



HOW TO BUILD AN ELITE TREASURY CONSULTING TEAM

CREATE EXCELLENCE IN TREASURY CONSULTING



TEAM MISSION AND VISION

To build an elite team, a mission and a clear vision are both required that sets the direction and inspires

Team Mission

To provide best-in-class treasury solutions using agility, meticulousness, and resilience, to dominate the market space.

Team Vision

To be the go-to treasury consulting team for businesses seeking innovative, reliable, and transformative treasury strategies.

To be 'known' in the market; i.e. to be the first and only treasury team that comes to the mind of executives when they have a problem.

Selling services will no longer be just about knowledge, 50 PowerPoint slides, or expertise that clients may get from AI or smaller and cheaper consultancies. There will need to be something different to beat the competition: A willingness to go further than competitors; resilience; common sense; building trust and reliability; the readiness to operate whatever the time, place, the circumstances; critical thinking, and offering simple solutions to complex problems, ultimately delivering significant value.



WHAT WE MEAN BY 'ELITE'

A dedicated rapid reaction force: highly capable, dependable, and ready to tackle the most complex treasury challenges, at any time, with no glory or reward

- A culture that values dedication, perseverance, and a commitment to excellence
- Industry leading standards of expertise, professionalism, and accountability
- Available 24/7. If needed in Vienna at 2am on a Sunday morning, we go!
- A "one-team" and "all-in" mentality: no client challenge feels too large or overwhelming. Will go above and beyond to meet deadlines and objectives

Personality traits:

- Motivated by a desire to contribute to something meaningful, driving significant outcomes, and thrives on overcoming difficult obstacles and achieving what others may consider impossible. Professional growth is pursued relentlessly
- Has an inner drive from a personal sense of purpose and need for excellence, with a proactive mindset

Example uses:

- Messy, complex situations that need discipline, control, and leadership
- Global projects that are failing and needing special attention



TEAM CORE VALUES

Core values are ethics or ideals that help guide the team

- **Resilience:** Adapt and thrive under pressure. Prioritise and execute, even when under severe stress.
- **Excellence:** Continuously improving, taking responsibility, and managing risk; delivering superior results.
- **Teamwork:** Collaborate and build mutual trust. Take ownership and cover for each other.
- **Integrity:** Honesty, transparency, and ethics in every action. Do the right thing, even when no-one is watching.
- **Courage:** Knowing what is right and having the bravery to do it.
- **Discipline:** Doing things properly and setting a good example.
- **Loyalty:** A personal commitment to the team earned through professionalism, humility, and integrity.



INSTIL A HIGH-PERFORMANCE CULTURE

Adoption of a high-performing culture is crucial to achieving the mission

- **Accountability:** Establish clear goals with performance reviews conducted regularly.
- **Empowerment:** Grant autonomy operating a decentralised command structure to foster ownership and responsibility.
- **Recognition:** Celebrate achievements to encourage morale and commitment.
- **Best Practices:** Develop a reference repository of successful case studies, resources, and solutions.
- **Key Action:** Cultivate a "fail-forward" mindset, learning from challenges and setbacks without blame.
- **Key Action:** Regularly evaluate and update resources to ensure the team operates at the cutting edge of industry standards.



RECRUIT, TRAIN, AND DEVELOP

Need the right team, with the right strategy, to win

Recruitment

- **Target Profiles:** Exceptional expertise in treasury, risk, and corporate finance; perseverance and adaptability.
- **Selection Process:** Use CVs, background, personal desires, case studies, simulations, and high-pressure tasks.
- **Diversity:** Foster creativity with varied experiences and perspectives.
- **Key Action:** Actively seek and utilise candidates that have a proven ability to handle ambiguity and pressure, as well as strong communication and relationship building skills.

Training and Development

- **Intensive Onboarding:** Combine technical training with leadership workshops to ensure alignment with team goals.
- **Simulations:** Implement real-world high-stakes scenarios to sharpen problem-solving skills and resilience.
- **Continuous Learning:** Regular training updates to keep up with industry changes and ensure mastery.
- **Mentorship:** Pair junior consultants with experienced leaders to foster growth and knowledge sharing.



NETWORK, BUILD THE BRAND, AND MEASURE SUCCESS

Build internal and external relationships, based on trust and reliability

- **Network:** Cultivate relationships both with internal teams and external businesses, as well as thought leaders in treasury, finance, and risk.
- **Brand:** Enhance visibility through research articles, webinars, and conference participation.
- **Key Action:** Position the team as thought leaders by consistently contributing to industry discussions and publications, including ACT events, industry magazines, and LinkedIn activity.

