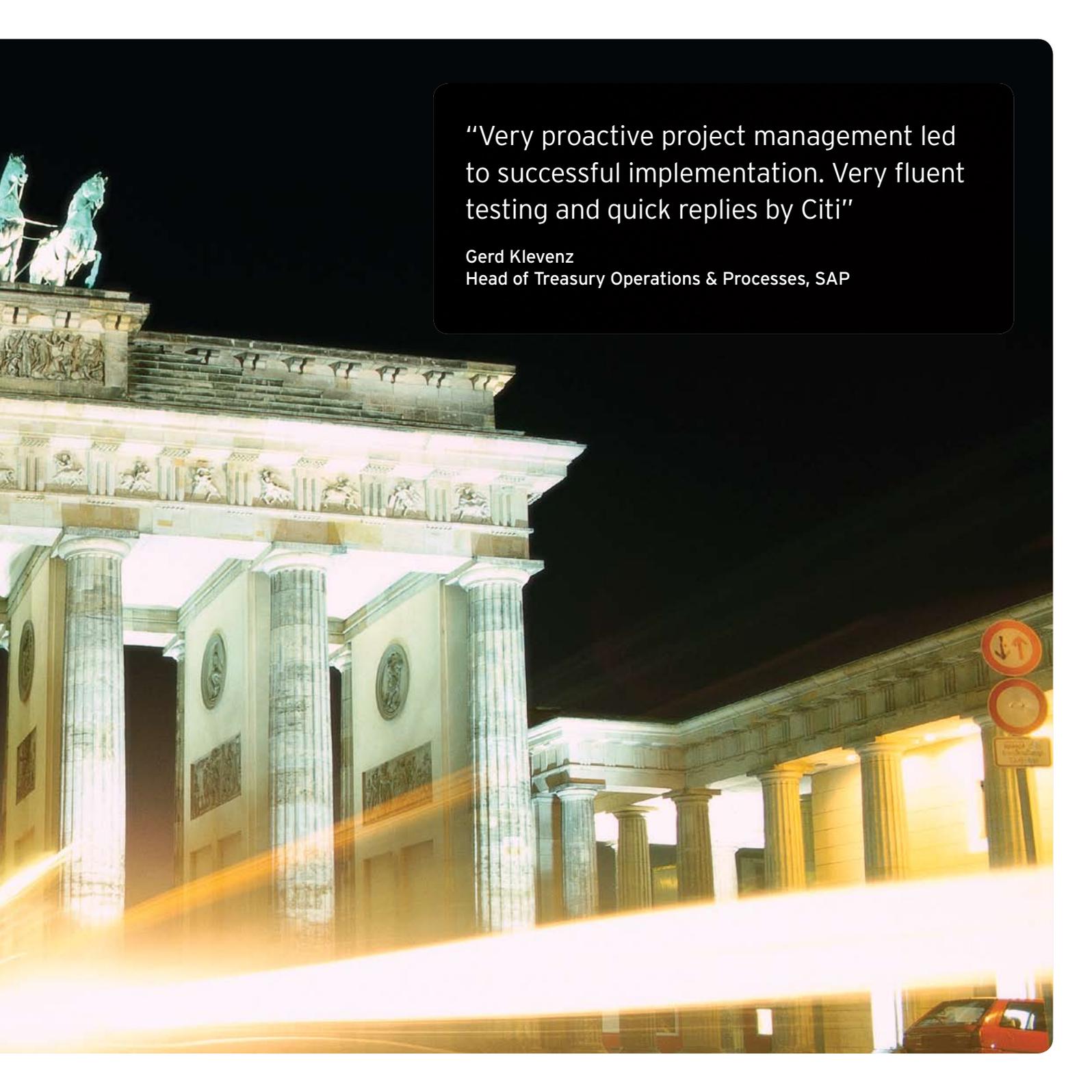
The system integration was completed on time and all of Business Objects' activity was migrated to the new SAP ERP system. Within four months, Citi supported the development and testing of several new file formats and integrated multiple Business Objects accounts into the reporting module. SAP, a major strategic partner for Citi, delivered unanimously positive

feedback on Citi's assistance with the integration of Business Objects' cash and liquidity management activities to its own ERP platform. "Very proactive project management led to successful implementation. Very fluent testing and quick replies by Citi," says Gerd Klevenz, Head of Treasury Operations & Processes at SAP. "The implementation was done in a very tight timeline with no critical down sides. It helped that SAP was on one single ERP client group-wide, which reduced the SAP internal effort a lot."

Citi supported the development and testing of several new file formats and integrated multiple Business Objects accounts into the reporting module.



Brandenburg Gate in Berlin, Germany.



“Very proactive project management led to successful implementation. Very fluent testing and quick replies by Citi”

Gerd Klevenz
Head of Treasury Operations & Processes, SAP

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shared service centre projects

A single, regional or global approach for finance activities remains a strong trend, with an aim for standardisation, enhanced controls and better cost management for our clients. The Citi implementation team delivers solutions to improve efficiency gains through Shared Service Centres and payment factories.

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Avaya

Complex cross-regional implementation within tight timeframe following acquisition

Avaya is a global leader in enterprise communications systems.

The challenge

Following its acquisition of Nortel Enterprise Solutions Business (NES), Avaya needed to open multiple accounts in EMEA and Asia in order to pay NES's vendors. These accounts were to be added to the established CitiDirect electronic banking platforms for both Avaya and NES. There was also a requirement to integrate the new accounts with Avaya's existing liquidity structure and to test a number of new payment methods. Despite the number of accounts to be opened, the complexity of the challenge and the scale of testing required, Avaya wanted a solution in just six weeks.

The implementation

Avaya has had a close relationship with Citi and had explained its requirements in advance of the announcement of the acquisition. Citi's documentation team was therefore able to commit appropriate resources and prepare

documentation packs for opening the new accounts. This early preparation proved critical to meeting Avaya's tight timeframe. Similarly, Citi's preparedness – and Avaya's familiarity with Citi's implementation and testing regime - meant that testing began even before the accounts were opened.

Citi's partnership approach to working with Avaya and NES was important to the success of the project. There was close communication between Citi's team – headed by an implementation manager in Singapore and with regional implementation managers in the UK and the US – and all stakeholders at Avaya and NES. Communication was managed centrally through the Singapore implementation manager who utilised weekly conference calls, issues/risk trackers, the project plan and milestone management to deliver the project.

