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TREASURY TRANSFORMATION READINESS CHECK

10 questions to answer before accelerating a Treasury transformation

FOR CFOs & GROUP TREASURERS

MABBAST MERZAAI • MERZAAI

A readiness conversation

Score each question honestly with the people who will own the operating model, technology and change.

2 — **YES**

Clear, agreed and evidenced

1 — **PARTLY**

Discussed, but incomplete or contested

0 — **NO**

Unclear, unowned or assumed

THE RULE

No evidence = No

A workshop, draft slide or vendor promise is not evidence. Look for approved decisions, named owners, documented processes, validated data and an executable roadmap.

Maximum score: 20

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Do you know what the transformation must change?

Technology should follow a clear ambition and measurable business outcome.

01 Can leadership describe the target treasury model in one clear page?

The page should define the mandate, scope, service model, core capabilities and intended value, not just list projects.

TARGET STATE

YES 2 ○ PARTLY 1 ○ NO 0 ○

02 Are the business outcomes explicit and measurable?

Examples: cash visibility, forecast reliability, control, scalability, bank rationalisation, working-capital impact or lower manual effort.

VALUE

YES 2 ○ PARTLY 1 ○ NO 0 ○

Have you resolved the organisational choices?

A TMS cannot compensate for unclear scope, ownership or decision rights.

03 Is it explicit what should be global, regional and local?

Genuine local requirements should be distinguished from inherited exceptions and historical workarounds.

GLOBAL / LOCAL

YES 2 ○ PARTLY 1 ○ NO 0 ○

04 Are roles, interfaces and decision rights unambiguous?

Include Treasury, shared services, business units, Finance, IT, Risk and external providers. Avoid collective ownership.

ACCOUNTABILITY

YES 2 ○ PARTLY 1 ○ NO 0 ○

Is the business design strong enough to automate?

Standardise the critical flow before configuration scales ambiguity.

05 Are priority treasury processes defined end to end?

At minimum consider cash positioning, forecasting, payments, bank account management, liquidity, funding and treasury accounting interfaces.

PROCESS

YES 2	PARTLY 1	NO 0
○	○	○

06 Are control, data and information requirements agreed?

Define approvals, segregation of duties, master-data ownership, data sources, reconciliation, reporting and acceptance criteria.

CONTROL & DATA

YES 2	PARTLY 1	NO 0
○	○	○

Is the technology blueprint derived from the model?

The system should enable defined capabilities, not become the design process.

07 Is the role of the TMS clear within the wider architecture?

Clarify what sits in the TMS, ERP, banks, data platform and adjacent applications, including ownership of each interface.

ARCHITECTURE

YES 2 ○ PARTLY 1 ○ NO 0 ○

08 Have integrations, dependencies and actual usage been validated?

Map bank connectivity, formats, ERP flows, statements, APIs/files, reporting, workarounds and underused functionality.

INTEGRATION

YES 2 ○ PARTLY 1 ○ NO 0 ○

Can the organisation make decisions and absorb change?

Readiness depends on leadership access, protected capacity and real ownership.

09 Are the sponsor, decision owners and escalation routes named?

Governance should resolve choices quickly. A SteerCo that only receives status does not provide transformation leadership.

GOVERNANCE

YES 2 ○ PARTLY 1 ○ NO 0 ○

10 Is there a sequenced roadmap with capacity, owners and completion tests?

Plan SME time, technical capacity, data preparation, testing, UAT, approvals, dependencies and adoption.

EXECUTION

YES 2 ○ PARTLY 1 ○ NO 0 ○

YOUR RESULT

Readiness is the quality of the decisions already made

Add your ten scores. Use the result to decide what should happen before acceleration.

16–20

READY TO ACCELERATE

The foundation is largely coherent. Close remaining gaps and protect design integrity through implementation.

10–15

DESIGN GAPS REMAIN

Proceed selectively. Resolve contested operating-model, data or governance questions before committing major configuration.

0–9

PAUSE BEFORE SCALING

Technology is likely to automate ambiguity. Establish the target model, decisions, ownership and roadmap first.

This is a leadership diagnostic, not a scientific score. The discussion matters more than the number.

THE MERZAAI VIEW

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Technology should enable the treasury operating model. It should not define it.

If several answers were “Partly” or “No”, the next step is not another system workshop. It is a focused leadership conversation about the target model, key decisions and ownership.

FRAME → DISTILL → RESOLVE → DESIGN → COMMIT



Mabbast Merzaai
Founder, Merzaai
Treasury & Finance Transformation

Follow for practical thinking on treasury transformation, target operating models, TMS value and decision architecture.