

**Managing the functions of the treasury is explained through the role of strengthening the Financial System**

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# Let's reflect for a few moments

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1. How do we define the Treasury?
2. What strategic role has the Church given to the Treasury?
3. Who is responsible for the proper functioning of the Treasury?
4. What are the substantive roles of the Treasury?
5. Who is the main person responsible to see that the Treasury functions well strategically?

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6. How is the treasury related to the fulfillment of the mission?
7. What do you understand by managing treasury functions?
8. How does the treasury of your organization relate to the financial system of the Church?
9. Do you believe that the strategic role of treasury is to eliminate risk?

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10. Do you consider it appropriate that the strategic role of the treasury eliminates risks so that the operation of the organization flows properly in the fulfillment of the mission?

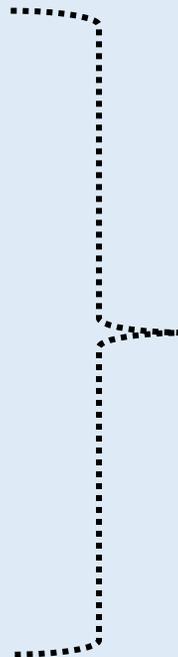
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In IAD we have **more than 250** CFO/Treasurers/Financial Vice-Presidents/Financial Administrators Strengthening the Financial System in each of its territorial areas of responsibility. In addition, all the accounting personnel working with them

1. Division
2. Unions
3. Local Fields
4. Universities
5. Publishing Houses
6. Hospitals
7. Food Co.
8. Educational Systems
9. Middle Level Educational System
10. Basic Educational Level
11. ADRA
12. Revolving Funds



**Building a Sound  
Financial System**

It will be necessary to have a permanent strategy for this working team to be updated in the construction of strengths, operational and strategic skills to attend to the financial system of the Church.

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## Treasury management:

1. Is the act of managing an institution's daily cash flows and decisions on a larger scale when it comes to maintaining short-and long-term liquidity.
2. Provides policies that define good financial health in terms of appropriate levels of Working Capital.
3. Establishes and maintains lines of action in a sound manner in its financial relationships with subsidiaries and higher organizations that are part of the cash movement within its responsibility.
4. Optimize investment returns and develop strategies for the best use of funds.
5. As the organization receives cash from its funding environment or uses cash for its day-to-day operations, the treasurers responsible for the operation of the Treasury ensure that there is working capital to maintain operations and reduce financial risks.

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# The Four Fundamental Pillars of the Role of the CFO/Treasurer/Financial Vice-President

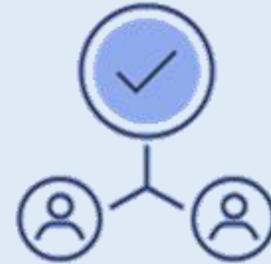
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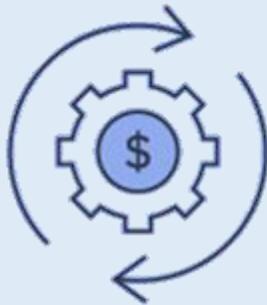




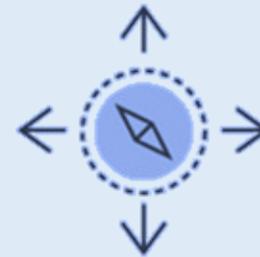
Operations



Leadership



Controls



Strategy

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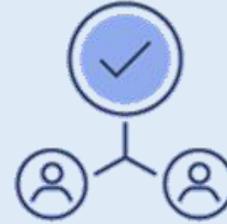
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### Operations

