



This presentation was originally given by:

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Executive Briefing: Enterprise Risk Management

AnalyticResults
Strengthening Financial Performance



www.analyticresults.com

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Discussion Outline



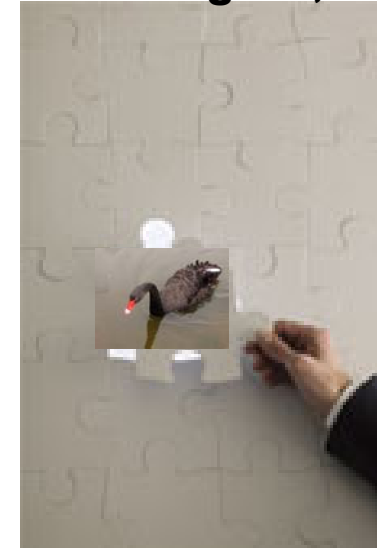
- **Ah...Risk.....**
- **Who's Doing What...& Why**
- **The ERM Framework**
- **Some Common Sense for the Executive**
- **Some Costs & Case Studies**
- **Summary**



**Does the Risk Puzzle have all the pieces
and/or....
Is the picture side up?**



**Is this the piece you
are looking for, Joe?**

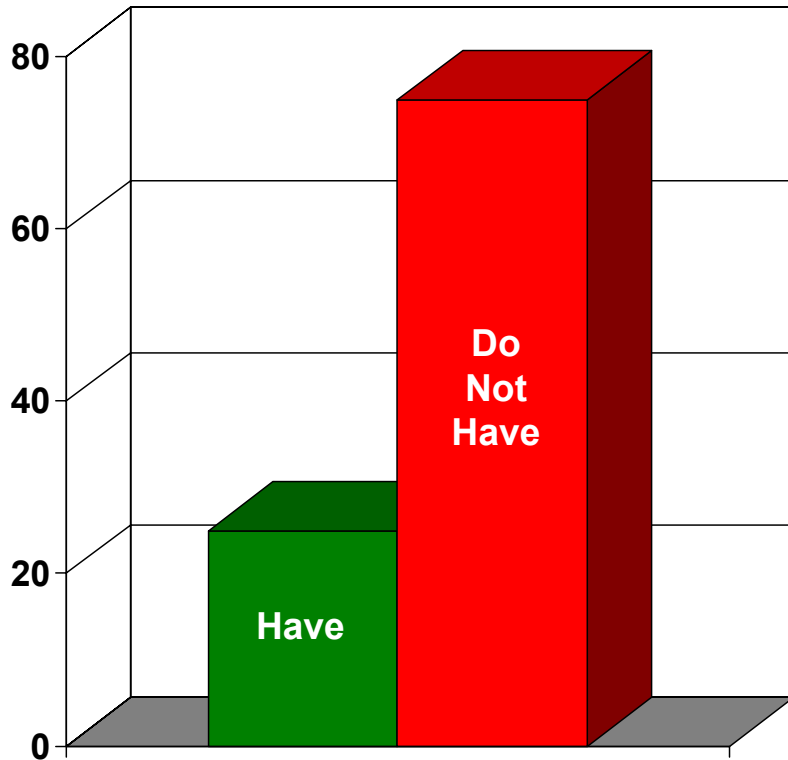


Initial Ways Risk Management is approached....

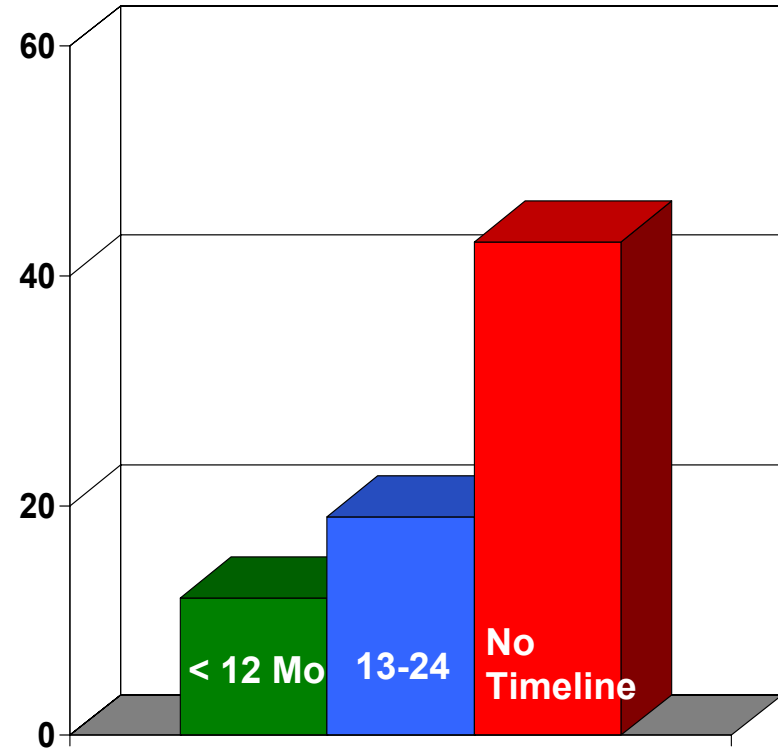
Hazard Risks		Operational Risks	
Workers Compensation	Product Liability	HIPPA Compliance	Supply Chain Interruption
Property Damage	Weather Perils	Financial Reporting	Funds Transfer Controls
Terrorism	Business Interruption	Environmental Compliance	System Continuity
Theft	Others	Manufacturing Quality Control	Others
Strategic Risks		Financial Risks	
Product Obsolescence	Capital Structure	Currency Risk	Liquidity
Competitive Risk	Regulatory Environment	Commodity Risk	Debt Covenant Compliance
Industry Overcapacity	Brand Erosion	Hedging Basis Risk	Counterparty Credit Risk
Economic Cycle	Others	Interest Rate Risk	Others

ERM...Who is doing what.....

(as usual....it will eventually be a bell curve....)



Percent of Organizations with an ERM Program in Place

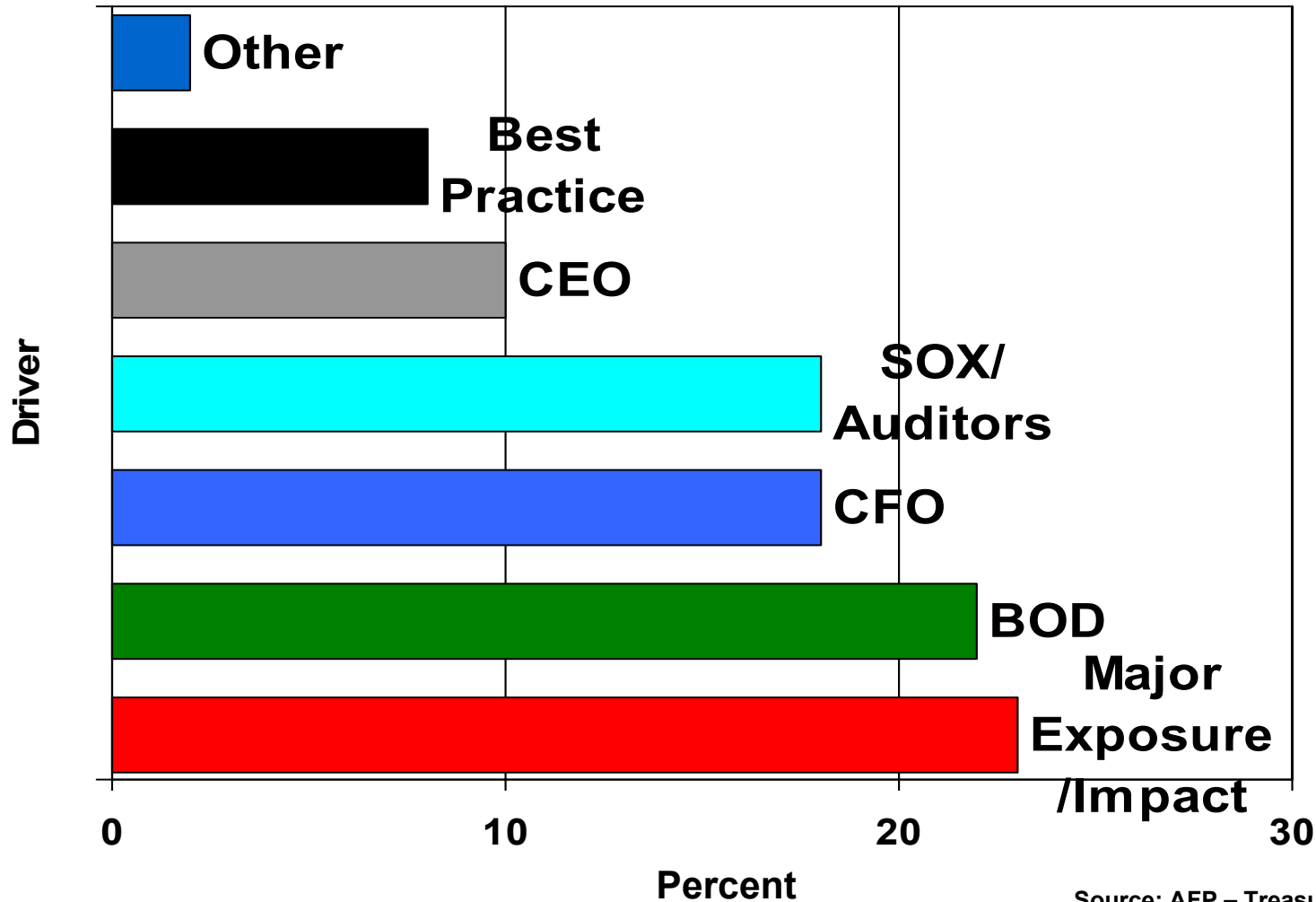


Of the 75% without an ERM Program....
Percent of Organizations Expect to Initiate....

Source: AFP – Treasury’s Role in Risk Management

ERM...Who is driving the bus?

