

## Empowering Airline Treasury Strategy A Comprehensive KPI Framework for Chief Treasury Officers

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### Abstract

In an increasingly volatile global market, the strategic management of airline treasury functions has emerged as a critical factor for financial stability and operational efficiency. This paper explores the transformative impact of adopting a Key Performance Indicator (KPI)-driven approach within the treasury operations of the airline industry. Through a mixed-methods research design, combining qualitative insights from industry experts with quantitative analysis of financial data, the study identifies crucial KPIs across cash management, risk management, investment management, debt management, and regulatory compliance. The findings highlight the significance of KPIs in enhancing decision-making processes, optimizing financial performance, and aligning treasury operations with broader business objectives. Case studies from leading airlines illustrate the practical application and benefits of a KPI-driven approach, demonstrating improvements in liquidity management, risk mitigation, and strategic investment outcomes. Comparative analysis further identifies best practices and areas for improvement, emphasizing the need for dynamic KPI management and technological integration. The

study contributes to both academic and practical understandings of strategic financial management, offering actionable insights for Chief Treasury Officers (CTOs) and treasury teams aiming to navigate the complexities of the airline industry effectively. It also suggests directions for future research, including the impact of technological advancements and global economic trends on treasury strategies.

**Keywords:** Airline Treasury Management, Key Performance Indicators, Financial Strategy, Operational Efficiency, Risk Management.

## Introduction

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The airline industry, a critical driver of global connectivity and economic progress, faces the constant challenge of navigating financial volatility and operational complexities. This environment has significantly transformed the role of treasury from a traditional back-office function to a strategic entity crucial for an airline's financial agility and health. This shift is propelled by the industry's characteristics high capital intensity, fluctuating fuel prices, geopolitical sensitivities, and vulnerability to global economic fluctuations. Previously focused on managing cash, liquidity, and financial risks in isolation, modern treasury functions now play a central role in steering airlines through financial uncertainties, optimizing capital structures, and enabling strategic investments to foster growth and innovation. This evolution is catalyzed by factors such as deregulation, increased competition, digital transformation, and global events like the COVID-19 pandemic, emphasizing the need for sophisticated treasury management to maintain operational resilience and strategic flexibility.

The complex and competitive landscape of the airline industry necessitates a pivot towards agile, informed, and efficient financial management practices, centered around a robust Key Performance Indicator (KPI)-driven treasury function. A foundation built on real-time, accurate, and relevant financial data significantly enhances the capability to navigate economic uncertainties, adjust to market dynamics, and seize emerging opportunities. KPIs serve as crucial navigational tools, enabling Chief Treasury Officers (CTOs) and their teams to make strategic decisions, optimize financial resources, and implement proactive risk management strategies. Additionally, a KPI-driven approach fosters enhanced communication and alignment across the organization, positioning the treasury function as a strategic partner within the airline.

This article aims to delineate, analyze, and demonstrate the implementation of essential KPIs in bolstering the effectiveness of the treasury function within the airline industry. It focuses on how a structured KPI-driven approach can lead to significant advancements in performance optimization, risk management, and strategic alignment with the airline's overarching business goals. The exploration will cover the identification of relevant KPIs, the mechanics of their implementation, their tangible impacts, and the strategic alignment of treasury operations with broader business objectives. Additionally, it will

provide actionable recommendations for airlines aiming to enhance their treasury operations through the adoption of a KPI-driven approach, ultimately steering them towards improved financial health, operational excellence, and strategic agility amidst industry challenges and opportunities.

### Literature Review

#### Evolution of Treasury Management in Airlines

This section delves into the historical progression and current trends in treasury management practices within the airline industry, with a particular focus on the transformative impact of digitalization and global financial crises.

**Digitalization's Impact:** The financial industry has been profoundly transformed by digital finance and FinTech, characterized by enhanced connectivity and accelerated information processing. This digital revolution has introduced new business models and opportunities, significantly influencing treasury management practices within airlines (Gomber, Koch, & Siering, 2017). The shift towards digitalization, especially in response to global events like the COVID-19 pandemic, underscores the need for airlines to adapt their treasury operations, leveraging digital tools for improved efficiency and strategic decision-making (Goodell, Al-Nakib, & Tasca, 2020).

**Response to Economic Crises:** The aviation sector's response to economic crises, particularly the 2007-2008 financial crisis, highlighted a shift in aircraft financing strategies and underscored the importance of diversified financing and risk management strategies for airline treasuries (Bjelcic, 2012). The post-crisis era also saw a digital maturity in bank treasury management, evolving from transactional roles to strategic balance sheet custodians, a trend that airline treasuries are increasingly emulating (Von Solms & Langerman, 2021).

#### Importance of KPIs in Treasury

This subsection examines the theoretical underpinnings and empirical evidence supporting the role of KPIs in enhancing financial management within the airline industry.

**Strategic Measurement:** KPIs are instrumental in aligning treasury operations with the strategic objectives of airlines. Studies have shown that effective KPI frameworks can significantly influence company performance, driving financial optimization and strategic alignment (Mohammed, 2016). The selection of financial KPIs, such as Operating Profit per Passenger, is critical in explaining variations in airline profitability, emphasizing the strategic advantage of a KPI-driven approach in financial management (Demydyuk, 2011).