The result

Avaya was pleased with the outcome of the implementation in EMEA and Asia. Citi's preparation ensured that despite the tight timeframe, the cross-regional nature of the project and the challenge of creating and adding accounts to Avaya's complex notional pooling structure, the implementation was completed according to plan. Citi's ability to meet Avaya's deadline reflected its long-term commitment to the company and its flexibility when faced with a challenge.

British American Tobacco (BAT)

Rapid implementation and open communication ensure local entity buy-in

BAT is the world's most international tobacco group, with its brands sold in more than 180 markets.

The challenge

BAT appointed Citi to centralise its accounts payable and receivable for operations in Africa, the Middle East and Turkey through its South Africa-based Shared Service Centre. BAT wanted to enable straight-through processing of transactions and facilitate reconciliation.

The implementation

The technical implementation, including host-to-host connectivity and support for the SAP IDoc format, was relatively straightforward given the previous projects Citi and BAT had completed together. Instead, it was the cultural aspects - the integration of various local offices into a shared service centre - that were essential to manage effectively.

To this end, Egypt, a relatively small market for BAT, was implemented rapidly to prove the capability

of the solution and gain buy-in from other local operations. Citi demonstrated clear leadership and clarity of purpose while working to develop a sense of trust between all parties. With implementation in Egypt successfully underway, implementation for Turkey, BATs largest market in the region, was advanced to further boost local operations' confidence in the robustness of the solution.

Citi ensured buy-in from local operations through the involvement of all parties in project calls from the start. Citi initially drove change with an intensive schedule of calls and workshops while BAT's project team gained familiarity with the implementation: the team then took over. Open communication was central to the project. Equally important was Citi's consistency regarding the message of the project's vision and deliverables:

local BAT operations received the same guidance from Citi's central support team as from their local Citi contact. Unusually, Citi's service team was involved in implementation from the start so that it could engage with local market teams and share the vision for implementation.

The result

BAT has increased efficiency through centralisation of its accounts payable and receivable. The company appreciates the Citi project team's leadership in navigating it through the implementation and its vigilance in ensuring every decision taken was optimally executed – an outcome that was only possible because of the open and honest nature of communication between Citi and BAT.

G4S

Proactive engagement ensures success of global TreasuryVision® implementation

G4S is a global international security solutions group with 595,000 employees. It has operations in over 100 countries, and annual revenues of GBP7 billion.

The challenge

G4S mandated Citi to provide its TreasuryVision solution, and in particular the Cash Analytics module, to meet its need for an automatic tool to provide visibility of the accounts and cash position of its subsidiaries. The module uses MT940 messages from third-party banks to automatically update balance details daily for each account on TreasuryVision.

The company also wanted to use TreasuryVision to rationalise the more than 1,500 accounts it held, the vast majority of which were with third-party banks.

The implementation

The project was divided into two phases, with the accounts of G4S's larger companies in EMEA and Asia and all Citi accounts included in the first phase, and all remaining countries in the second phase.

The first phase covered around 600 accounts.

Citi and G4S developed a customised package to send to its subsidiaries, which included an introductory letter outlining the project (and a version in Spanish), a Q&A document and a pre-prepared letter for forwarding to third-party banks (to instigate MT940 messaging). Sixty per cent of banks were set up in TreasuryVision following this process. Citi then followed up with messages to third-party banks once a week for three consecutive weeks. This process was conducted twice.

For the remaining banks, Citi proactively checked its system to see whether messages had been sent from third-party banks without first informing Citi. Once a pre-agreed percentage of third-party banks had been added to TreasuryVision, no further attempts were made.

For banks that did not respond or – as was most often the case in the second phase – did not have the capability to send MT940 messages, G4S used the Manual Upload facility. This could then be automatically uploaded to TreasuryVision.

The result

G4S is pleased with the implementation and the product. Both have given the group much greater visibility of local cash balances, which allow G4S to monitor and challenge cash usage, and both have given G4S a greater ability to monitor counterparty exposure.

During the implementation, G4S asked Citi to upload 1,520 third-party accounts and 105 Citi accounts. The majority were added to TreasuryVision and G4S used the information to consolidate its accounts.



Tower Bridge, London, England.



G4S is pleased with the implementation and the product. Both have given the group much greater visibility of local cash balances, which allow G4S to monitor and challenge cash usage, and both have given G4S a greater ability to monitor counterparty exposure

G4S Case Study

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Mentor Graphics

Smooth rollout for large EMEA and Asia Pacific cash management project

Mentor Graphics Corporation is a world leader in electronic hardware and software design solutions, providing products, consulting services and award-winning support for the globe's most successful electronics and semiconductor companies.

The challenge

Mentor Graphics selected Citi to create a comprehensive cash management solution, including liquidity management and automated file-based payments, for the EMEA and Asia Pacific regions. Citi became the primary bank for Mentor Graphics' subsidiaries in the countries in question. The principal challenge of the project was its geographic scale and the resultant complexity. The project covered markets as diverse as Germany, Russia and Egypt across the EMEA region.

The implementation

The key to the timely rollout of the solution was a successful pilot project in the UK and Ireland, which enabled headquarters to gain the buy-in from other in-country subsidiaries. Scoping sessions were held to determine the parameters of the project. Clearly defined goals and timelines for implementation and testing were then devised before the pilots went live.

An important element was the discussion of lessons learned from the pilot implementation so that the template for the project could be adjusted. Mentor Graphics was able to use the experience of the pilot to ensure it committed the appropriate resources to subsequent phases to achieve the project goals.

Following a successful pilot, a subsequent six phases were planned and executed. The project was broken down geographically, with specific phases covering the Nordics, Western Europe (2 phases), Russia, Central Europe and finally Pakistan and Egypt.

Following the completion of documentation, the main focus of the project was the integration and testing of the SAP IDOC file format for payment processing. Citi and Mentor Graphics worked closely together to deliver an end-to-end payment solution across the regions.

The result

Citi's assistance in gaining buy-in for the project from Mentor Graphics' subsidiaries was appreciated by the company. In Pakistan, for example, where the company was also switching its payroll to Citi, the bank participated in a road show to gain support for the project.

Citi was able to project-manage a vast implementation across EMEA and Asia Pacific with great flexibility - allowing Mentor Graphics to change the order in which it wanted countries to go live. Moreover, by having a dedicated implementation manager in each of the regions, Citi ensured clear communication with Mentor Graphics' headquarters, which drove the project, and consistent implementation across each country.