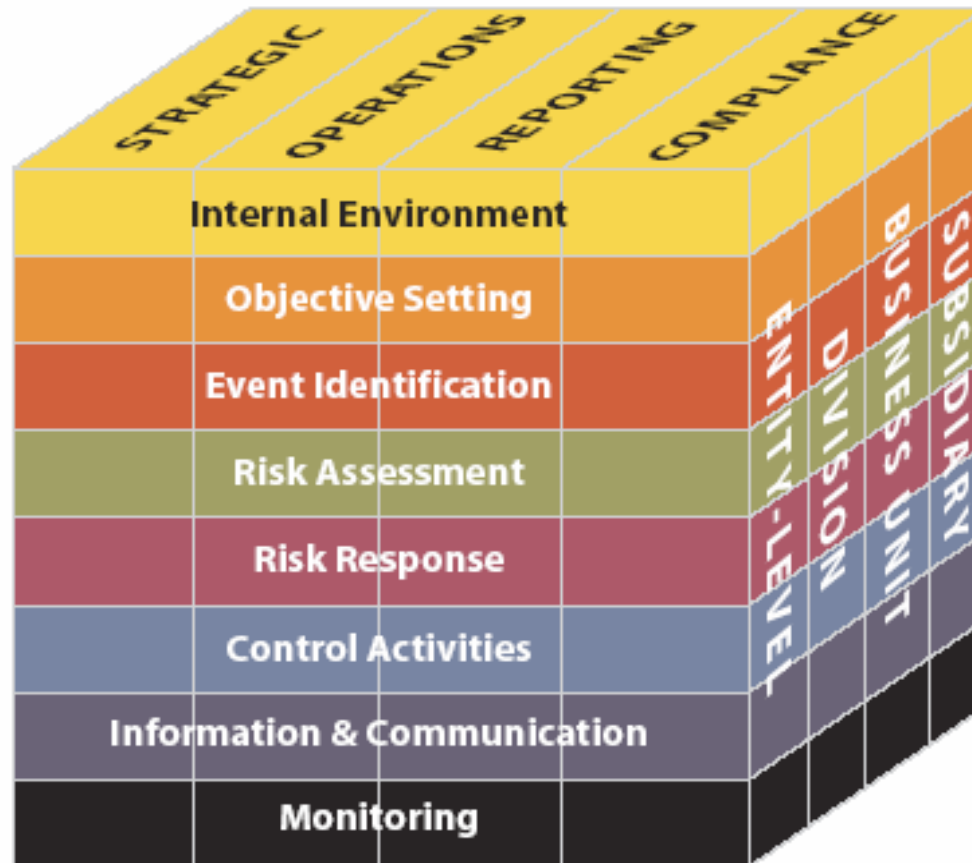
(also as usual....add up the “hierarchy/ies”)



Of the 60% who have or will initiate an ERM Program....
What is PRIMARY impetus?

Source: AFP – Treasury’s Role in Risk Management

Do you see Risk in this Framework?



If you do....the current professional thinking....based on SOX / COSO, is:

- The Sarbanes-Oxley Act of 2002 requires management and external auditors to assess and certify to the effectiveness of their internal control systems.
- COSO's "Internal Control - Integrated Framework" has been the de facto standard framework for implementing SOX at public companies.
- In September, 2004 COSO promulgated "Enterprise Risk Management - Integrated Framework" as an integral part of SOX compliance.
- COSO established ERM as the new standard because they believe that ERM:
 - Aligns risk appetite and strategy
 - Enhances risk response decisions
 - Reduces operational surprises and losses
 - Identifies and manages multiple and cross-enterprise risks
 - Seizes opportunities
 - Improves deployment of capital
- "Enterprise risk management helps ensure effective reporting and compliance with laws and regulations, and helps avoid damage to the entity's reputation and associated consequences." - COSO



Well....says COSO, these are the RM goals:

- ***Aligning risk appetite and strategy*** – Management considers the entity’s risk appetite in evaluating strategic alternatives, setting related objectives, and developing mechanisms to manage related risks.
- ***Enhancing risk response decisions*** – Enterprise risk management provides the rigor to identify and select among alternative risk responses – risk avoidance, reduction, sharing, and acceptance.
- ***Reducing operational surprises and losses*** – Entities gain enhanced capability to identify potential events and establish responses, reducing surprises and associated costs or losses.
- ***Identifying and managing multiple and cross-enterprise risks*** – Every enterprise faces a myriad of risks affecting different parts of the organization, and enterprise risk management facilitates effective response to the interrelated impacts, and integrated responses to multiple risks.
- ***Seizing opportunities*** – By considering a full range of potential events, management is positioned to identify and proactively realize opportunities.
- ***Improving deployment of capital*** – Obtaining robust risk information allows management to effectively assess overall capital needs and enhance capital allocation.

ERM Defined:

“... a process, effected by an entity's board of directors, management and other personnel, applied in a strategy setting and across the enterprise, designed to identify potential events that may affect the entity, and manage risks to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives.”

Source: COSO Enterprise Risk Management – Integrated Framework. 2004. COSO.

Why ERM Is Important

Underlying principles:

- Every entity, whether for-profit or not, exists to realize value for its stakeholders.
- Value is created, preserved, or eroded by management decisions in all activities, from setting strategy to operating the enterprise day-to-day.

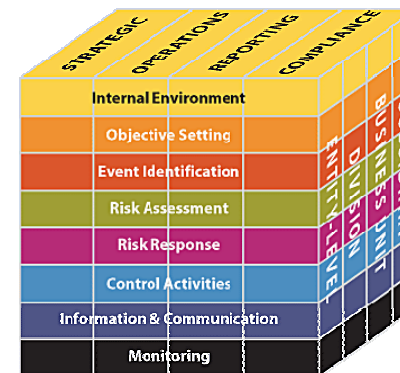
Why ERM Is Important

ERM supports value creation by enabling management to:

- Deal effectively with potential future events that create uncertainty.
- Respond in a manner that reduces the likelihood of downside outcomes and increases the upside.

Enterprise Risk Management — Integrated Framework

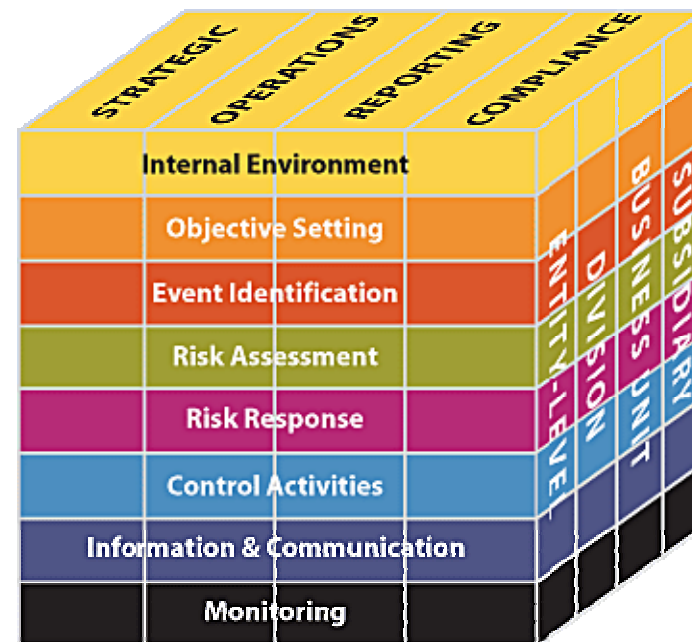
This COSO ERM framework defines essential components, suggests a common language, and provides clear direction and guidance for enterprise risk management.



The ERM Framework

Entity objectives can be viewed in the context of four categories:

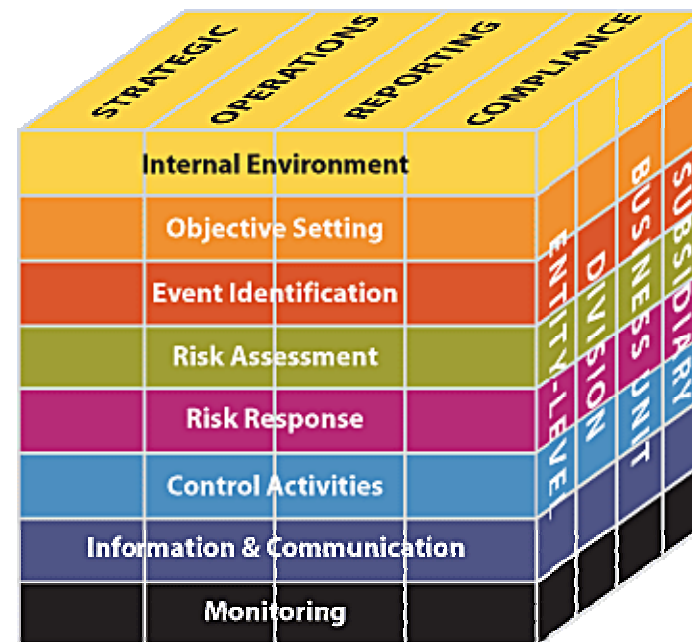
- Strategic
- Operations
- Reporting
- Compliance



The ERM Framework

ERM considers activities at all levels of the organization:

- Enterprise-level
- Subsidiary
- Division
- Business unit / processes
- Entity



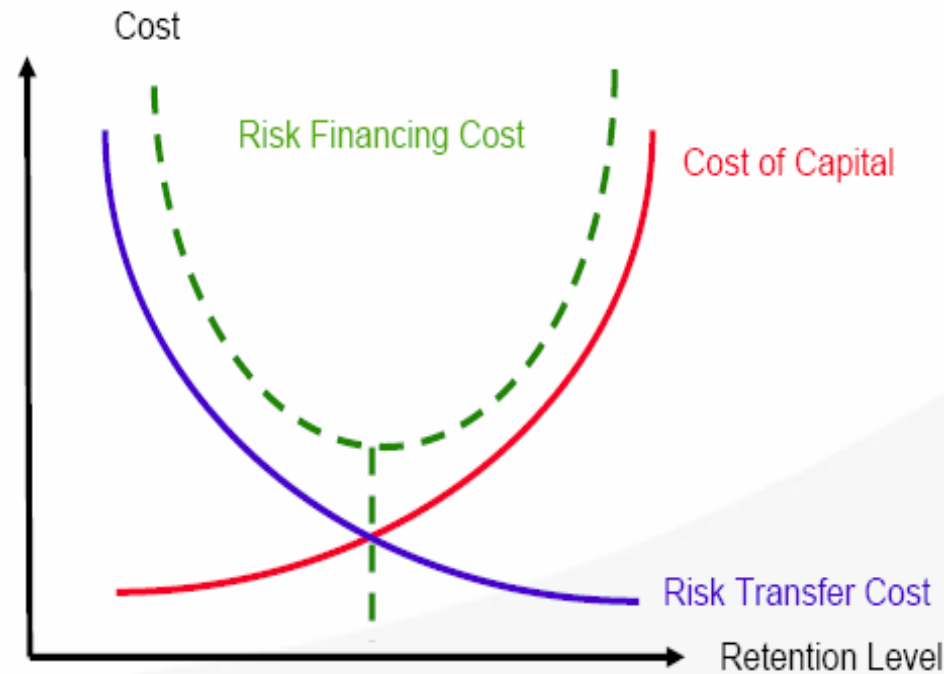
The ERM Framework

Enterprise risk management requires an entity to take a *portfolio view* of risk.



