

CASE STUDY

USI: A HISTORY OF TREASURY INNOVATION

Growth necessitates treasury technology

USI's Treasury team is centralized in Valhalla, New York, and is responsible for liquidity management, bank account administration, debt and investment management, treasury payments, and treasury accounting. Before deploying specialized treasury technology, most treasury functions at USI were accomplished manually, using Microsoft Office-based technology. The lack of treasury technology, coupled with the thinly staffed department, made for an especially challenging operational environment.

The fast growth of the company led to expanded overall responsibility for treasury, as well as more complex treasury needs. USI began in 1994 with a single office of \$6.5 million of revenue and 40 associates. Today, USI is approaching \$2 billion in revenue with more than 6,000 associates in over 150 offices across the country. The recent acquisition of Wells Fargo Insurance Services was especially significant for USI, as it was the largest acquisition to date, nearly doubling company revenue.

USI recognized the need for scalable, best-in-class treasury technology to support company growth. Treasury made a formal recommendation to senior management for enhanced technology to better support the business, automate mission-critical functions, and ensure proper controls were in place across treasury functions. Key business requirements included cash management, bank account administration, payments, and ERP integration for journal entries as well as business unit bank statement information.

COMPANY OVERVIEW

USI has served over 150,000 clients, meeting their property & casualty, employee benefit, personal risk and retirement needs nationwide. USI has more than 100 years of consulting and brokerage experience through acquired agencies, with local offices dating back in their communities as far as the late 1800s. USI combines industry leading national capabilities delivered through longstanding, passionate and committed local service teams. USI stands for Understand, Service and Innovate. USI works to *Understand* the specific needs of clients, to provide an unparalleled local *Service* experience, and to *Innovate* with cutting edge solutions so clients can continue to invest and grow.

Headquarters:
Valhalla, New York

Treasury:
Centralized at HQ

Industry:
Insurance

Employees:
6,000

“The USI and FIS partnership has enabled USI Treasury to act as a more strategic partner to the business, while at the same time strengthening controls to fully meet audit and accounting requirements.”

NANCY COLWELL,
Director of Treasury, USI

The USI and FIS partnership

The FIS and USI partnership began in 2008, when USI selected their first FIS treasury management system, ICMS. ICMS was initially used to automate core cash management functions including cash positioning and bank statement aggregation. The initial implementation was successful, and over the years, as USI continued to grow, the Treasury team regularly reassessed their changing business requirements. In doing so, the team gradually expanded their utilization of FIS treasury technology.

USI took early advantage of FIS' SWIFT technology, becoming one of the first adopters of FIS® Bank Account Manager, which is used by treasury departments to manage global bank accounts and associated information including signatories and FBAR reporting. USI was among the first corporates in the world to implement the electronic technology, which allows for electronic bank account opening, closing, and modification. Being pioneers with Bank Account Manager helped to streamline and better control bank account management activities.

Moving to the cloud with FIS Treasury and Risk Manager - Integrity Edition

The latest technological improvement initiative at USI Treasury was the implementation FIS® Treasury and Risk Manager - Integrity Edition (formerly Integrity SaaS). The move from their original ICMS treasury management system to a full-service cloud platform, using Treasury and Risk Manager - Integrity Edition and associated FIS service offerings, was attractive to USI for several reasons. The SaaS deployment would streamline the upgrade process, and greatly simplify overall system maintenance efforts. FIS would manage the environment and upgrade process, without having to heavily rely on USI's Treasury or IT functions for reconfiguration efforts. With a SaaS deployment, USI could remain on the latest version of the treasury platform, which not only reduces maintenance costs and effort, but also helps the USI team to immediately take advantage of the newest features within the solution. In addition, USI completed a sizeable acquisition in 2017 which required the ability to integrate cash posting into their ERP. This resulted in the replication of over 3,000+ rules from the acquired company's existing treasury management system and a seamless transition to USI's ERP through the robust functionality of Treasury and Risk Manager - Integrity Edition.

USI successfully migrated from their legacy ICMS treasury technology platform to Treasury and Risk Manager - Integrity Edition, with help from FIS consulting resources experienced in USI Treasury processes and both the ICMS and Treasury and Risk Manager - Integrity Edition. FIS provided a meaningful improvement over ICMS, with a much improved look, feel, navigation, and much stronger overall functionality. With Treasury and Risk Manager - Integrity Edition, USI has achieved a single, SaaS platform to manage core treasury functions.



Partnership success factors

Several factors have contributed to the USI and FIS partnership success. One of the most important factors for USI has been the continuity of FIS consultancy and support personnel from 2008 to today. When USI implemented Treasury and Risk Manager - Integrity Edition, they used the very same FIS implementation consultant from their initial treasury technological improvement initiative with FIS in 2008. That continuity in resources was critical for the project success, because it ensured FIS already understood USI's unique challenges and system configuration.

Additional partnership success factors included USI Treasury team commitment and USI senior management support. USI management commitment ensured the treasury team had the appropriate level of resources allocated to the project, especially when things got busy in treasury. Additionally, it was important for FIS support personnel to be as responsive as possible. USI was able to effectively leverage their long-standing account management, service, and consulting relationships for any inquiries or escalations.

Beyond the cloud

In 2019 and beyond, USI Treasury plans to further improve and innovate, as the company continues to expand globally, and as treasury requirements evolve. FIS Treasury solution experts and USI Treasury are working together to perform a treasury technology optimization review. The purpose of that review will be to evaluate current USI treasury technology utilization and identify gaps in best practices, as well as opportunities for improvement. The optimization review will ensure USI continues to successfully operate a best-in-class treasury department, taking advantage of the latest in FIS treasury technology.

PARTNERSHIP SUCCESS FACTORS

- FIS service resource continuity
- USI treasury team commitment
- USI management team support
- FIS technology delivery experience
- Innovative FIS treasury technology

About FIS

FIS is a leading provider of technology solutions for merchants, banks and capital markets firms globally. Our employees are dedicated to advancing the way the world pays, banks and invests by applying our scale, deep expertise and data-driven insights. We help our clients use technology in innovative ways to solve business-critical challenges and deliver superior experiences for their customers. Headquartered in Jacksonville, Florida, FIS is a Fortune 500® company and is a member of Standard & Poor's 500® Index.

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