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



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emerging market
projects

As multinationals continue to focus on the emerging markets for new business opportunities, local market knowledge and best-in-class project management expertise is required for the successful delivery of new treasury solutions. By virtue of our local expertise, the presence of a well established implementation team and broad geographical coverage of 38 countries across Africa, CIS, Central & Eastern Europe and the Middle East, Citi is uniquely positioned to meet these needs.

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ACE Europe

Strict project management and local knowledge ensure the success of collections implementation

ACE Europe provides property, casualty, accident, health and personal insurance in 20 countries across Continental Europe.

The challenge

ACE expanded into Hungary and Poland and required a complete customer premium collection infrastructure that would cover initial insurance premiums, local direct debit sign-up, monthly collections via direct debit, refund of premiums and all associated reporting.

The receivables collections had to be integrated into existing file delivery, authorisation and acknowledgement reporting processes between ACE and Citi. Owing to local direct debit requirements, this meant that it was imperative ACE received local clearing information on direct debit rejections.

The implementation

In order to keep focus and control over the project, ACE agreed to an extremely detailed approach and local experts were used to give guidance on local receivable facilities.

A multi-phased approach was used for file testing. ACE was given the opportunity to review and sign off each phase before moving on to the next one. A wide variety of detailed project management tools were used to measure progress and highlight any outstanding tasks at any point in time.

As a new entrant to the Hungarian and Polish markets, ACE was unfamiliar with many of the products it would need to implement. It was essential to spend time working with the company to understand local market requirements and how ACE's goals could best be achieved.

"We adopted the project disciplines applied by Citi and ensured we had buy-in to this process from our business project resources. There were weekly project tracking meetings to ensure key milestones were met. A major success factor was the way in which Citi and ACE worked together as one," says Matt Norton, Assistant Treasury Manager at ACE.

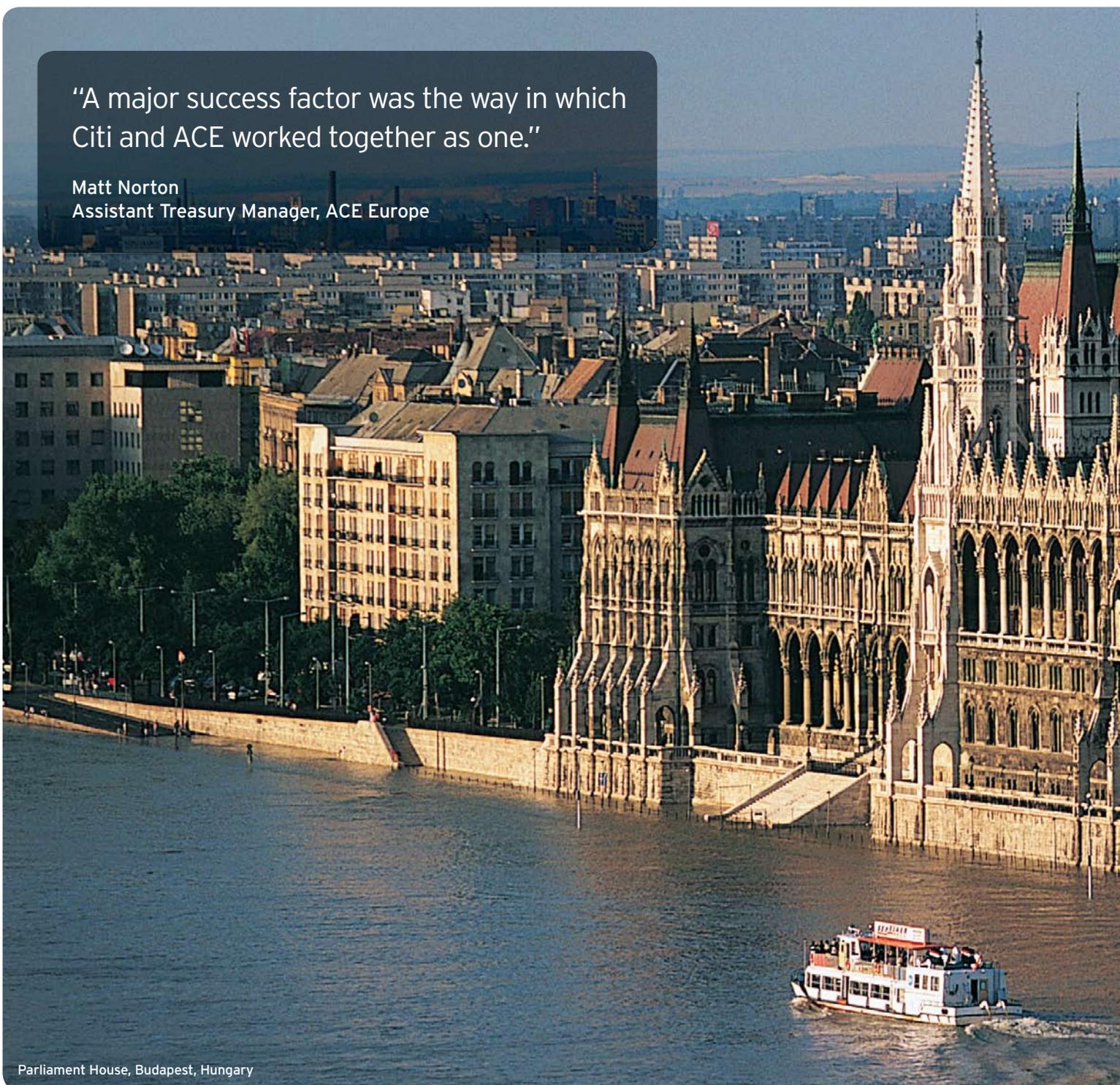
The solution was implemented in two overlapping phases: first Poland, where SpeedCollect vouchers were implemented to allow the collection of premiums by direct debit; then Hungary, where Hungarian postal cheques (among other products implemented) allowed premiums to be paid through any post office.

The result

ACE went live in two key growth markets with a collections solution that fully met local consumers' expectations and that seamlessly integrated into ACE's existing shared service centre processes. ACE appreciated Citi's commitment to explaining local requirements and what could be achieved from the implementation, which also served to strengthen their relationship. The next phase of the solution has already been agreed and local receivables/payables processes in more Eastern European countries are being implemented.

“A major success factor was the way in which Citi and ACE worked together as one.”