The basic tenant of Risk Management is actually risk optimization....via the financing of Risk

- ERM framework for optimizing risk retention level



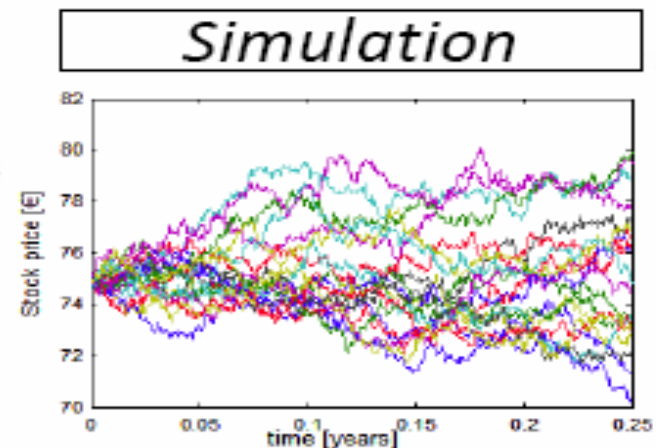
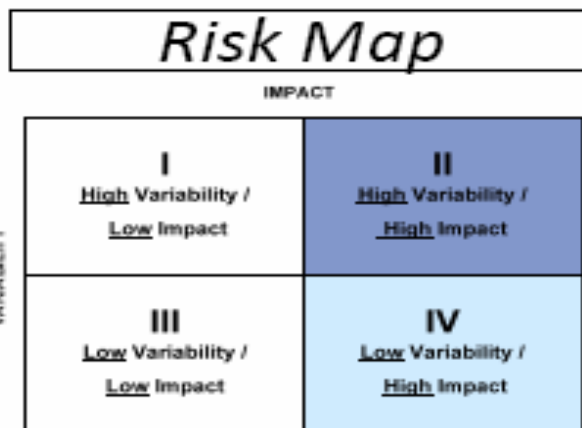
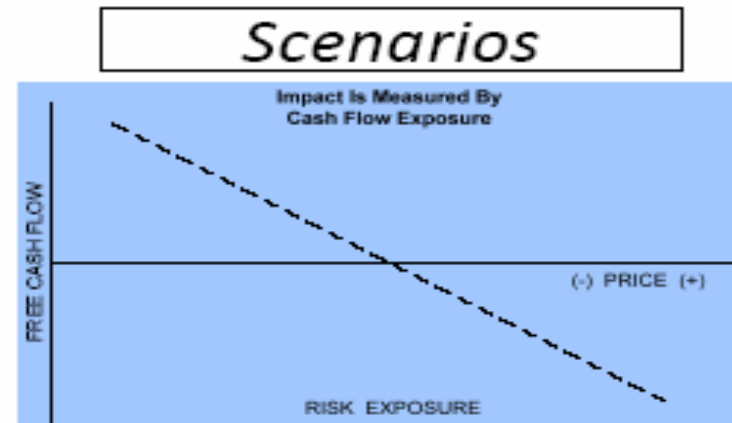
Risk Management Exposure Correlation & Decision Grid:

		Frequency			
		Nil	Slight	Moderate	Definite
Severity	Severe	Transfer	Reduce or Prevent	Reduce or Prevent	Avoid
	Significant	Retain	Transfer	Reduce or Prevent	Avoid
	Slight	Retain	Transfer	Prevent	Prevent
	Nil	Retain	Transfer	Prevent	Prevent

Note:  or  the Plan MUST be written & tested

Others present it this way:

Risk Identification

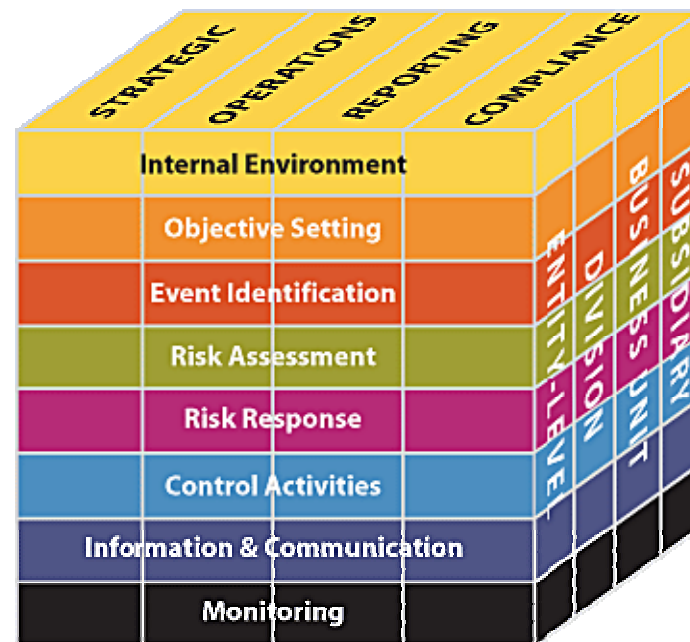


The ERM Framework

- **Management considers how individual risks interrelate.**
- **Management develops a portfolio view from two perspectives:**
 - **Business unit level**
 - **Entity level**

The ERM Framework

The eight components of the framework are interrelated ...



Internal Environment

- Establishes a philosophy regarding risk management. It recognizes that unexpected as well as expected events may occur.
- Establishes the entity's risk culture.
- Considers all other aspects of how the organization's actions may affect its risk culture.

Objective Setting

- Is applied when management considers risks strategy in the setting of objectives.
- Forms the risk appetite of the entity — a high-level view of how much risk management and the board are willing to accept.
- Risk tolerance, the acceptable level of variation around objectives, is aligned with risk appetite.

Event Identification

- Differentiates risks and opportunities.
- Events that may have a negative impact represent risks.
- Events that may have a positive impact represent natural offsets (opportunities), which management channels back to strategy setting.

Event Identification

- Involves identifying those incidents, occurring internally or externally, that could affect strategy and achievement of objectives.
- Addresses how internal and external factors combine and interact to influence the risk profile.

Risk Assessment

- Allows an entity to understand the extent to which potential events might impact objectives.
- Assesses risks from two perspectives:
 - Likelihood
 - Impact
- Is used to assess risks and is normally also used to measure the related objectives.

Risk Assessment

- Employs a combination of both qualitative and quantitative risk assessment methodologies.
- Relates time horizons to objective horizons.
- Assesses risk on both an inherent and a residual basis.

Risk Response

- Identifies and evaluates possible responses to risk.
- Evaluates options in relation to entity's risk appetite, cost vs. benefit of potential risk responses, and degree to which a response will reduce impact and/or likelihood.
- Selects and executes response based on evaluation of the portfolio of risks and responses.

Control Activities

- Policies and procedures that help ensure that the risk responses, as well as other entity directives, are carried out.
- Occur throughout the organization, at all levels and in all functions.
- Include application and general information technology controls.

Information & Communication

- Management identifies, captures, and communicates pertinent information in a form and timeframe that enables people to carry out their responsibilities.
- Communication occurs in a broader sense, flowing down, across, and up the organization.

Monitoring

Effectiveness of the other ERM components is monitored through:

- Ongoing monitoring activities.
- Separate evaluations.
- A combination of the two.

Internal Control

A strong system of internal control is essential to effective enterprise risk management.

Relationship to *Internal Control* — *Integrated Framework*

- Expands and elaborates on elements of internal control as set out in COSO's "control framework."
- Includes objective setting as a separate component. Objectives are a "prerequisite" for internal control.
- Expands the control framework's "Financial Reporting" and "Risk Assessment."

ERM Roles & Responsibilities

- Management
- The board of directors
- Risk officers
- Internal auditors

Internal Auditors

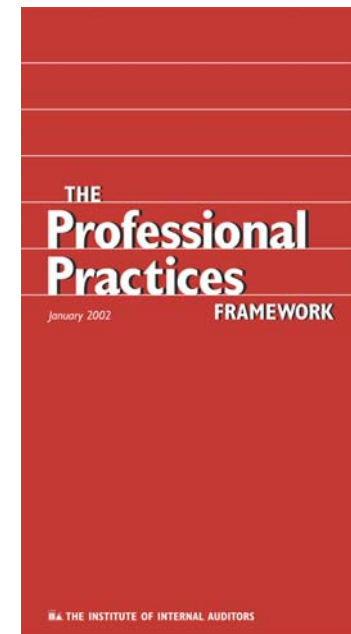
- Play an important role in monitoring ERM, but do NOT have primary responsibility for its implementation or maintenance.
- Assist management and the board or audit committee in the process by:
 - Monitoring
 - Examining
 - Recommending improvements
 - Evaluating
 - Reporting

Internal auditors can add value by:

- **Reviewing critical control systems and risk management processes.**
- **Performing an effectiveness review of management's risk assessments and the internal controls.**
- **Providing advice in the design and improvement of control systems and risk mitigation strategies. Implementing a risk-based approach to planning and executing the internal audit process.**
- **Ensuring that internal auditing's resources are directed at those areas most important to the organization.**
- **Challenging the basis of management's risk assessments and evaluating the adequacy and effectiveness of risk treatment strategies.**
- **Facilitating ERM workshops.**
- **Defining risk tolerances where none have been identified, based on internal auditing's experience, judgment, and consultation with management.**

Standards

- **2010.A1** – The internal audit activity’s plan of engagements should be based on a risk assessment, undertaken at least annually.
- **2120.A1** – Based on the results of the risk assessment, the internal audit activity should evaluate the adequacy and effectiveness of controls encompassing the organization’s governance, operations, and information systems.
- **2210.A1** – When planning the engagement, the internal auditor should identify and assess risks relevant to the activity under review. The engagement objectives should reflect the results of the risk assessment.



Key Implementation Factors

1. Organizational design of business
2. Establishing an ERM organization
3. Performing risk assessments
4. Determining overall risk appetite
5. Identifying risk responses
6. Communication of risk results
7. Monitoring
8. Oversight & periodic review by management

Organizational Design

- Strategies of the business
- Key business objectives
- Related objectives that cascade down the organization from key business objectives
- Assignment of responsibilities to organizational elements and leaders (linkage)