data analysis, profit  
improvement



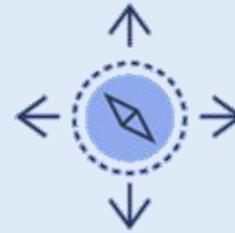
### Leadership

business partner,  
communicator,  
cross-functional, influencer



### Controls

identifying, quantifying and  
mitigating risk



### Strategy

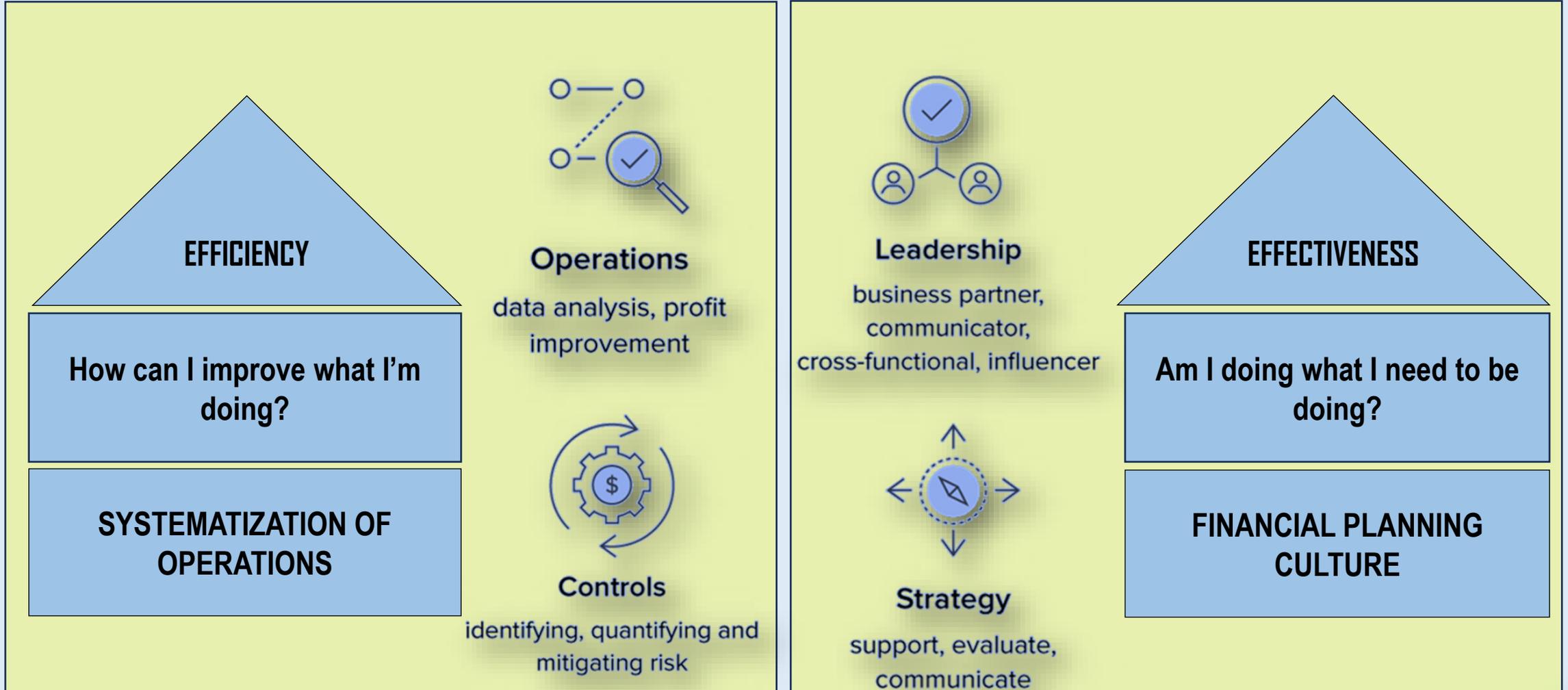
support, evaluate,  
communicate

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# These four fundamental pillars of the role of the CFO impact the Financial System



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These four fundamental pillars of the role of the CFO impact the Financial System



These four fundamental pillars must be integrated to **technology** as an strategic vision to the Financial System

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# Forbes survey of 549 top executives from six continents. The View from the Top

By [Paul Ainsworth](#) --- **Verified Expert** in Finance

Paul is an international CFO with experience at large multinationals, and who has led simplification projects across multiple geographies.