Matt Norton
Assistant Treasury Manager, ACE Europe



Parliament House, Budapest, Hungary



Kenya Tea Development Agency (KTDA)

Successful transmission of 350,000 farmers' payments for KTDA

KTDA was incorporated in June 2000 as a private company under Cap 486 of the Laws of Kenya becoming one of the largest private teas management Agency. The Agency was previously a parastatal (Kenya Tea Development Authority) that was formed in 1964 through a Legal Notice No. 42 of 1964 and took over the functions of the then Special Crops Development Authority (SCDA) to promote and foster the growing and development of Tea growing among the indigenous tea farmers.

The challenge

KTDA wanted a solution to facilitate the disbursement of payments to farmers through one financial institution rather than the eight banks it was using. The existing process had KTDA issue cheque payments to the eight banks and savings and credit cooperatives to credit the farmers' accounts. The process was open to fraud, caused KTDA reconciliation issues, had inconsistent pricing, employed multiple service contacts and provided KTDA with no real-time information on cheque payment status.

KTDA required the timely disbursement of 350,000 farmers payments by electronic funds transfer (EFT), thereby eliminating the requirement for manual cheque issuance. It required electronic access to account information, payment status and the application of consistent pricing. A centralised customer service model was also

a requirement so queries could be handled consistently and with one entry point.

The implementation

The Citi project manager worked with KTDA to implement CitiDirect® Online Banking, utilising file uploading to deliver the farmers' payments from KTDA's payment management system. CitiDirect then delivered the payments via local clearing to the beneficiaries, ensuring the secure and faultless exchange of transactional data and reports. The Citi project manager arranged weekly meetings with KTDA and tracked the project with a detailed project plan and daily updates. The Citi project manager also worked closely with KTDA to complete account-opening documentation, which served to reduce the cycle time for completion to only five days. Test files were given a 24-hour turnaround time and Citi supported the first live payments in production. The project manager also

worked closely with KTDA for the first three payment runs to ensure it was comfortable with the CitiDirect platform and could work with the reports and account information it provided.

The result

The solution implemented for KTDA meant that the farmers could receive their payments electronically and not by cheque, thereby providing a more timely and efficient process. CitiDirect now allows KTDA to access historical data to resolve queries immediately. By downloading reports, the company is now able to reconcile with its back-end (in-house) processing system. This "one-stop" banking concept has ensured adequate credit support to facilitate farmers' bonus payments and consistent pricing. Centralised customer services were also very beneficial to KTDA.



A background image of a tea plantation. In the foreground, there are rows of vibrant green tea bushes with pointed leaves. In the background, a large, dark green tree stands against a bright, slightly overcast sky. The overall scene is lush and green.

The solution implemented for KTDA meant that the farmers could receive their payments electronically and not by cheque, thereby providing a more timely and efficient process.

Kenya Tea Development Agency Case Study

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Nigeria LNG

Top team coordination delivers a cross-country, cross-product FX solution

Nigeria LNG purchases, liquefies and exports natural gas to overseas markets.

The challenge

Nigeria LNG appointed Citi to improve visibility and control over its payment and currency conversion process for multiple accounts held with Citi London. Citi's customised WorldLink® Payment Services solution would allow the company to track its payments and ensure its FX transactions got competitive market rates using same-day values.

The implementation

Coordination was a critical factor in the implementation of this solution given its complexity and customised nature. The implementation manager led a Citi team of specialists who were spread across various countries and functional areas, all of whom played key roles in the delivery.

The project was managed in Nigeria, in partnership with the South Africa implementation hub, to ensure that

issues raised by Nigeria LNG could be addressed rapidly and bottlenecks avoided. The implementation team engaged all stakeholders on a timely basis and tracked progress to meet target dates. Weekly telephone calls were held between the implementation teams in Nigeria, South Africa, Ireland and the UK, the product teams in London and the client. There was also more regular interaction between implementation teams and the client locally.

The implementation team completed the appropriate system set-ups and ensured that extensive training was provided to familiarise Nigeria LNG staff with the overall process and the Citi systems involved. The system was fully tested to ensure it achieved the required levels of robustness. As all of the client's concerns were clearly communicated and addressed during implementation, the transition to post-live support was problem-free.

The result

Nigeria LNG gained a solution that reduced the turnaround time of its processes, improved reconciliation and enabled it to move from a manual to an end-to-end electronic processing system.

Nigeria LNG was pleased with Citi's timely delivery and attention to detail. Citi remains committed to supporting Nigeria LNG so the company can continue to realise the potential of its solution.

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Voltas

Resourcefulness and bespoke training facilitates prepaid card implementation

Voltas is a leading provider of turnkey engineering solutions and specialises in large-scale projects.

The challenge

Citi was mandated for a prepaid card programme for payment of wages to Voltas' workers operating across four UAE project sites. The staff was previously being paid in cash through an exchange house, which created risks and inefficiencies for the company. Voltas needed to comply with the newly introduced regulation for companies operating in the UAE to pay employees through a Central Bank-administered Wages Protection System. Voltas' Human Resources department was preoccupied with a major SAP implementation and unable to commit the necessary resources to develop the card issuance file, which was necessary to kick-off the prepaid solution and comply with this new regulation.

The implementation

Citi helped Voltas overcome its resource constraint by assisting in the development of the requisite prepaid files through a suitable outsourced partner. Citi's resourcefulness and flexibility meant Voltas did not have to delay the prepaid project. The various aspects of this implementation, which involved 2000+ cards, were carefully tracked through a steering committee and weekly conference calls to ensure that the project went smoothly and that agreed timelines were met.

Another crucial aspect of the implementation was training, since most of Voltas' workers had limited experience in using the cards. Citi's support staff designed training courses to familiarise workers with the benefits of using prepaid cards,

the multilingual telephone support helpline and Citi Prepaid's internet platform. Visits were made to all four of Voltas's camps in the UAE, both before and after the solution went live, thus providing comfort not only to Voltas but also to the end cardholders.

The result

Voltas is now in full compliance with the UAE central bank's requirements for wage payments and has centralised its processes. Moreover, the company has eliminated the use of cash, improving its risk management, while its workers now have reduced risk of loss or theft involving cash payments with the added convenience of card use.

Voltas's management appreciated Citi's commitment and resourcefulness in facilitating external IT assistance to enable the prepaid solution to go live within the desired period. It also appreciated the customised training Citi provided its workers. In recognition of the success of the project, Voltas has committed to expand the programme to cover its new UAE project.