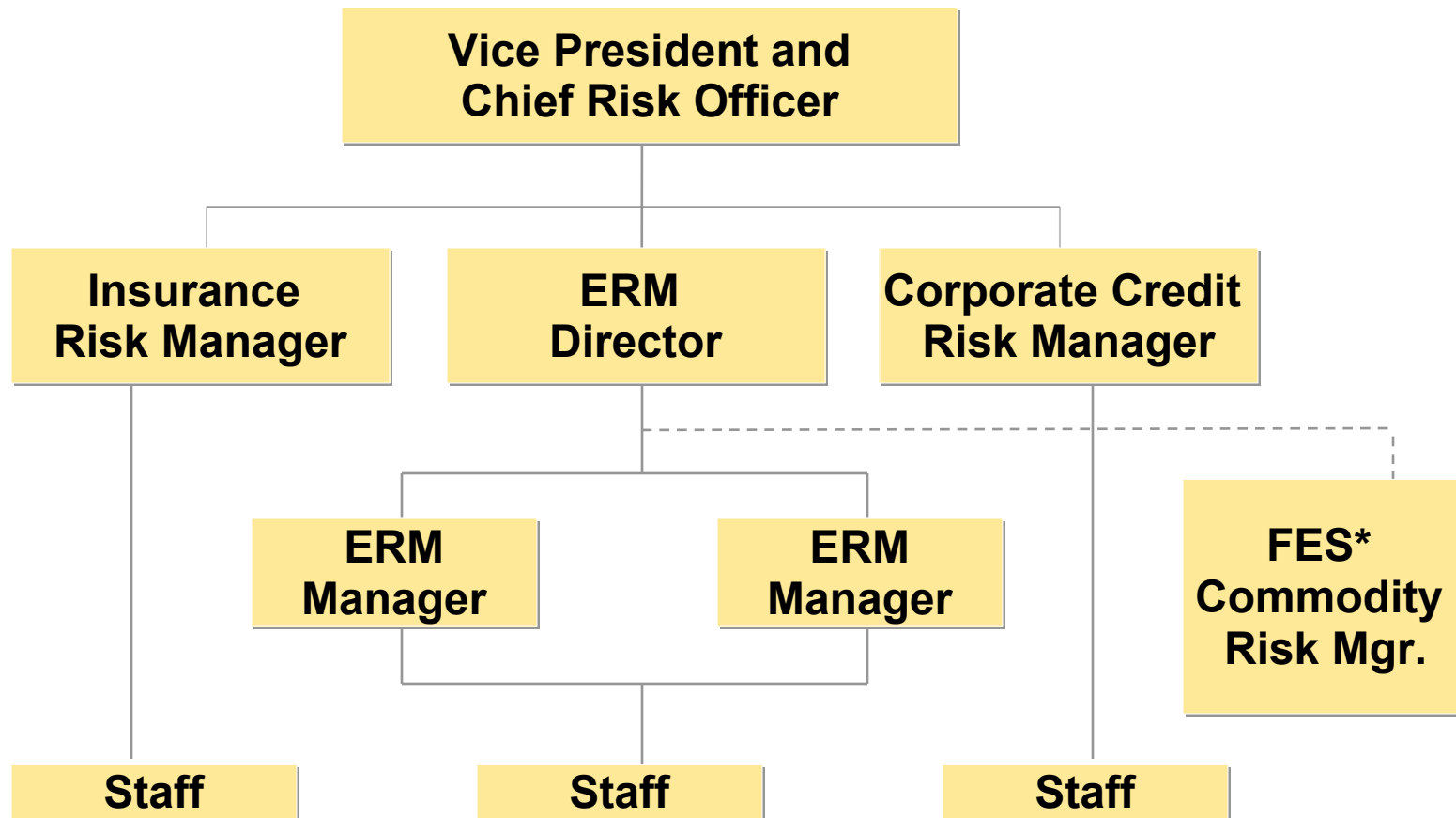
Example: Linkage

- **Mission** – To provide high-quality accessible and affordable community-based health care
- **Strategic Objective** – To be the first or second largest, full-service health care provider in mid-size metropolitan markets
- **Related Objective** – To initiate dialogue with leadership of 10 top under-performing hospitals and negotiate agreements with two this year

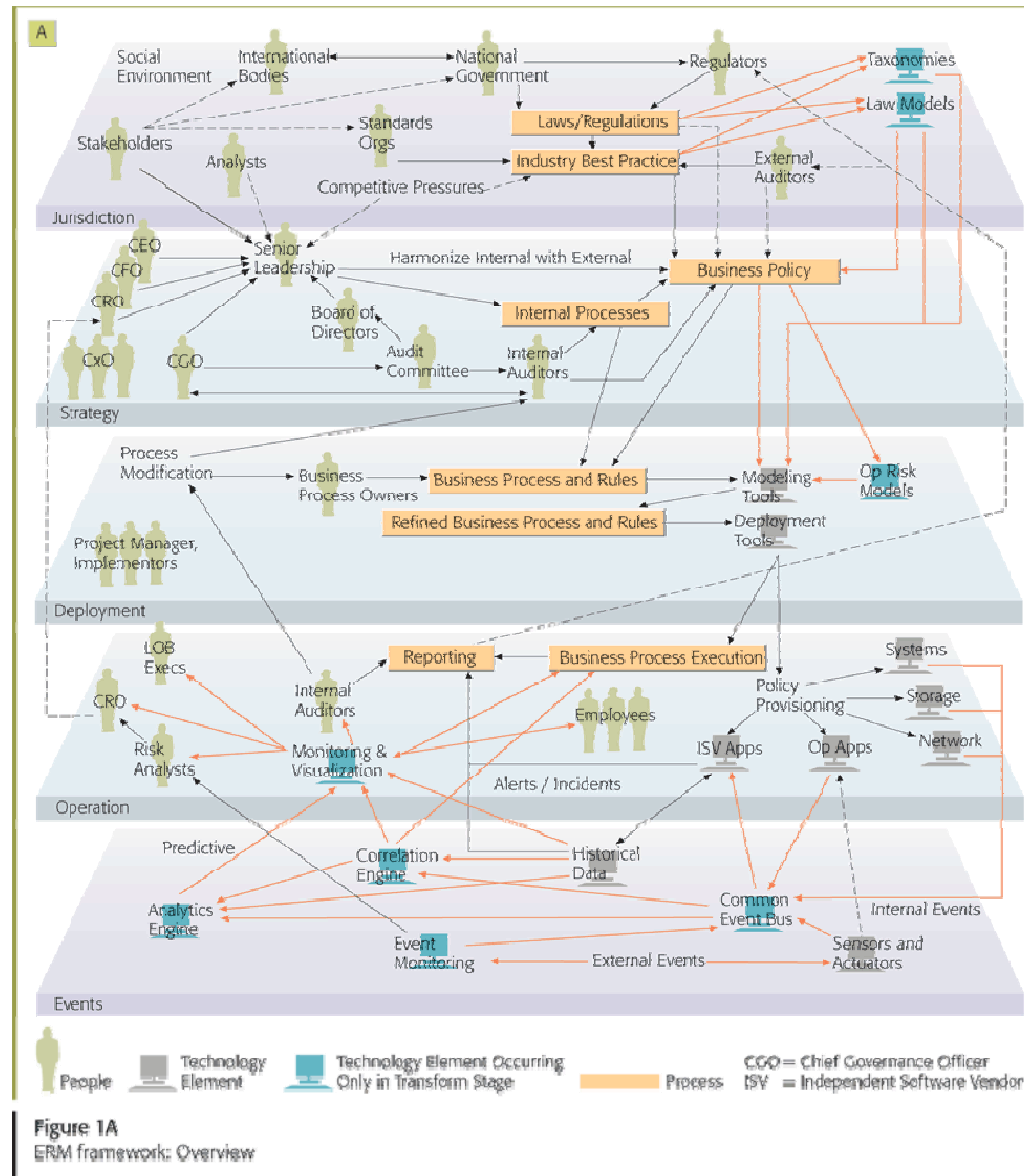
Establish ERM

- Determine a risk philosophy
- Survey risk culture
- Consider organizational integrity and ethical values
- Decide roles and responsibilities

Example: a possible ERM Organization



Or....
 with a different
 approach
 (method)...
 we could build
 a matrix
 organization....



Assess Risk

Risk assessment is the identification and analysis of risks to the achievement of business objectives. It forms a basis for determining how risks should be managed.

Example: Risk Model

Environmental Risks

- Capital Availability
- Regulatory, Political, and Legal
- Financial Markets and Shareholder Relations

Process Risks

- Operations Risk
- Empowerment Risk
- Information Processing / Technology Risk
- Integrity Risk
- Financial Risk

Information for Decision Making

- Operational Risk
- Financial Risk
- Strategic Risk

Risk Analysis

Risk Assessment

Identification

Measurement

Prioritization

Risk Management

Control It

Share or
Transfer It

Diversify or
Avoid It

Risk Monitoring

Process
Level

Activity
Level

Entity Level

DETERMINE RISK APPETITE

- Risk appetite is the amount of risk — on a broad level — an entity is willing to accept in pursuit of value.
- Use quantitative or qualitative terms (e.g. earnings at risk vs. reputation risk), and consider risk tolerance (range of acceptable variation).

DETERMINE RISK APPETITE

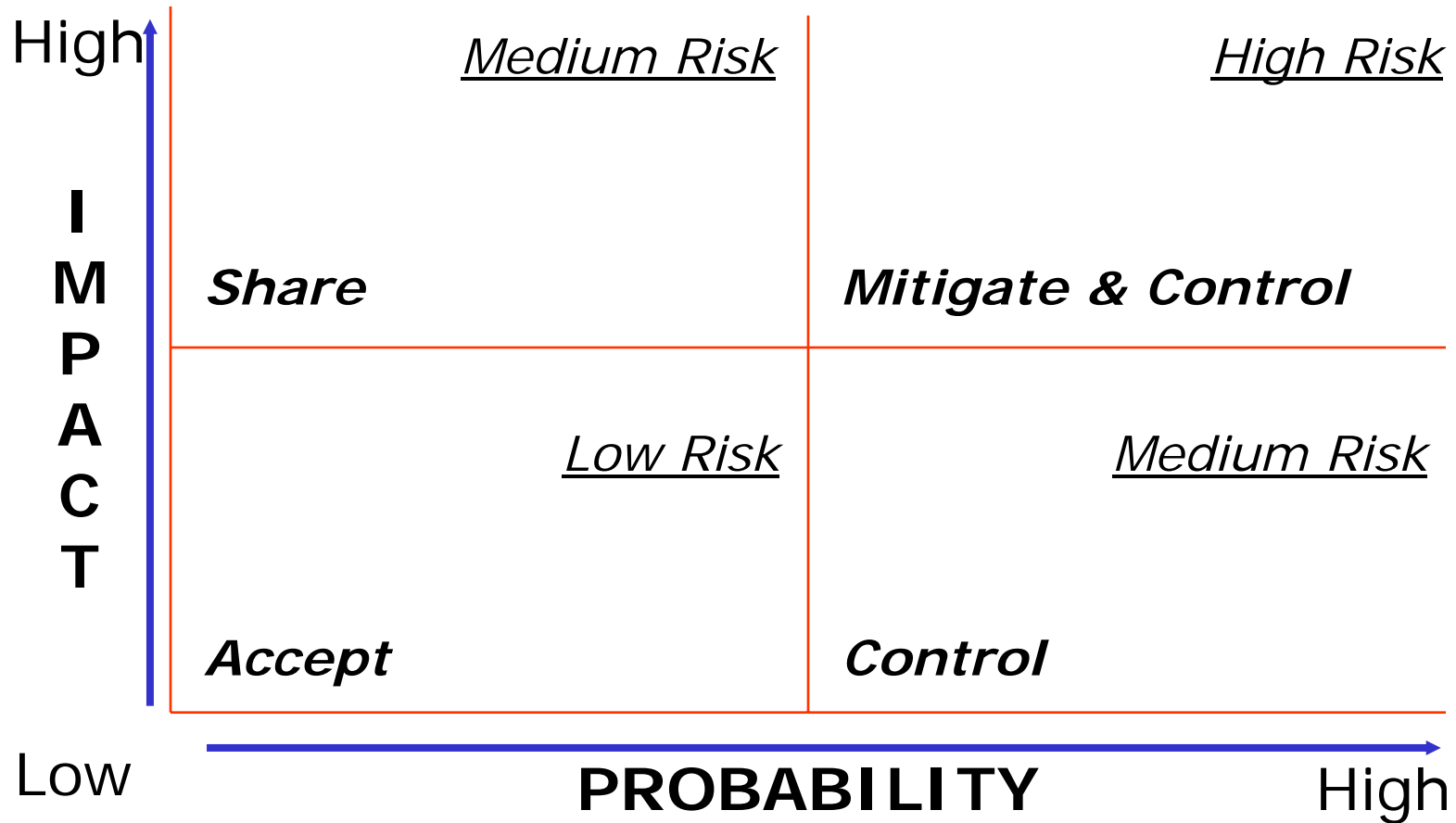
Key questions:

- What risks will the organization not accept?
(e.g. environmental or quality compromises)
- What risks will the organization take on new initiatives?
(e.g. new product lines)
- What risks will the organization accept for competing objectives?
(e.g. gross profit vs. market share?)