Measuring Success

- **KPIs:** Evaluate client satisfaction, the success rate of implemented solutions, and impact delivered.
- **Utilise feedback Loops:** Conduct regular reviews and feedback sessions to identify areas for improvement.
- **Key Action:** Use regular meetings and discussions to share information and ensure continuous improvement.



LEADERSHIP

A mentor, guide, and sponsor are critical to the team's success

- **Lead by Example:** Demonstrate resilience, dedication, and a commitment to excellence in every action. Take full ownership but also allow for 'decentralised command' (i.e. empower team members to take initiative and ownership of projects).
- **Transparency:** Maintain open and honest communication to build trust and encourage collaboration. Leaders tell the truth, with humility.
- **Support:** Actively mentor and guide team members to foster growth and innovation.
- **Cultural Trait:** Promote a "service-first" mindset, ensuring the team serves clients' best interests.



VALUE PROPOSITION AND KEY DIFFERENTIATORS

To be successful the elite treasury team will need to truly stand out in the marketplace

- **Value Proposition:**

- Rapid reaction team, able to be anywhere at any time, day or night, Mon to Sun, 24/7
- Highly experienced team with complementary strengths. Use personal stories of team if relevant to the client
- Deep expertise; able to offer custom-tailored, client-first strategies
- Operational excellence: seamless execution using tech, new risk frameworks, with minimal disruption to clients' operations

- **Key Differentiators:**

- Business partners who transform treasury from a back-office cost function to a strategic enabler of business growth
- Solve complex problems no one else can
- Specialised expertise in high stakes and complex scenarios; no standard or generic solutions
- Disciplined and results driven; elite and resilience-focused team culture, able to operate under high pressure
- Integrate into client's team as an extension of their workforce
- Trust and long-term relationships are key
- Track record of high-performance projects completed

PRINCIPLES OF SALES*

Businesses grow or they die; there is no middle ground

For this plan to be successful, **create proposals so good that clients feel stupid saying no!**

- The two main problems for consulting businesses are
 - Not enough clients
 - Not enough profit
- By slashing prices to win more clients, you work more for less profit. This becomes a race to the bottom. Instead, differentiate your service offering from the marketplace. This means you can sell on value and not on price, thus enabling you to go into the market with an offer that can't be easily compared to other's offers based purely on price.
- For example, add in some 'bonus elements' to the offer, with no additional fee attached:
 - Provide best practices from the other businesses like yours that we have worked on
 - Treasury coaching for your staff during the project
 - Expert advice, post project, provided 24/7

** Reference: \$100m Offers by Alex Hormozi*

PRINCIPLES OF SALES





“Charge as high a price as you can say out loud without cracking a smile”

- Client target profile: **sell to the starving.** Companies starving for growth also have the ambition to beat their competition. They must also be experiencing pain, which you can then fix. Appeal to their emotions
- If the offer is strong, persuasion skills will **not** be needed. Make the offer a no-brainer to the starving.
- **Lean into the niche.** You need to be able to say: *“we solve this type of problem, for this specific type of company/person, in this unique counter-intuitive way that reverses their deepest fears.”* Work out the client’s issues, bucket them into categories, create the product/service, and sell.
- Do **not** appeal to everybody with the same service; it will become too bland otherwise. You will become a **generalist**, and do what everyone else can already do. This reduces market prices. You need to offer something slightly different.
- Competing on price is a losing battle. You can only go down to £0, but you can go infinitely higher in the other direction. As Dan Kennedy said, *“There is no strategic benefit to being the second cheapest in the marketplace, but there is for being the most expensive.”*

THE PERFECT PROPOSAL

You can win every time, if you get the proposal right every time

Four key components to creating a **perfect** proposal and creates value for the firm:

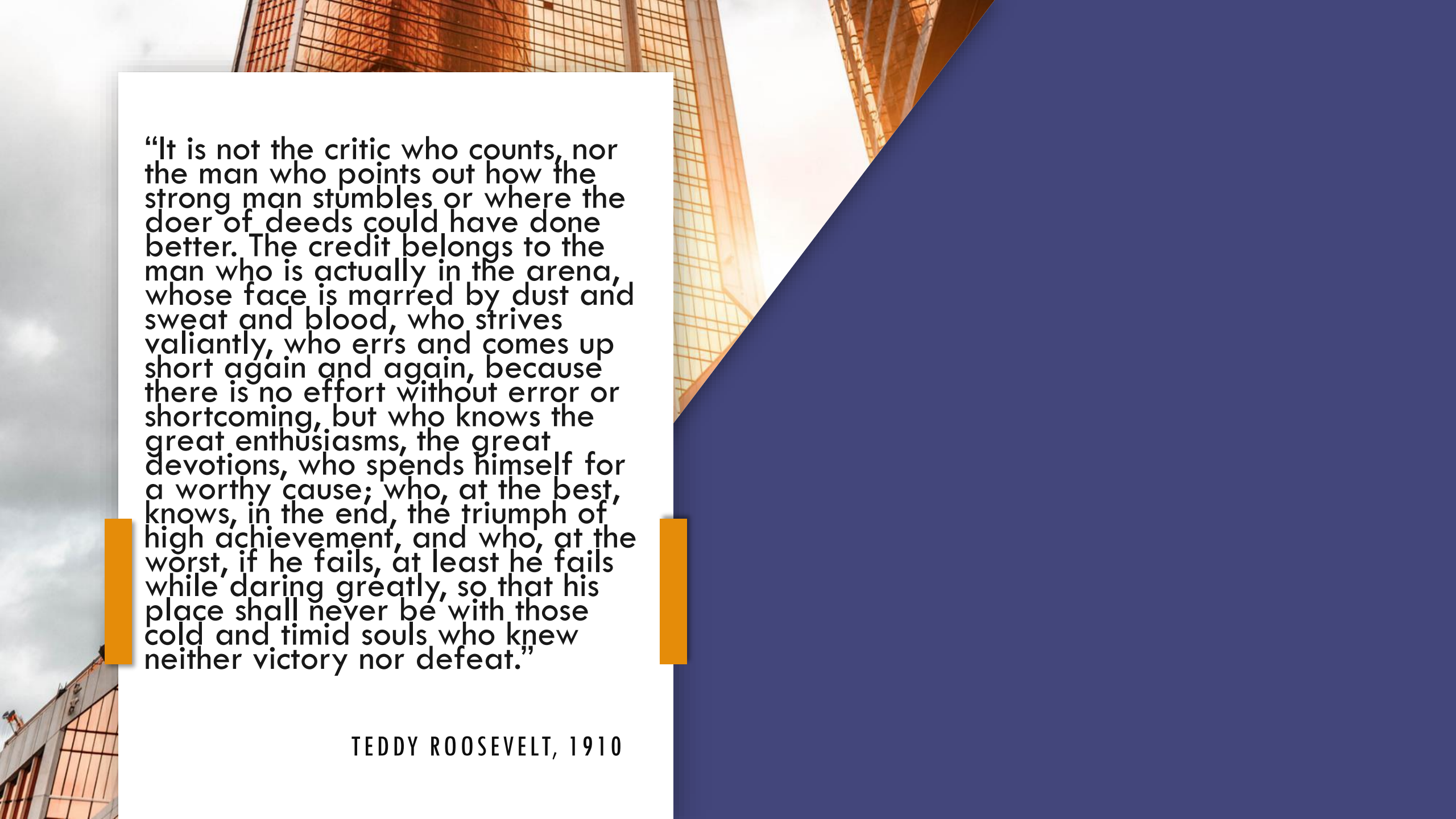
1. Dream outcome for your client 
 2. Perceived likelihood of achieving this dream outcome 
 3. Time delay in achieving the dream outcome 
 4. Effort and sacrifice, on your client's side, to achieving the dream outcome 
- The goal is to to channel existing market desire through your proposal. The dream outcome is the feeling that the client already has in their mind: the gap between their current reality and their dream. The goal of your proposal is to depict that dream back to the client, so they feel understood, and for you to explain how to get them there.
 - Decrease the difficulty of achieving their dream outcome. This will massively boost the appeal of your offer.
 - Create emotional wins, fast! The client then trusts you immediately.
 - Often, the logical solutions fail. A psychological solution needs to be thought of, i.e. how do we create and communicate psychological solutions to our prospects? For example, frame the benefits in terms of status gained from the viewpoint of the client's peers.



STEPS TO CREATE THE PERFECT PROPOSAL

The key to success in selling is for you to start a little earlier, work a little harder, and stay a little later.

1. Identify your client's dream outcome.
2. Write down all the problems, struggles and limiting thoughts your client has in achieving this dream outcome.
3. Think about what happens before and after the client uses your service. What's the next thing they might need help with? Be as detailed as possible. These will form their objections, both real and perceived. By identifying these, you'll create a more valuable and compelling offer, as you'll answer their next problem before they have the chance to raise it.
4. Analyse your past failed proposals: why did people decline your offer? Start here for listing the problems in 3 above.
5. Turn those identified problems into solutions by thinking, "What would I need to show someone to solve this problem?" Then reverse each element of the obstacle into solution-oriented language. Simply adding "how to" then reversing the problem will be a great place to start.
6. Consider making a proposal more attractive by changing the name.
7. Finally, don't discount. Instead, add bonus elements.



“It is not the critic who counts, nor the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself for a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat.”

TEDDY ROOSEVELT, 1910