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Citi's resourcefulness and flexibility meant Voltas did not have to delay the prepaid project.

Voltas Case Study



Dubai, United Arab Emirates.



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wholesale card programmes

As a global leader in wholesale card solutions, Citi is at the forefront of card technology, implementing the broadest and most consistent commercial and prepaid card capabilities of any provider – locally, regionally and globally.

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Ashland

Best-practice cards implementation reinforces company's change management

Ashland is a Fortune 500 diversified chemical company providing innovative products, services and solutions to customers worldwide.

The challenge

Ashland had an existing corporate card programme in North America with Citi since 2007. Due to the success of this US led programme, Ashland appointed the bank as its global provider for T&E cards in order to expand the solution to 19 countries in Europe. The end result being a consistent card solution with a truly global footprint.

Ashland had previously worked with another provider in Europe and operated an individual liability policy, with cardholders able to use their cards for personal purchases. As the move to Citi entailed a change to a corporate liability policy, and no personal use of cards, change management was an important aspect of the implementation for Ashland.

The implementation

An initial pre-implementation meeting discussed the approach to be taken by Citi and Ashland to the project, the resources it would

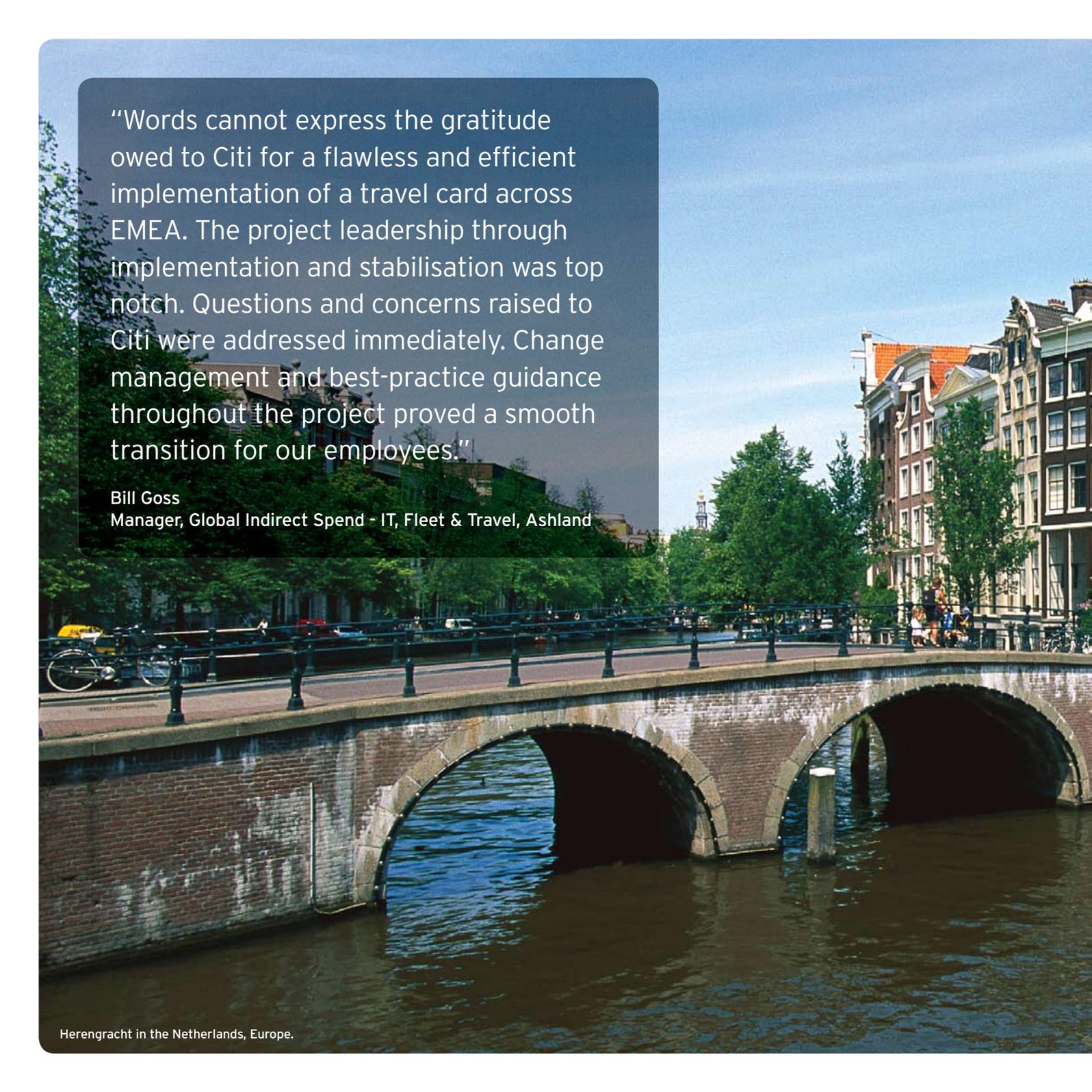
require and the timelines for each of its stages. Ashland then established a project team in the Netherlands, which was headed by a project leader at the company's headquarters in the US. Citi's project team mirrored this arrangement resulting in transparent and efficient communication. Following the kick-off meeting, regular calls took place involving Citi and Ashland's project team and project leader.

Citi provided support and advice to as great an extent as possible to assist Ashland in gaining European human resources and senior management buy-in for the change to a corporate liability policy. Most importantly, the bank ensured that the technical, credit and documentation aspects of the solution followed best practice. The teams worked through all issues raised by employees to ensure a rapid implementation once approval had been given. The Ashland team relied heavily on Citi for guidance on best practice and change management.

The result

Ashland has smoothly expanded its T&E card programme to 19 additional countries – a significant accomplishment – as a result of a simple and well-managed implementation. The central coordination of the project from US and the Netherlands ensured that the implementation followed best practice.

“Words cannot express the gratitude owed to Citi for a flawless and efficient implementation of a travel card across EMEA. The project leadership through implementation and stabilisation was top notch. Questions and concerns raised to Citi were addressed immediately. Change management and best-practice guidance throughout the project proved a smooth transition for our employees,” says Bill Goss at Ashland.

A scenic view of a canal bridge in Amsterdam, Netherlands. The bridge is made of brick and has three arches over the water. On the left side of the bridge, there are several bicycles parked. In the background, there are traditional European buildings with many windows and a red roof. The sky is blue with some light clouds. The water in the canal is a dark brown color.