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**“ Almost one in three CEOs worry that their CFO isn’t prepared for challenges ahead ”**

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# Top concerns of CEOs regarding CFOs skillset

The View from the Top, KPMG/Forbes survey of 549 top executives from six continents

Lack of commercial  
(non-finance) experience

Weak leadership  
skills

Being too narrowly  
focused

Lack of big-picture  
vision

Weak interpersonal  
skills

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# Top concerns of CEOs regarding CFOs skillset

The View from the Top, KPMG/Forbes survey of 549 top executives from six continents

45%

Lack of commercial  
(non-finance) experience

41%

Weak leadership  
skills

38%

Being too narrowly  
focused

32%

Lack of big-picture  
vision

30%

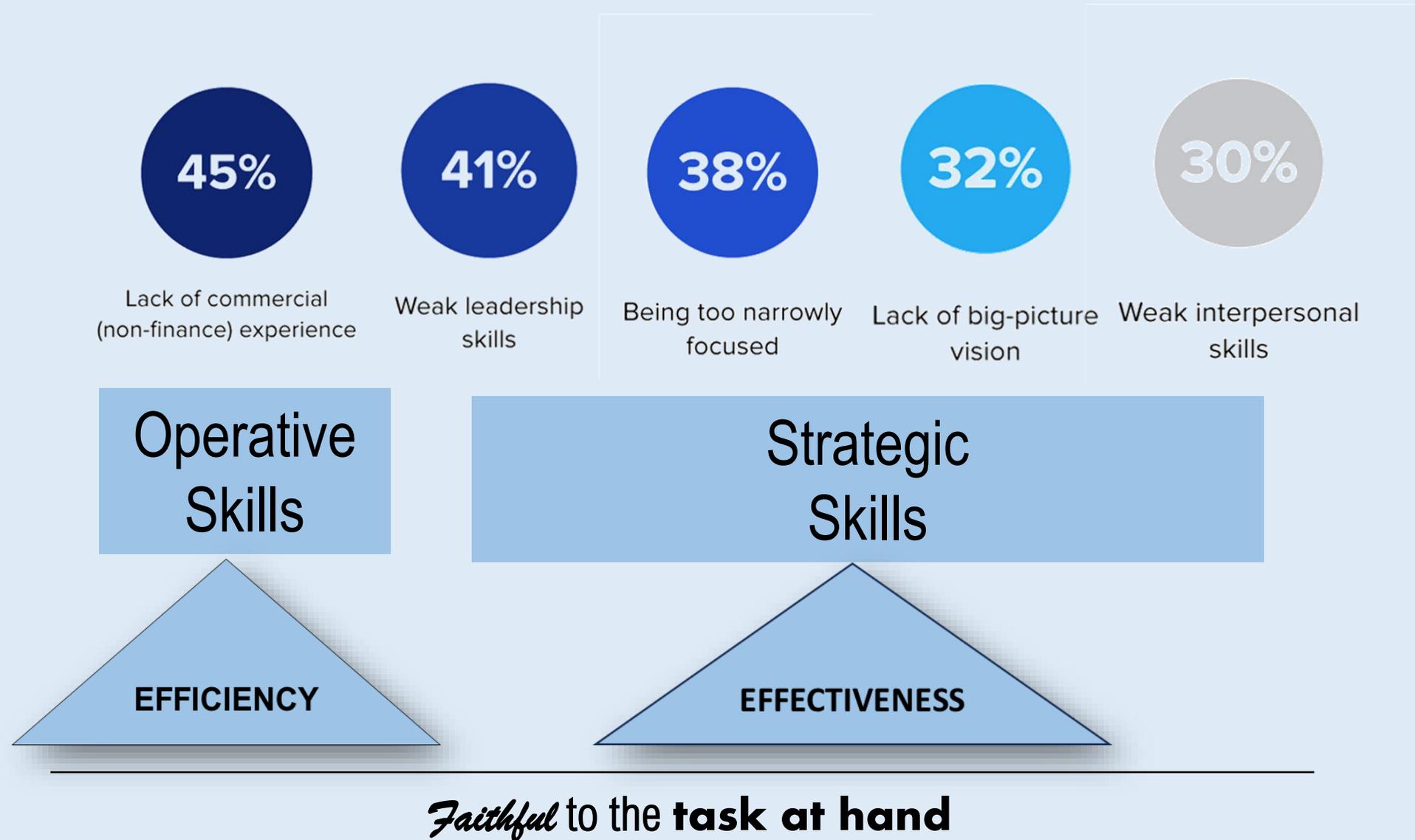
Weak interpersonal  
skills

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## Top concerns of CEOs regarding CFOs skillset