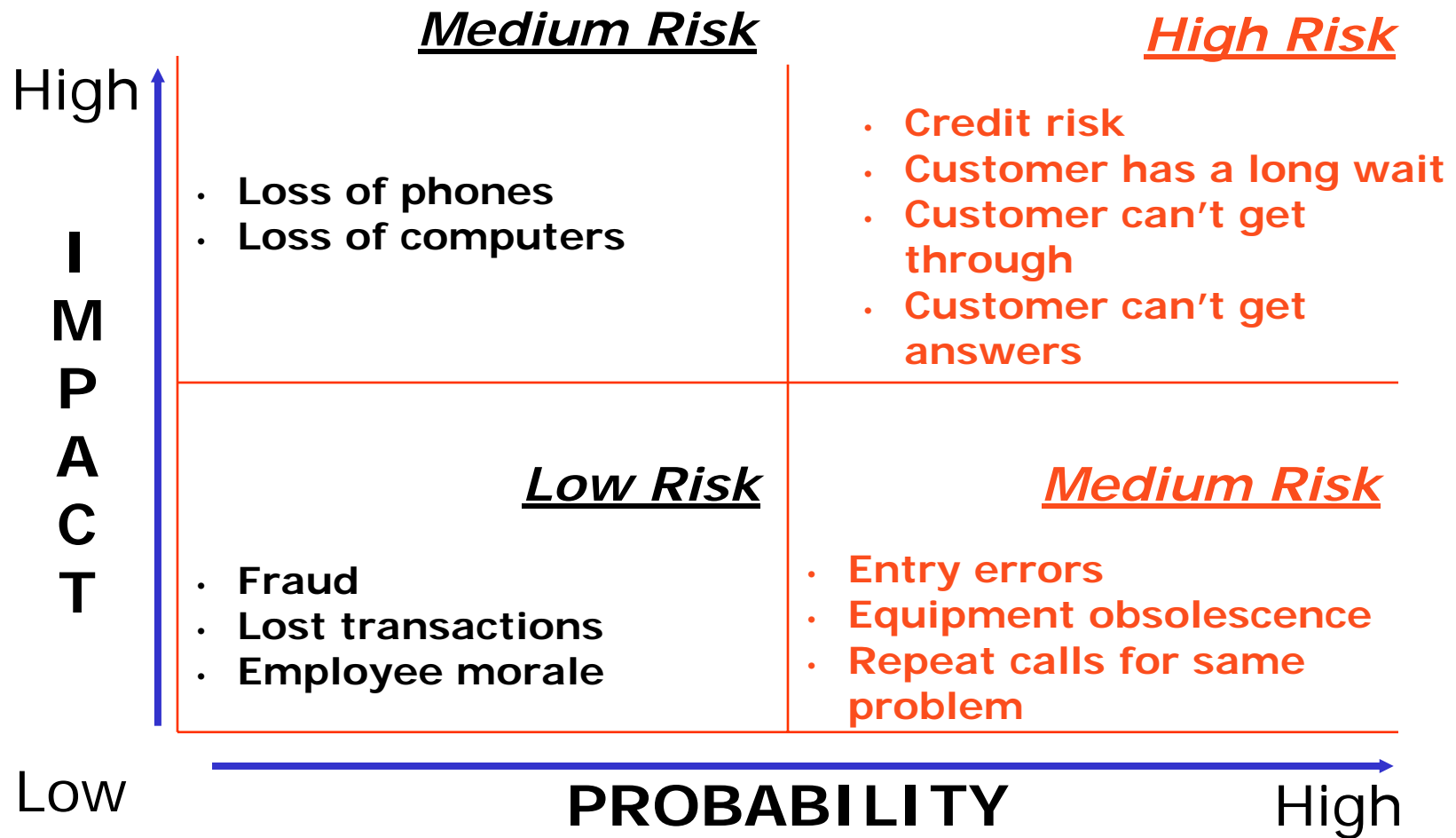
IDENTIFY RISK RESPONSES

- Quantification of risk exposure
- Options available:
 - Accept = monitor
 - Avoid = eliminate (*get out of situation*)
 - Reduce = institute controls
 - Share = partner with someone
(*e.g. insurance*)
- Residual risk (*unmitigated risk – e.g. shrinkage*)

Impact vs. Probability



Example: Call Center Risk Assessment



Example: Accounts Payable Process

<u>Control Objective</u>	<u>Risk</u>	<u>Control Activity</u>
Completeness	Material transaction not recorded	Accrual of open liabilities Invoices accrued after closing

Issue: Invoices go to field and AP is not aware of liability.

Communicate Results

- **Dashboard of risks and related responses
(visual status of where key risks stand relative to risk tolerances)**
- **Flowcharts of processes with key controls noted**
- **Narratives of business objectives linked to operational risks and responses**
- **List of key risks to be monitored or used**
- **Management understanding of key business risk responsibility and communication of assignments**

Monitor

- Collect and display information
- Perform analysis
 - Risks are being properly addressed
 - Controls are working to mitigate risks

Management Oversight & Periodic Review

- Accountability for risks
- Ownership
- Updates
 - Changes in business objectives
 - Changes in systems
 - Changes in processes

For more information

On COSO's

***Enterprise Risk Management
— Integrated Framework,***

visit

www.coso.org

Meanwhile....for the treasury manager...



- Liquidity, liquidity, liquidity - WCM
- Managing “Fin-Ops” Quality
- Ad-hoc reporting, as if regular/statutory reporting wasn’t enough
- BRM (starting with operations....then more)
- International expansion & risk management
- Overall Compliance (SOX/SAS 70s, OFAC, AML, ACH, field and/or SSC compliance, outstanding covenants, & more)
- Investment Policy / Relationships / Reviews
- BCM
- Payments Risk
- Continued pressure on “leaning out” the organization/activity
- “Other duties as assigned”
 - ERP remediation
 - TWS
 - Mergers/relocations
 - Staff changes
 - Banking personnel changes
 - Bank Mergers

It is really about Risk Management

What is “Risk” and Risk Management?

- Risk is a chance of loss, uncertainty concerning a loss, or the change in value from a suspected loss to the actual loss.
- Risk Management is the:
 - Identification
 - Analysis
 - Control
 - Financing
 - Administrationof exposures that potentially could, or will, create a loss.
- Exposures are the situations, practices or conditions that might lead to a loss, or be involved in a loss. It is **EXPOSURES** that need be identified....NOT PERILS!

The logical classifications of risk, then, when evaluating exposures, are:

- Property
- Human Resources
- Liability
- Net Income

The Risk Management Plan (and in that, e.g., a BCP) AND the CBA (cost/benefit analysis) on ANY identified risk need address each of these four classifications.

Treasury can be viewed with quantitative and qualitative approaches to measure finance & treasury risk attributes against five dimensions:

Liquidity Risk

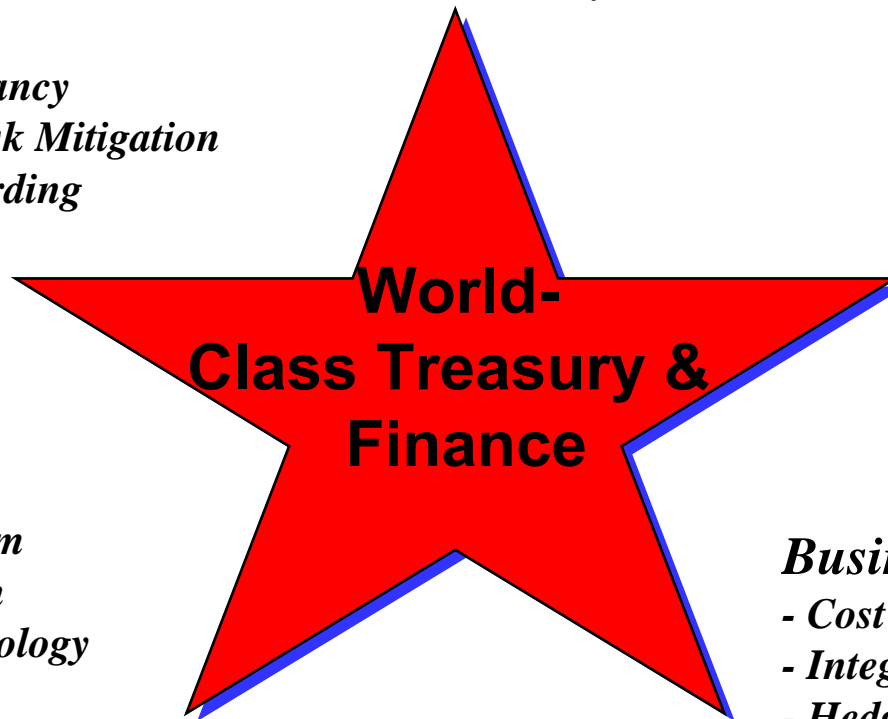
- *Cash Visibility*
- *Horizon Management*
- *Forecasting*
- *Revenue / Sourcing Management*
- *Precautionary / BRM / L&L*

Business Continuity & Security Risk

- *Recovery / Redundancy*
- *Fraud Control / Risk Mitigation*
- *Privacy & Safeguarding*

Management & Operational Risk

- *Quality*
- *Timeliness*
- *Human Resources*
- *Scope & Span of Controls*
- *Compliance / Regulatory*



World-Class Treasury & Finance

Systemic Risk

- *Payments System*
- *Banking System*
- *External Technology Infrastructure*

Business Performance Risk

- *Cost*
- *Integration*
- *Hedging/Trading*
- *Debt Cost / Investment Yield*

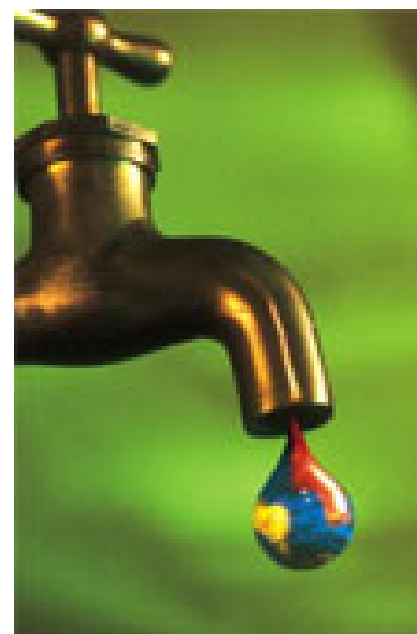
Sources of liquidity strain:

- Event-driven
- Transaction driven
- Product driven
- Market driven
- Planning (or lack of it) driven
- LOB (Business) Decision driven
- Cost driven
- Knowledge driven
- Exploitive driven



Liquidity Risk Management

- Interest Rates
- Market trend analysis
- Market volatility
- Company Centralization vs. Decentralization
- Metrics...and consequences
 - Liquid Assets approach
 - Cash Flow matching approach
 - Combo approach
- Cross-border issues
- Cross-currency issues
- Cross-affiliate or subsidiary issues / or parent issues



So...some common sense then emerges.....