“Words cannot express the gratitude owed to Citi for a flawless and efficient implementation of a travel card across EMEA. The project leadership through implementation and stabilisation was top notch. Questions and concerns raised to Citi were addressed immediately. Change management and best-practice guidance throughout the project proved a smooth transition for our employees.”

Bill Goss
Manager, Global Indirect Spend - IT, Fleet & Travel, Ashland



AstraZeneca

Close collaboration delivers best-in-class T&E programme

AstraZeneca is a global, innovation-driven, integrated biopharmaceutical company with over 62,000 employees and sales of USD32.8 billion in 2009.

The challenge

In 2004, AstraZeneca was working with multiple card providers and had no standard expense management system. Consequently, the company required a high number of full-time resources to manage T&E and suffered from a lack of visibility. In addition, AstraZeneca's compliance tracking was weak and its supplier usage tracking limited. The company decided it needed a single Travel and Expenses (T&E) card programme across the 15 European countries, financed out of its regional hub plus the UK and Switzerland.

The implementation

Citi was appointed to implement a T&E card programme in 2005 to meet AstraZeneca's goals of reducing costs through increased transactional efficiency, eliminating local resource requirements, improving rebates, and enhancing compliance and the tracking of benefits.

Full implementation occurred in four phases. Firstly, Citi became the sole card provider, significantly lowering costs. Secondly, AstraZeneca migrated from an individually-billed programme to a centrally billed programme. This reduced the time that its highly skilled workforce spent on expenses, ensured timely payment, maximised rebates, and increased control over reconciliation of credit card spend versus approved expenses.

In 2009, the third phase was implemented, integrating a standard expense management system and weekly transaction files from Citi. These were mapped onto a single standard file, allowing the automated population of expenses into expense and finance systems, with a consequent increase in spending visibility through global reporting. These phases were implemented in three years and delivered the expected results.

The fourth and most important phase of the programme was optimisation. AstraZeneca switched to direct debit payments to remove the need for manual payment processing each month and reduce the risk of late payment charges. Previously handled by programme administrators in each country, the administration of the programme was centralised and standardised in Manchester in the UK. At the same time, key controls were implemented.

In addition, an analysis of each country's spending and expenses was undertaken and problems in individual countries revealed by key performance indicators were addressed (such as a lack of compliance highlighted by high levels of out-of-pocket spending).

The result

AstraZeneca now has a best-in-class T&E card programme that spans multiple countries and continues to grow with plans to implement additional countries, such as Greece, the Czech Republic, Slovakia and Hungary. It is fully integrated into the company's travel management company and expense management system, and is sufficiently streamlined to a low-cost provider.

The solution provides improved, consistent management information to help identify category management value opportunities and deliver a line of sight of T&E expenses back to budgets. It has resulted in substantially reduced T&E card operating costs and has also improved the level of rebates received.

The visibility and control afforded by the T&E programme has given AstraZeneca improved financial transactional efficiency and management and enhanced compliance and tracking of benefits relating to preferred suppliers. Moreover, it has improved employee satisfaction and productivity.

AstraZeneca now has a best-in-class T&E card programme that spans multiple countries and continues to grow with plans to implement additional countries.

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Flowserve

Coordination crucial for complex regional card programme

Flowserve supplies pumps, valves, seals, automation and services to power, oil, gas, chemical and other industries worldwide.

The challenge

Flowserve mandated Citi for a corporate card and lodge card programme for 12 countries in Europe to consolidate its corporate card spend through a single card provider and achieve regional consistency from processes to reporting. The company's contract with another provider was due to end, giving the project a deadline of just four months from kick-off to delivery of the first Citi cards to existing cardholders. The full programme included a total of 800 cardholders.

The implementation

A kick-off meeting was held on-site at Flowserve to determine the scope, resources, requirements and timelines for the project. Flowserve has a complex organisational structure and its requirements varied according to country and site, with some sites billed centrally and others individually, for example.

Coordinating the implementation was also complex with two programme administrators from each of Flowserve's 35 sites in Europe involved. However, the project was significantly supported by the appointment of a project lead to coordinate the European programme while the contract negotiator and sponsor brought a global perspective. Most importantly, Citi held weekly calls to assess the project's progress, identify key risks and agree next steps.

The implementation was structured in phases to allow for the administration associated with closing existing cards. However, the programme set-up was organised to ensure it could go live at the earliest opportunity. Training sessions were conducted for Flowserve's PAs by webcast, which was positively received despite the number of people and variety of nationalities taking part.

The result

The implementation achieved all its targets and went live, as planned, four months after kick-off. Flowserve was pleased with Citi's performance during the implementation and noted the quality, usefulness and effective delivery of its training in particular.

Despite the complexities of the project due to Flowserve's organisational structure, the company has consolidated its corporate card spend with a single card provider, delivering regional consistency and capturing the majority of its T&E spend. The solution has strengthened Flowserve's compliance by reinforcing a global travel policy and ensuring cardholders can access travel-related processes from an intranet site. As importantly, the company finds the solution easy to use and intuitive.



The image shows a vast industrial facility, likely a paper mill, with a high ceiling supported by a dense network of steel beams. Rows of large, cylindrical rolls of material are positioned on a production line that recedes into the distance. The lighting is warm and industrial, with several overhead lights visible. A person is walking in the background, providing a sense of scale to the massive equipment.

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Flowserve Case Study

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P&G

Optimising global purchasing card spend improves internal processes and cultivates supplier onboarding strategy

With annual revenues exceeding USD79 billion from consumers in more than 180 countries, P&G is a Fortune 500 company and world leader employing more than 127,000 individuals in more than 80 countries.

The challenge

P&G's purchasing card (ProCard) implementation strategy was to simplify its business-to-business payment processes globally (currently in 17 countries) by eliminating ad hoc invoices and capturing strategic spend, allowing for a consistent, efficient method of dealing with transactions. P&G's objectives were to optimise existing low-value purchasing card spend, and to develop a supplier onboarding strategy to enhance internal processes and grow commodity spend on the purchasing card.

The implementation

Citi developed a cross-functional team from its implementation, sales and product divisions to drive the ProCard programme to fully align with the needs of P&G. The P&G-Citi team selected suppliers and commodities with the largest potential improvements in process and existing supplier acceptance.

