



## Treasury Strategies' Canadian Executive Roundtable: Key Insights

As a senior transaction banking leader, **you look to keep abreast of market trends, environmental disruptors, and strategic growth opportunities** to enhance your business.

Recently, **Treasury Strategies gathered ten of the most prominent Canadian transaction banking executives** in a single room to brainstorm the 2015 challenges and opportunities in our industry:

- The impact of Basel III and the impending rising rate environment
- The impact of disruptive new market entrants
- Breakout opportunities for growth

### Key insights from our discussion

#### Basel III

- Intensified need for clear relationship profitability measures
- Tighter coordination required between Treasury and line of business regarding economics/balance sheet capacity
- Need to upgrade sales model/competencies around sale of deposits and liquidity
- To respond to macroeconomic and competitive changes, banks must have robust business models to change course rapidly
- Basel III will demand tighter coordination between fee and rate propositions

#### Disruptive Market Entrants

- The market is splitting multinationally, increasingly dominated by global banks and Canadian regional banks
- The retail and small business space is innovating rapidly, driven by new distribution/service models and the marketing value of payment information
- B2B commerce networks are exploding; non-bank providers are connecting buyers and sellers to these networks which disintermediate banks from cross-border flows and FX
- Banks have opportunity to partner, co-opt or acquire non-bank disruptors



## Growth Opportunities

- Basel III pressures increase the relative value and importance of transaction banking
- Basel III may lead banks to restructure or exit some segments, or lead some banks to enter new, fee and deposit-rich segments
- Lenders often have deep vertical expertise; Treasury Management teams have an opportunity to develop similar expertise in their sales teams, which requires focus on working capital and liquidity propositions and training

We hope that our roundtable provided you a **unique opportunity** to discuss top-of-mind topics with your peers, discuss **distinctive strategies** to address your challenges, and offer you a **new way of thinking** about your business.

Please feel free to reach out to [Dave](#) or [Marika](#) with any questions or thoughts related to your 2015 strategy and preparation for budget season this fall.

We appreciate our continued relationship with you and your institution and look forward to many more meaningful events.

Warm regards,

**David C. Robertson**  
Partner

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Principal