Risk Assessment Goals

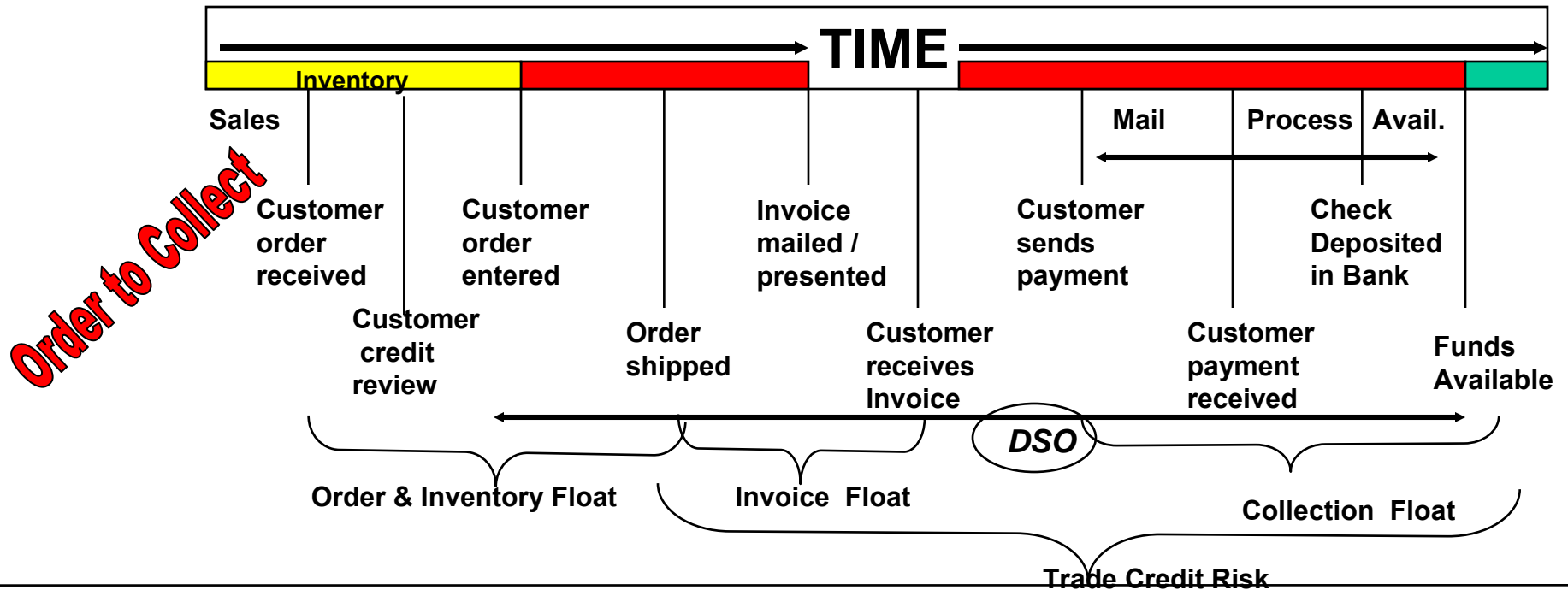
1. Identification and delineation of critical business, financial, and operational risks
2. Assessment of likelihood of loss occurrence for each risk, quantified as probability %
3. Quantified assumption of financial loss in event of occurrence for each risk
4. Understanding of risk correlations, quantified as covariances
5. Determination of which risks cannot be effectively evaluated quantitatively

Risk Assessment Tools

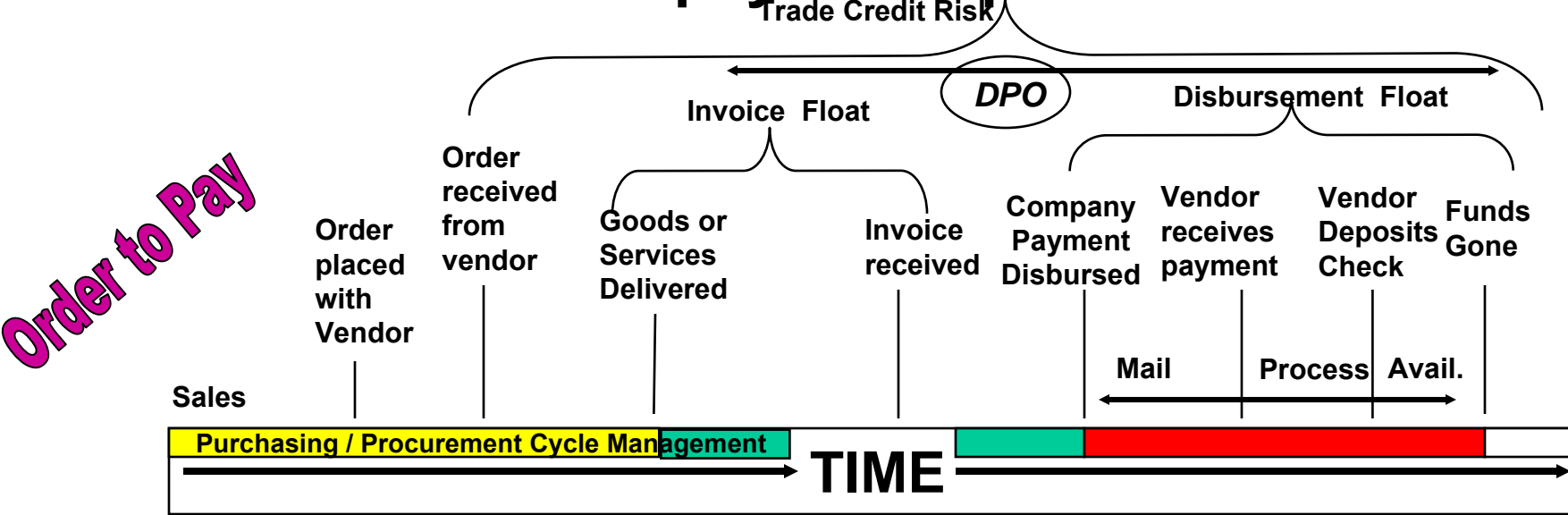
1. Historical volatility data for key risk factors
2. Regression analysis indicating correlations for key risk factors
3. Risk Maps
4. "COSO - Internal Control - Integrated Framework" and "COSO - Enterprise Risk Management - Integrated Framework"
5. Common sense



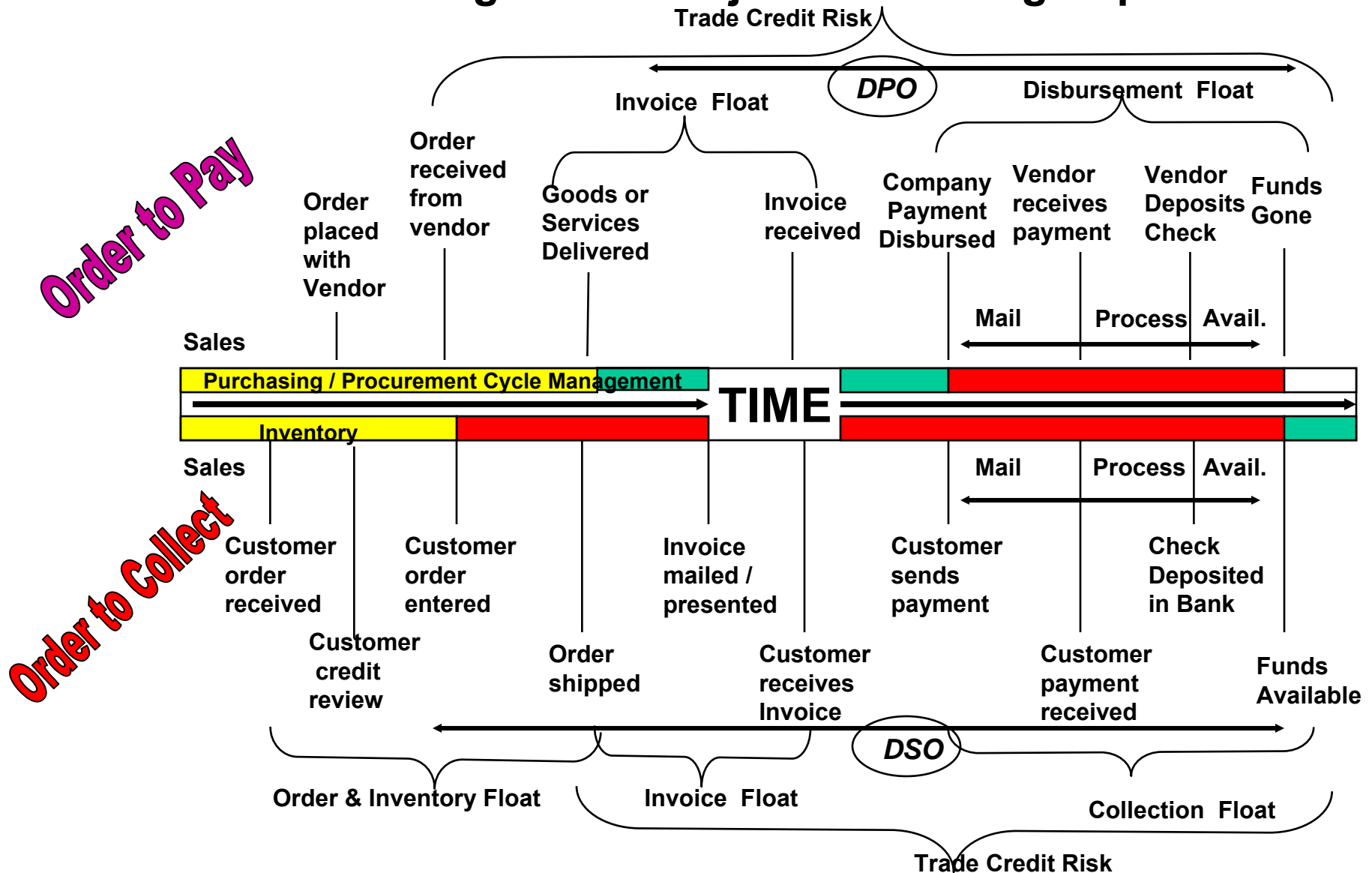
So first, back to “measured basics” – to assess....