The key steps of a successful ProCard programme included: drafting a supplier communication plan; redefining the value proposition; renegotiating the relationship with banking partners to include price and service enhancements; seeking VAT partners to enrich transaction data (L1 to L3); establishing a preferential rate through Visa and creatively adjusting the financial dynamics between Citi and P&G to facilitate supplier onboarding pricing.

The buy-in P&G secured from internal stakeholders such as P&G Finance, Procurement and Sourcing, and external parties including its suppliers was critical. The internal P&G sponsorship consisted of a joint project between Finance and Procurement, facilitating the essential cooperation between these two areas and creating the required drive for growing purchasing card spend.

The result

The Citi purchasing card programme enhanced P&G's end-to-end payment process and resulted in:

- A decrease in the number of purchase orders.
- Greater visibility of all spend, allowing P&G to track all transactions.
- A reduction in overall operating cost to process invoices.
- An enhanced technology solution that allowed for allocation of transactions to P&G's accounting scheme.
- Better terms and a better relationship with a consolidated group of suppliers who now receive a quicker, guaranteed payment.
- Growth in Citi Purchasing worldwide coverage and acceptance.

Shell International

Global cards programme rollout consolidates spending and facilitates process control

Shell is a global energy and petrochemicals company with 108,000 employees in more than 140 countries.

The challenge

Shell wanted a single, global commercial card programme for Travel and Entertainment (T&E) and low risk procurement expenditure. "Shell's policy is to eliminate, standardise, simplify and automate processes, and a strategic card programme meets that brief," says Helen Buchanan, Senior Manager at Shell.

Shell's goal was to improve visibility and control of spending and to capture consolidated global spending with key suppliers. It also wanted to manage the card programme from its Shared Business Centres, minimising card users' administrative burden in the process.

The Implementation

Citi was selected in 2005 to implement a global commercial card programme on the strength of its global footprint and competitive pricing. In December 2008, the master agreement was updated and extended to 2013.

The programme is centrally run, centrally-billed and centrally settled and has a single contact for implementation. It offers a consistent solution across all countries except where regulatory requirements dictate step-outs. International Payment Cards are used in markets where Citi does not offer a local currency solution, such as the UAE, Qatar or Luxembourg.

Shell runs a trust-based system (where expenditure reports do not require supervisor physical sign off) with preventative and detective processes in place as a safeguard. "Shell has a robust programme structure and a strong risk-based control framework," says Buchanan. "It's vital to protect the reputation and integrity of the company."

The result

A phased implementation determined by country spending has been rolled out since 2005, with the US, the UK

and the Netherlands the first to be implemented. Six implementations are underway in 2010 and proposals for 2011 will be developed, taking into account Citi's own developing footprint. Around 90% of Shell's global T&E spending is covered by the programme, covering 47,000 cardholders in 27 countries.

Shell has gained a detailed insight into its global spending, enabling its procurement function to utilise consolidated spending effectively while facilitating more efficient process control. "Initially the support of senior management allowed us to overcome resistance to change, and based upon the success of the programme, we now have legal entities in remaining countries approaching us and asking to be included." Buchanan says.



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Helen Buchanan
Senior Manager, Shell



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public sector projects

Public sector organisations are under constant pressure to do more with less: to provide incremental services with less budget. We can help re-engineer and implement processes, leveraging our scale to assist clients in realising efficiency gains. Implementation workstream management and project governance is key to delivering public sector programmes.

Caisse Centrale des Mutualité Sociale Agricole (CCMSA)

Strong project management, clear communication and partnership key to cross-border payments implementation

The French social security agency for agricultural and non-wage earners has 1.3 million contributors and 2.5 million beneficiaries.

The challenge

France's 34 county-based Mutualité Sociale Agricoles (MSAs) make cross-border social payments to 2.5 million beneficiaries. Historically, individual MSA offices made payments through numerous different banking and payment systems, resulting in inefficiency and high costs. The MSAs' central fund, the CCMSA, mandated Citi to harmonise internal operations and external processes for cross-border payments on domiciled and non-domiciled accounts.

The implementation

Citi, the CCMSA, the MSAs and the five IT centres that work with MSAs agreed a full implementation plan for a single bank solution and a pilot project to serve as a template for future rollouts.

The first implementation stage included the important step of validating that the tender process

had captured all requirements associated with the solution. This also uncovered previously unknown issues with the previous incumbent, which the MSA was able to address.

The MSAs' central fund, the CCMSA, mandated Citi to harmonise internal operations and external processes for cross-border payments on domiciled and non-domiciled accounts.

The second stage of implementation focused on creating robust connectivity and security mechanisms between the organisations to support the file formats that would be implemented and tested and on reporting to serve reconciliation. Citi's approach assisted MSAs with detailed analysis

and enrichment of their payment details database. Citi utilised its relationship with its own network of local branches in the 89 countries in scope and with banks in Algeria, Italy, Morocco, Portugal and Spain, where specific partnerships were established with local major banks for support and information. This enabled the third stage of implementation: the MSAs refreshing the payment database.

Training conducted in the fourth stage placed an emphasis both on customer service processes (conducted face-to-face for the pilot to enable all parties to familiarise themselves with the teams) and on using CitiDirect® Online Banking (Citi's global banking platform) to make accessing frontline data as easily as possible. The final implementation stage involved production verification testing, where Citi ran a production file to verify and validate the end-to-end solution of MSA's pilot programme.

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Control and clear communication were essential given the number of parties involved. Citi's French-speaking implementation manager coordinated and consolidated project activities through regular contact with the IT centres involved during the appropriate periods of implementation.

The result

As of mid-2010, 80% of MSA offices/entities have been implemented, resulting in optimised processes and profitability, greater client satisfaction and enhanced security. The benefits to MSA beneficiaries include improved transaction processing and quicker payments.

The benefits to MSA beneficiaries include improved transaction processing and quicker payments.

Sociale Verzekeringsbank (SVB)

Implementation tailored to fit client's requirements

SVB administers social security and other benefits to people insured under Dutch law.

The challenge

In June 2009, Citi was awarded a contract to make SVB's pensions payments to people who are insured under Dutch law across 22 countries worldwide using WorldLink® Payment Services. SVB required Citi to implement the agreed solution in just 20 weeks. This timeframe left little time for development, mapping and testing. In addition, due to the recognised sensitive nature of its pension payments, meant that validation testing would be limited to test environments only. Therefore, Citi needed to work extensively on internal validation testing to ensure 100% accuracy for production.

