

Level of Impact

Medium Impact

Job Expectations within the next 3 years

Critical Work Functions	Today	Within 3 Years
Manage treasury strategies	<ul style="list-style-type: none"> Establish the organisation's cash management strategies and KPIs in alignment with business development strategies Lead collaboration with internal functions for treasury related initiatives 	<ul style="list-style-type: none"> Establish cash management strategies that integrate liquidity risk management, credit, currency fluctuations and interest rate changes. Develop targets and KPIs in alignment with business development strategies [AUGMENTED] Drive the use of ERP solutions and data analytics to ensure accurate, actionable and real-time information is provided to internal stakeholders Drive tactical, operational and strategic decision-making, in collaboration with internal functions, for treasury related initiatives [AUGMENTED] Drive collaboration with internal stakeholders to direct small-scale, short-term treasury pilot programmes, such as the introduction of new technology in the treasury function
Manage organisation's financial holdings	<ul style="list-style-type: none"> Oversee the organisation's bank accounts and trade lines to ensure steady growth, efficient use of the organisation's cash, sufficient capital and increase in liquidity Drive the review of settlements of any financial instrument the organisation uses Direct compliance with treasury regulations and guidelines Lead interactions and relationship building with financial institutions to support financing needs and other treasury operations 	<ul style="list-style-type: none"> Oversee the organisation's financial position and trade lines to ensure steady growth, efficient use of the organisation's cash, sufficient capital and increase in liquidity Build an understanding of different financial risks and local regulatory requirements to develop treasury guidelines Collaborate with financial institutions to support treasury operations [AUGMENTED] Collaborate with functional leaders like the Head of Trade Finance to build relationships with financial institutions. Institutionalise technological changes incorporated by banks, such as STP [AUGMENTED] Strategise with financial institutions regarding financial solutions, such as green financing solutions
Oversee analysis of treasury holdings	<ul style="list-style-type: none"> Lead strategies for cash forecasting, investing of excess cash, inter-organisational cash settlements, and hedging of forex, commodities and/or interest rates to mitigate financial exposures and risks Oversee financial reporting to ensure accurate insights into financial positions to alleviate liquidity issues and take advantage of potential revenue opportunities Formulate appropriate actions after analysing the organisation's financial position 	<ul style="list-style-type: none"> [AUGMENTED] Strategise the deployment of solutions like data analytics to enhance cash forecasting, ensure sufficient capital for business operations, oversee hedging decisions to mitigate risks and maximise returns on excess cash [AUGMENTED] Drive the introduction of technology platforms like TMS to streamline and automate manual processes and obtain a transparent and panoramic view of treasury-related activities. Utilise accurate and timely information for better cash forecasting, banking control and balanced positions [AUGMENTED] Drive the usage of ERP to effectively perform payments, cash reconciliation and cash accounting, prompting insights on liquidity status to assess positions accurately and make informed business decisions Recommend optimal funding options like cash pooling to mobilise cash across businesses, maximising internal sources of funds and improving control of the organisation's cash

Job Expectations within the next 3 years

Critical Work Functions	Today	Within 3 Years
Drive collaboration of human resource, technology and finance initiatives	<ul style="list-style-type: none"> Oversee department's financial budgeting process and budget utilisation Strategise department's talent attraction, development and retention efforts Drive corporate governance measures Lead the use of technology for process improvement and innovation 	<ul style="list-style-type: none"> Strategise the deployment of solutions like data analytics and BI applications to improve processes, conduct resource planning and enhance the budgeting process Ensure interoperability between existing and new systems and software applications in an organisation, allowing for effective and accurate data exchange and communication, information sharing and easy execution of activities Develop strategies to deliver work effectively through job redesign and reskilling/upskilling strategies Drive progressive and inclusive corporate governance measures. Drive initiatives to uphold the organisation's ESG guidelines

Job Adjacency

WITHIN WHOLESALE TRADE			OUTSIDE WHOLESALE TRADE		
Head of Innovation	Head of Risk Management	Head of Strategy	Head of Corporate Strategy	Head of Risk Management	Lead Portfolio Manager

SKILL DIFFERENTIATORS

Roles Specific

SKILL	DESCRIPTIONS
Counterparty Risk Management	Lead the development of new risk criteria and mitigation approaches to manage risk considering evolving macroeconomic factors.
Pilot Programme Management	Conceptualise relevant pilot programmes and evaluate the effectiveness of small-scale experiments prior to full-scale deployment of projects.
Scenario Modelling	Evaluate plausible scenario modelling outcomes and their impact on business outcomes to make trade-offs about the future course of action.
Structured Financing	Drive the adoption of innovative structured financing instruments while enhancing credit risk management

IN THE NEXT
3-5 YEARS...

The role will be expected to drive the use of technologies to enable appropriate cash and liquidity management. In the future, the role will be heavily involved in strategising technology initiatives to automate treasury operations and portfolio management. This role will collaborate closely with the regulatory and risk management teams to ensure that internal processes can keep up with the developments in risk management and the regulatory environment. The role will continue to work closely with external professionals from banks, law firms and tax and accounting firms to ensure effective control of risks associated with investments. Moreover, this role will be expected to advise internal stakeholders on ESG requirements as green initiatives are likely to accelerate and as governing monetary authorities are developing grant schemes to support green and sustainability-linked investments.

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