While companies tend to pay slowly....what its really about...is an effective payments process...



Put it together....It's The Cash Flow Timeline that is now THE Focus...but it's being called "Adjusted Working Capital"



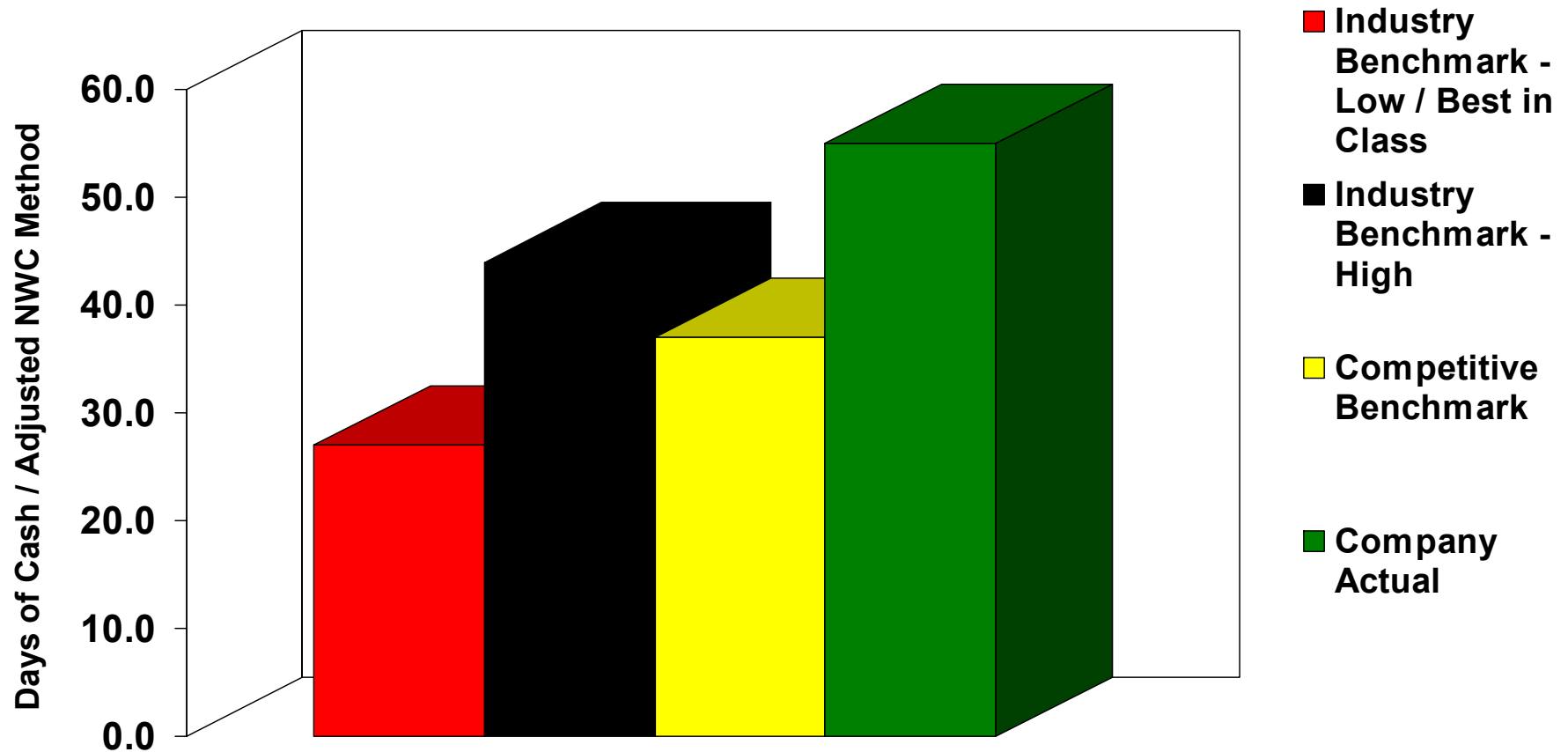
Effects of “ill-Liquidity” ...no happy ending...until liquidity returns

- Ratings deteriorate
- Covenants “kick-in” – credit lines are reduced...or borrowing costs increase
- Valuation declines
- Pre-funding requirements intensify
- Assets are pressured toward undervaluation, or sold at discount (fire sale, securitization or factoring)
- Diligence is extended, lenders extend decisioning times, positive decisions are laden with contingencies or more covenants
- Cash deployment / investment opportunities are missed
- Budget volatility
- Inventories reduced to thin levels
- Intense “lean-out” activities & investigations tend to stress needed daily performance or stymie additional, needed analysis
- Suppliers re-evaluate positions
- Staff lose positive motivation/s
- Competitors use situation as selling differentiator
- Customers see delivery lapses, or quality lapses...or both
- Risk of exposure in the financial media, company perception deteriorates
- “Shotgun” marriage/s or cash infusions and/or equity dilution (potential)
- Stock plummets...if it hasn’t already (even if “privately” owned)
- Layoffs...as the People/Org expense is the easiest to first slash (c.f., the time line of the layoff expense....)...and this has its own cyclic implications

Top WCM projects – mitigating liquidity risk....

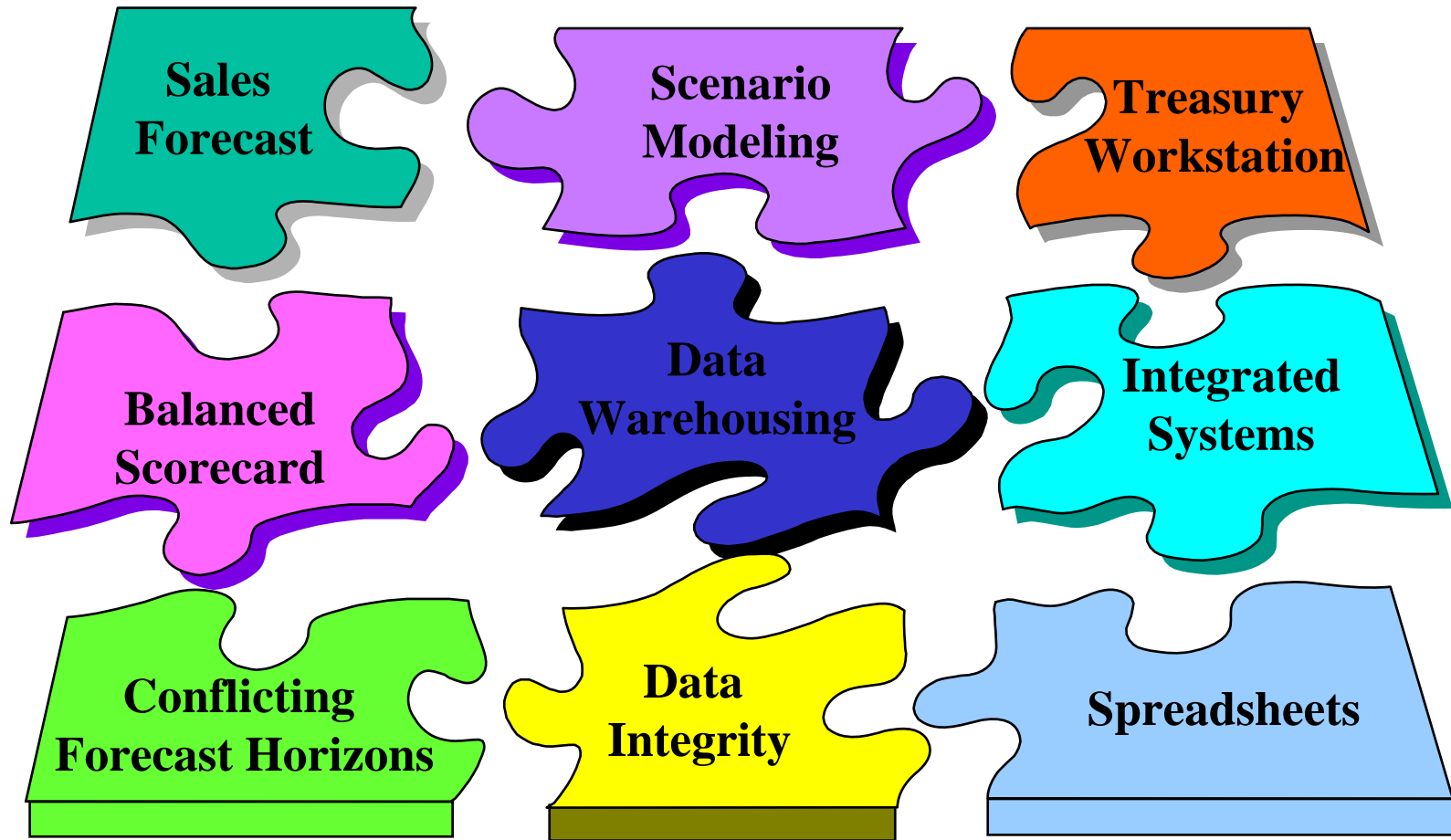
Project	Effort	Usual Result
CCC or NAWCM analysis across the ENTIRE organization	Use of cash documented with amounts and hurdle rates across all areas	4 days cash, c.f., The PEPCO experience
Revenue management projects, e.g., e-payments, old fashioned lockbox studies (yielding 2+days)	E-payments utilization bids/efforts, remit study with the Phoenix-Hecht Model	2 to 3 days cash, c.f., The Henkel Experience
Renewed Forecasting with or without Liquidity Benchmarking	Use of mid-level statistical analysis and/or SaaS or ASP solutions	Forecast rank changes to “reliable” or higher – 20bp of opportunity, c.f., The Technitrol Experience
Cash Visibility	Electronic linkages of all accounts/activities above threshold	1.5 days of cash, c.f., The ETS Experience
Disbursement Rankings & Timings	Ensuring disbursement media, vendor rankings & timings, meet predetermined payment timing goals	1 day of cash, c.f., The Manheim Experience

Are you TOO liquid? Once upon a time, there was a “building concern” here....