## Top concerns of CEOs regarding CFOs skillset



Operative Skills

Strategic Skills

Strategic functions impacting the behavior of the Financial System

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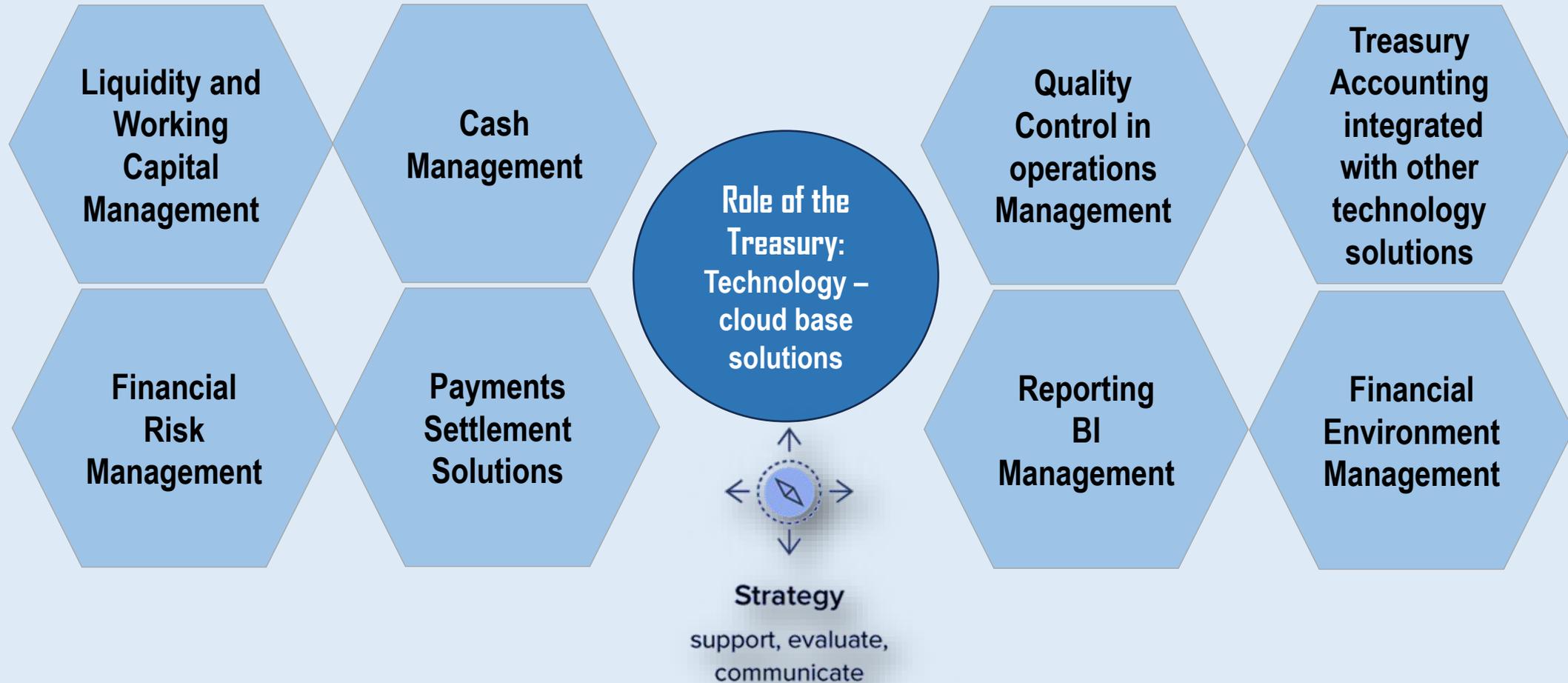
# Main Strategic Functions of the Treasury



