



Real-Time 100% Cash Visibility Optimizes Financial Health

Industry: Manufacturing

Geographies: Global

Challenges:

- Cash Visibility
- Manual and Siloed Processes
- Fragmented Forecasting

Solution:

- Coupa Treasury

Results:

- 100% Global Cash Visibility
- Centralized Cash Management Within Seven Months
- Faster, More Accurate Forecasting
- Global Debt Reduction
- Greater Return on Investment in Existing Treasury Technology

Velcro Companies owns a significant number of patents worldwide and is most well-known for its VELCRO® brand hook and loop fasteners featured in products around the world, including a wide range of consumer, footwear and apparel, industrial, medical, personal care, and transportation applications. With subsidiaries located around the globe, each with their own locally managed bank accounts, Velcro Companies' Corporate Treasury team sought to improve visibility and control of cash globally.

The Tipping Point: Centralization Drives the Need for Increased Visibility

Despite the initial implementation of a treasury management system (TMS) at Velcro Companies in 2018, the company wasn't realizing its full benefits. When the Treasury function expanded and became more centralized, it became evident that Velcro Companies needed to broaden use of the system. Local entities had not fully adopted the TMS and continued to provide Corporate Treasury with banking data manually. As a result, the Corporate Treasury team realized it was time to increase visibility and control over cash globally.

The Challenge: Fully Digitize and Globalize Treasury Operations

Under the leadership of Marielle Bonani, Senior Treasury Manager, Velcro Companies committed to extracting greater value from its Coupa TMS. Marielle knew she had to engage with local entities to drive awareness around the importance of centralized Treasury Management and communicate the need for every user to work with the same system. To solidify the global reach of this buy-in initiative, Marielle collaborated with her regional Treasury partners. Assisted by these valuable partners, Marielle was able to leverage their coordination efforts to use the Coupa TMS to the fullest extent.

“Using Coupa Treasury, we were able to pay down debt during the COVID-19 pandemic.”

— **Marielle Bonani,**
Senior Treasury Manager,
Velcro USA Inc.

Stakeholders quickly understood that Velcro Companies needed 100% cash visibility on a global scale. This would enable the Corporate Treasury team to report to the executive team real-time cash and liquidity data to support the operational needs of the company. To achieve that goal, Marielle and her team agreed on a two-pronged strategy:

- Centralize cash management
- Implement global cash forecasting

Turning Centralized Cash Management into a Single Source of Truth

With the technology behind centralized cash management already in place, Marielle focused her initial efforts on change management. She and her team engaged users across all regions, securing buy-in from Finance and setting up training sessions.

Within seven months, Velcro Companies achieved enhanced cash management capabilities, driving a more efficient use of cash. The Coupa TMS provided Corporate Treasury 100% cash visibility, which enabled them to set target balances for each location, allowing the redeployment of cash to the appropriate entities. This was instrumental in improving cash management, while navigating the uncertainties of the global pandemic.

Marielle and her team were able to drive transformation with Coupa Treasury by:

- making it easy for users to consistently populate cash flows through the system
- automating processes to manage MT940 statements
- facilitating the connection to the financial messaging network to automatically supply the Corporate Treasury team with detailed cash flows

To reinforce the practice of a single source of truth, Velcro Companies mandated that all banks needed to report into the Coupa TMS.

Making Better Decisions with a Global Cash Forecast

To achieve 100% global cash visibility and adjust cash positioning, investments and borrowing where needed, treasurers also create a clear, data-driven projection of the company's future financial position. Using the Coupa TMS, Velcro Companies implemented a weekly bottom-up cash forecasting process for each region to provide forward-looking cash and liquidity reports.

Wherever they're located, users quickly and easily access the same real-time data sets to draw up mandatory weekly forecasts for the 13-week cash cycle. Automation has eliminated many tedious, manual processes and spreadsheets. Armed with transparent, comprehensive information, the Corporate Treasury team now experiences greater:

- **Accuracy:** Decision-makers have greater confidence in reports and analyses based on consistent, high-quality data imported automatically.
- **Value-Add:** Time spent on gathering and compiling data has shifted to analysis and strategic decision support.
- **Agility:** Rapid forecasting at a moment's notice helps Velcro Companies navigate sudden changes in the market.
- **Collaboration:** Thanks to improved reporting, Corporate Treasury solidified its reputation as a trusted, responsive business partner.

Velcro Companies' Path Forward

For Velcro Companies, 100% cash visibility on a global scale is a significant achievement. It's also an excellent lighthouse project for the company, exemplifying the additional value that a cloud-based TMS delivers for complex, global organizations.

Based on the success of this transformation, the Velcro Companies' Corporate Treasury team now plans to expand the use of the Coupa TMS to:

- Increase control and further drive centralization by automating payments
- Accelerate workflows by automating bank reconciliation
- Advance cash management using cash pooling and intercompany netting



“ Coupa Treasury has provided Velcro Companies with 100% visibility and control of cash 24/7 – at a critical time during the COVID-19 pandemic. ”

— **Marielle Bonani,**
Senior Treasury Manager,
Velcro USA Inc.

Find out more about
Coupa Treasury