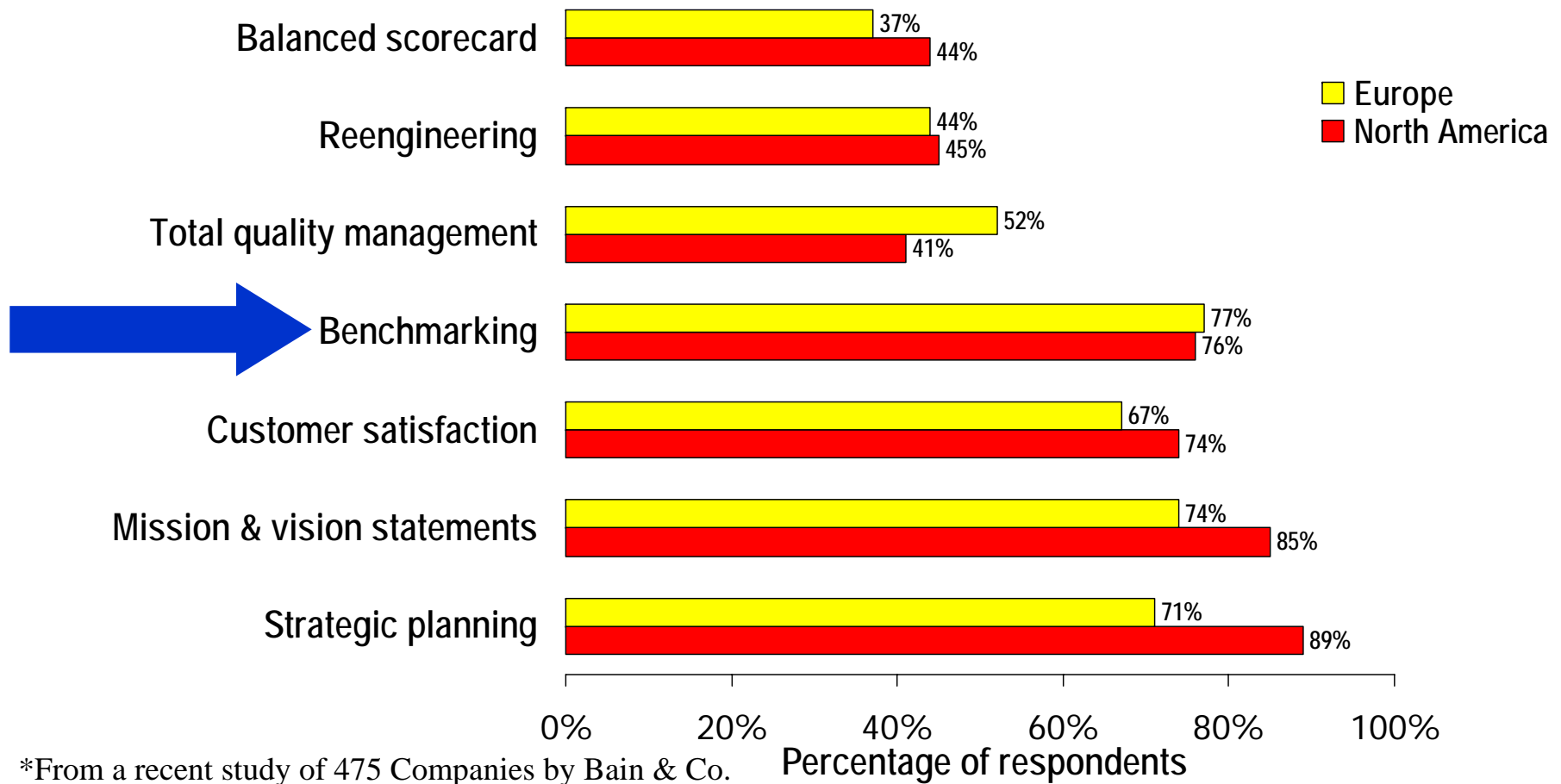
*as of March 2008

Many most companies' ERM efforts are poorly coordinated...



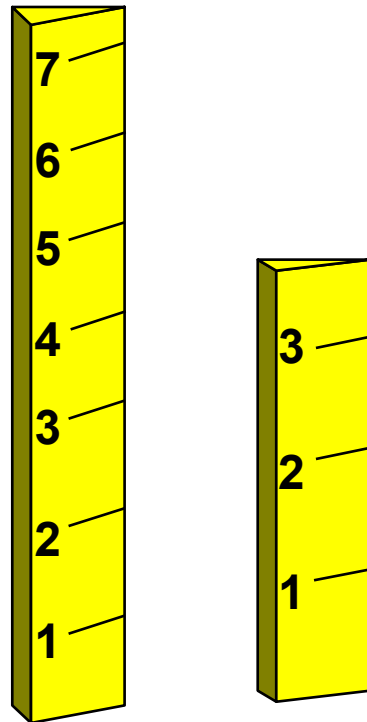
Benchmarking continues to be a key management tool and technique

Management tools and techniques



Benchmarking Highlights Potential Areas For Improvement

Benchmarking



Best Practices

- ◆ Risks are quantified using a common methodology
- ◆ BCP in place & tested
- ◆ Cash forecasts meet horizon goals
- ◆ Liquidity is targeted, WACC is optimized

Risk Management Benchmark/s

Attribute	Benchmark Minimum Score	Top Decile Score	Company Score
FX Program	44.7 ↑	67.7	51.3
DR: Sit Reg/Plan/Tested	26.6 ↑	60.0	22.2
Payments	50.0 ↓	10.0	63.7
Services	73.6 ↑	87.7	51.3
Liquidity	41 ↑	35.1*	27.2
Staff	44.7 ↓	61.7	49.9
Risk Competitive Analysis	44.7 ↓	13.0	61.1

*Shows issues with Liquidity Risk Management

Source: DecisionGauge 2008 Results

In ERM...we are successful IF:

- Management sees exposures AND their magnitude
- Risks are brought within the entity's risk tolerance
- Cooperation is evident in the ERM process
- A Risk Philosophy is known, and practiced, across the organization...."the "new" Six-Sigma"
- Decision-making has decided a RM component
- Benchmarks are explored
- Plans exist...and that includes a methodology



Predictions

- We will actually see an **INCREASE** in banks utilized for treasury ops – that is, the bottom is actually now in our rear view mirror in this area
- Risk will be highly priced, then at least priced at recent historic highs, then priced within observed tolerance...but is it weeks for this...or is it months... **BUT IT IS NOT YEARS!**
- We are at the bottom of this recession cycle...**NOW...yep, right NOW**
- Savvied companies are, literally, protecting & enabling their treasury manager to be the “liquidity czar.” This will be the “hot” skillset to possess the next 18 months
- Lenders will **INCREASE** segmentation & sub-industry-segmentation practices...just as the rating agencies have said they are performing it
- Bank profitability issues mean more bank turmoil
- Cash Flow is back...with a vengeance!
- Get acquainted with VaR (if you are not, already)....but be ready to apply it to **EVERYTHING**, it “ain’t” just for investments, anymore.....

Mathematical Definition:

According to "Quantitative Risk Management", McNeil, Frey, Embrechts, 2005 pg. 38... Given some confidence level, the VaR of the “portfolio” at the confidence level α is given by the smallest number l such that the probability that the loss L exceeds l is not larger than $(1 - \alpha)$

$$VaR_{\alpha} = \inf\{l \in \mathbb{R} : P(L > l) \leq 1 - \alpha\} = \inf\{l \in \mathbb{R} : F_L(l) \geq \alpha\}$$

VaR has three parameters:

1. The time horizon (period) to be analyzed may relate to the time period over which a financial institution is committed to holding its portfolio, or to the time required to liquidate assets. Typical periods using VaR are 1 day, 10 days, or 1 year.
2. Commonly used confidence levels are 99% and 95%. Confidence levels are not indications of probabilities, as it is not a PREDICTION of an occurrence.
3. Value at risk (VaR) is given in a unit of the currency.

The lesson....

The Role of Treasury & Payments Professionals is changing

The role is “re-evolving” from a control and transaction focus, to a decision support focus. This changes EVERYTHING!

	<u>FROM</u>	<u>THROUGH</u>	<u>TO BEST PRACTICE</u>
FINANCE'S ROLE	Financial Reporting →	Risk Management	→ Business Decision Support
FOCUS	Transaction →	Dollar Economic Value	→ Customer Service & Shareholder value
POLICY	Loosely Defined →	Rigid Adherence, Well Defined Triggers & Controls	→ Automated Control Points and Escalation
PROCESS	Reactive, Lacking Prioritization →	Focused & Efficient	→ Proactive
ORGANIZATION	Autonomous Functions →	Cross-functional	→ A Customer Oriented Team
TOOLS	Multiple Non-Integrated Systems →	Multiple Integrated Systems	→ Common Systems
METRICS	Results Oriented →	Process Oriented	→ Forecast Oriented / Risk Oriented

About the company...



- Founded in 2000
- International presence (US, UK)
- IAMC's 2007 award winner: "Best Specialized Firm"
- Heritage from organizations involved with liquidity management, risk management, project management, business performance improvement, finance and statistics
- Emphasis on risk management, liquidity management, benchmarking, and business process improvement projects starting from fact-based action plans involving blending people, technology and process improvements. Strong background and exemplary results in risk management, working capital management, treasury and finance.
- Each associate has more than 15 years experience, and collectively, have over 120 years experience.
- Associated with the University of California at Berkeley, the University of North Carolina at Chapel Hill, and The University of Pennsylvania at West Chester for statistics, benchmarking process, and change management practices
- Team members have themselves have been senior executives in corporate finance, treasury, & project management

Our Mission:

"To enhance our clients' business efficiency & effectiveness via the implementation of fact-based process, people, technology or knowledge management improvement tactics"

Your Presenter



**Michael J. Alfonsi, CRM, CTP, WPT – *Managing Director,*
AnalyticResults**

- As the managing director of AnalyticResults, a national risk management, benchmarking, performance improvement and project management firm, Mr. Alfonsi is the accountable party for timely project completion and total client satisfaction. Known for his enthusiastic and content-rich speaking appearances at international, national and regional forums, Michael Alfonsi is also known as an energetic executive who leverages his leadership expertise to drive change and produce dynamic gains in revenue, profit and performance. Passionate about Benchmarking and Performance Improvement set in a team-oriented approach, Michael has been engaged to assist over 100 companies in just the last four years alone, and has worked with over 1,000 companies in his career. Previous to his role with AnalyticResults, Mr. Alfonsi was a Director and Practice Leader with an international consulting organization, and from 1991 to 1998, he was with CoreStates Financial Corp. in Philadelphia. With over 20 years experience in business, financial and treasury process improvement, his client projects include all size corporations (profit and non-profit) and specialized industries, emphasis on risk management, financial process reengineering, working capital management, bank relationship management, outsourcing evaluations, and shared service center establishment. Mr. Alfonsi's background also includes roles as a Finance Director at both a large healthcare insurer and a middle market company, and he also has held management positions in commercial banking.
- Mr. Alfonsi is a certified risk manager (CRM), a certified treasury professional (CTP), certified in the Hackett Benchmarking statistical methodology, holds senior accreditation as a workplace performance technologist (WPT), and retains Master Black Belt Six Sigma standing.
- Mr. Alfonsi is a course leader and instructor for The University of North Carolina at Chapel Hill, Kenan School of Business, and The University of California at Berkeley, Haas School of Business. He has served on the Board of Regents of NACHA's annual Payments Institute. Mr.. Alfonsi has authored presentations and best practice articles on international treasury management, working capital management, and domestic treasury management, having been published in [AFPEXchange](#), [Treasury and Risk Manager](#), [CashFlow Magazine](#), [TreasuryPoint.com](#) and [Treasury Manager's Report](#). He holds an M.A., magna cum laude, from LaSalle University in Philadelphia, PA, and earned a certificate in Cash Management from Duke University's Fuqua School of Business.