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# Rol of the Treasury : Technology – cloud base solutions



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# The challenge for the CFO - Automation and Technology Are Critical

1. Technology will play an increasingly important role for the CFO, but its effectiveness depends on the accuracy, availability, and consistency of data, and on robust, integrated technology infrastructure.
2. Access to timely, accurate data is a key enabler to finance productivity and decision support.
3. Automated reporting and analytics allow more time to be dedicated to forecasting and predictive analysis.
4. In IAD territory , many entities are still struggling to put these foundations in place.
5. To succeed, CFOs will have to be champions and stewards of digital technology.
6. CFOs must adapt to new technology and be at the forefront of technology – cloud base solutions in real time.
7. A common mistake I have observed in large scale technology solutions implementations is that the project does not get resourced with the right skills.

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# Managing Treasury Functions in the SDA Church Organizations explained through the parts that make up the Financial System



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**Operating System**

**Operating Action Guidelines of the Financial System**

Accounting  
Manual

Set of Financial  
Regulations on which  
Internal Control Policies  
are Based

Culture of ongoing  
training of personnel in  
the field of finances and  
accounting

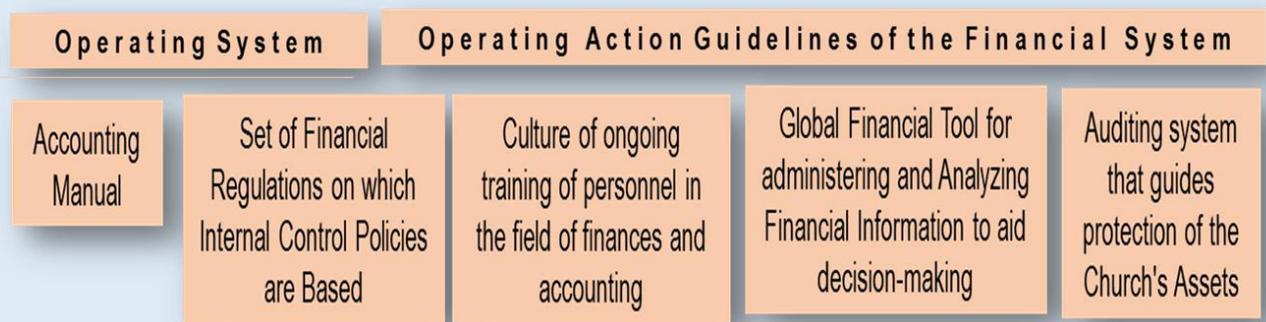
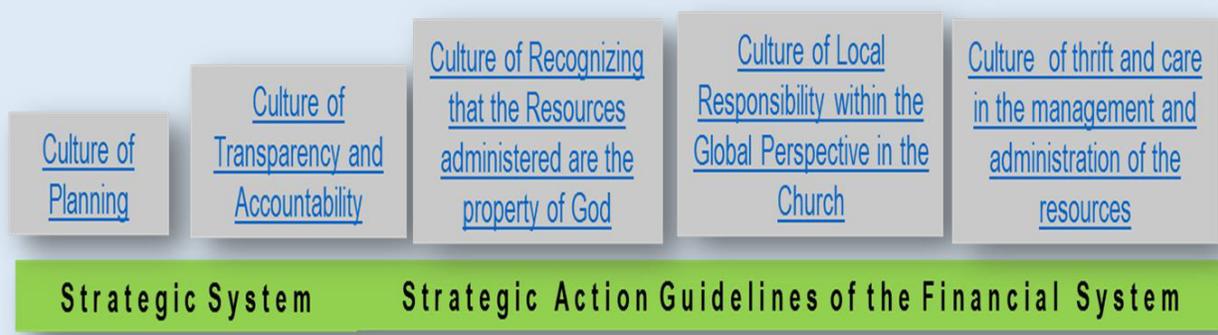
Global Financial Tool for  
administering and Analyzing  
Financial Information to aid  
decision-making

Auditing system  
that guides  
protection of the  
Church's Assets

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