The implementation

Within Citi, a Project Management Professional-qualified project manager organised daily internal calls during the first weeks of the project to co-ordinate the

multiple work streams and align the teams. Weekly calls with SVB were set up and the project was managed utilising recognised project governance tools and progress was reported regularly to both a Citi and SVB steering committee.

SVB's original files needed to be re-mapped into a Citi acceptable format which required development to be undertaken by Citi. This effort was completed within a six week timeframe. In addition, Citi carried out an interrogation of SVB's files to validate all payment information - account numbers, beneficiary bank details, intermediary bank details, country-specific requirements, formatting, etc (data-scrubbing). Further to the data-scrubbing results, Citi requested SVB to make specific changes to its database, which ensured straight-through processing when it moved into production. In addition, Citi performed two sets of internal payment validation testing,

creating a file that encompassed various ordering accounts, payment types and geographies using Citi employees who volunteered to act as SVB beneficiaries. The file output was forwarded to SVB to transact to ensure it could fully validate its configuration.

SVB went live in October with its first production files monitored by a Citi-established command centre utilising a pre-agreed script and with all contact and escalation points clearly defined. The command centre delivered to SVB detailed reports on file progress, specific events and any actions required.

The result

Implementation and production was an unqualified success as a result of clear communication within Citi and between Citi and SVB and appropriate escalation overcame any roadblocks with regard to testing.

Citi was able to tailor the project to the organisation's needs by performing internal PVT and providing a Dutch-speaker as a main point of contact. SVB has said that there were no areas of the implementation that could have been handled better and was delighted by Citi's management of the project, which allowed it to exit its previous provider seamlessly. The project has delivered all the expected benefits to SVB and a forthcoming second phase to consolidate the current three files into one file will complete the solution.

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International Organisation for Migration (IOM) UK

Prepaid card programme eliminates cash and enhances user experience

The UK operation of IOM, a leading inter-governmental migration organisation, runs voluntary return programmes for asylum seekers and irregular migrants.

The challenge

IOM UK's voluntary return programmes for asylum seekers and irregular migrants pay for flights and also deliver relocation grants. The organisation has traditionally paid out its grants in cash – a costly method that made reconciliation difficult for IOM and involved risks for both IOM and its beneficiaries. IOM, which makes up to 3,000 relocation grants a year, each of an average GBP500, wanted to reduce its risks, costs and reliance on cash while improving automation. It was also eager to avoid the high implementation and maintenance costs associated with a new payment method. Most importantly, IOM wanted to find a payment method that would be more secure and convenient for its users.

The Implementation

Citi® Prepaid Services identified an opportunity to use prepaid cards rather than cash for relocation grants.

The cards enable IOM to load and re-load cards (for future payments) through a secure electronic process remotely – eliminating the handling of cash. The card is presented to the beneficiary with terms and conditions, instructions, and a PIN number to departure. About 10% of all migrants receive additional payments when they have returned to their home country for educational support, for example. This process is made far easier by the use of cards, as it eliminates the need to wire funds to an individual's bank account – an important consideration for those who may not have access to banking services. The cards, which carry an IOM logo and are Visa® branded, can be used either to make fee-free purchases wherever Visa is accepted or to make cash withdrawals at ATMs. Consequently, they offer better security over previous cash payments and competitive currency conversion rates, which is important to beneficiaries who mostly transact outside the UK.

The result

IOM's prepaid card solution went live in January 2009 and by April almost all relocation grants were made by card. "We had been looking for a new payment method to replace cash for some time before Citi proposed its prepaid card solution," says Tuukka Puolakka, Procurement Officer for IOM. "The proposal was a perfect fit for our needs."

"We had been looking for a new payment method to replace cash for some time before Citi proposed its prepaid card solution."

The user experience to date has been flawless, with prepaid cards guaranteeing payment on time, every time. Users feel safer carrying a card than cash, and

it is faster and easier to receive further reintegration funds through the cards than through bank transfers. "In cases where clients lose their cards or have problems withdrawing money, Citi's customer service is helpful in sending a replacement card or providing necessary assistance," says Puolakka. Citi's detailed implementation and training process, including the appointment of a dedicated customer account specialist, delivered a smooth transition. "The implementation process was efficiently executed and the programme contributed to

easing our day-to-day operations," says Puolakka. "The Customer Service team is extremely helpful in answering our queries and its continued support makes a real difference." IOM had no software or integration costs and did not have to change any existing processes. The organisation has rapidly benefitted from reduced costs, more detailed payment reports, and greater control and transparency.

“The implementation process was efficiently executed and the programme contributed to easing our day-to-day operations.”

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British Council

Flexible partnership approach drives efficient connectivity implementation

The British Council is the UK's international cultural relations body and works in over 100 countries and territories across the world.

The challenge

Following stability issues with its existing connectivity process, the British Council approached Citi to discuss alternative methods of transmitting its payment files. The outcome of these discussions was for the British Council to become the first client to implement a connectivity method called HTTPS mutual authentication. The project involved the British Council changing from FTP to HTTPS for connectivity to Citi and third party banks. The new method would improve stability, enhance security and increase efficiency by directly integrating into the British Council's SAP system. The implementation covered multiple countries across Europe, the Middle East and Africa.

The implementation

Citi, in combination with its technology provider, worked with the British Council to develop a project management methodology that outlined how HTTPS mutual

authentication would operate, including details of how both parties would exchange the necessary certificates and what information would be contained in message headers. The agreed methodology also clearly set out what was expected of both Citi and the British Council at every stage of the implementation and production. Citi and its technology partner held regular workshops and conference calls with the British Council to ensure that potential problems were rapidly exposed and addressed.

The implementation comprised two elements, with the first - the adding of 32 third-party accounts to CitiDirect®, Citi's global online banking platform, and the provision of training for new CitiDirect users - the most straightforward. The second aspect of the implementation involved the building and testing of the HTTPS connectivity. In-bound connectivity was established by exchanging certificates. Testing then began - initially at the rate of five countries

a day and later at the rate of 10 countries a day. Before going live, production verification tests were also completed for each country.

The result

The British Council appreciated Citi's flexible attitude to problem-solving, its partnership approach and its strong support throughout the implementation.

The British Council, which is often regarded as a model for best practise in the public sector, has gained a connectivity platform that it intends to roll out globally, including to its newly established Shared Service Centres in China and India.

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British Council



Millennium Bridge, London, England.



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