#### Future Research Directions

Despite the advancements in treasury management and the acknowledged importance of KPIs, there remains a gap in comprehensive frameworks specifically designed for KPI implementation in airline treasury management. This research gap presents a compelling opportunity for future studies to develop specialized frameworks that cater to the unique operational, financial, and strategic complexities of the airline industry.

### Methodology

This section outlines the mixed-methods approach adopted for this study, combining qualitative insights from industry experts with quantitative analysis of financial data to explore the implementation and impact of Key Performance Indicators (KPIs) within the treasury functions of the airline industry.

The research employs a mixed-methods design, integrating both qualitative and quantitative methodologies to achieve a comprehensive understanding of KPI implementation in airline treasury management. This dual approach facilitates a robust examination of theoretical frameworks and practical applications, enabling a thorough analysis of KPIs' impact on the strategic role and performance of treasury functions.

**Primary Data:** Structured interviews were conducted with Chief Treasury Officers (CTOs) and treasury managers from leading airlines. These interviews aimed to gather qualitative insights into the challenges, strategies, and outcomes associated with KPI frameworks' implementation within their operations.

**Secondary Data:** Quantitative data were sourced from financial reports, industry publications, and benchmarking studies. This empirical foundation was critical for evaluating the performance implications of various KPIs. Additionally, a thorough review of existing literature was conducted to identify established best practices, theoretical frameworks, and gaps in current knowledge regarding KPI-driven treasury management.

The study utilized statistical methods to analyze the quantitative data, identifying patterns, correlations, and the impact of specific KPIs on airlines' financial health and strategic outcomes. Benchmarking analysis compared KPI usage and performance across different airlines, offering insights into best practices and areas for improvement. Case study analysis provided detailed illustrations of successful KPI implementation, highlighting the employed strategies and realized benefits.

Through this structured methodology, the research aims to contribute to both academic and practical understanding of enhancing the strategic role and effectiveness of treasury functions in the airline industry through a KPI-driven approach. This study seeks to bridge the gap between theoretical knowledge and practical application, providing actionable insights for airlines to optimize their treasury operations and more closely align them with their broader business objectives.

## Findings

The exploration of Key Performance Indicators (KPIs) within the airline industry's treasury functions has yielded substantial insights into the strategic value and operational benefits of a KPI-driven approach. These findings are categorized into the identification and impact of KPIs, case study insights, and a comparative analysis of KPI usage and performance outcomes.

### KPI Identification and Impact

The research identified several critical KPIs across areas such as cash management, risk management, investment management, debt management, and regulatory compliance. The detailed analysis of these KPIs reveals their profound impact on enhancing strategic treasury operations:

- Cash Management KPIs, including liquidity ratios and cash conversion cycles, are pivotal for assessing an airline's ability to meet short-term obligations and manage cash efficiently.
- Risk Management KPIs, like Value at Risk (VaR) and Foreign Exchange Rate Exposure, are crucial for anticipating and mitigating financial risks, safeguarding the airline's financial health.
- Investment and Debt Management KPIs, such as Return on Investment (ROI) and Debt to Equity Ratio, guide strategic decisions about capital allocation and financing strategies, optimizing the airline's capital structure.
- Regulatory Compliance KPIs ensure adherence to industry regulations, minimizing legal and operational risks.

The effective management of these KPIs enables airlines to achieve enhanced financial stability, operational efficiency, and strategic alignment with broader business goals.

#### Case Study Insights

Two case studies from leading airlines, referred to as Airline A and Airline B, illustrate the successful integration of KPI-driven approaches into their treasury operations:

- Airline A focused on enhancing liquidity management through key KPIs like the Liquidity Ratio and Operating Cash Flow Ratio, utilizing advanced analytics platforms for real-time tracking and analysis. This strategic approach improved its liquidity position, enabling the airline to navigate financial uncertainties more effectively.
- Airline B implemented a targeted risk management strategy using KPIs such as VaR for fuel price volatility, employing sophisticated risk management software for real-time monitoring. This proactive approach significantly reduced its exposure to financial risks, stabilizing its financial performance.

These case studies demonstrate the transformative impact of a KPI-driven approach on treasury operations, highlighting the benefits of strategic KPI management in achieving financial and operational excellence.

#### Comparative Analysis

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The comparative analysis of KPI usage and performance outcomes across various airlines revealed diverse approaches to treasury management and identified several best practices and areas for improvement. Key insights include:

- Airlines with comprehensive and dynamically managed KPI frameworks generally reported stronger financial health and operational efficiency.
- Best practices include the integration of KPIs into unified dashboards for real-time tracking, regular review and adaptation of KPIs, and effective stakeholder communication.
- Areas for improvement were identified in holistic risk management KPIs and the adoption of advanced analytics for KPI tracking.

These findings underscore the critical role of KPIs in empowering treasury functions to support the strategic objectives of airlines, highlighting the need for continuous optimization of KPI frameworks.

## Discussion

### Interpretation of Findings

The investigation into the adoption of a KPI-driven approach within the treasury functions of the airline industry reveals significant strategic and operational benefits. These findings align with existing literature emphasizing the importance of performance measurement systems in strategic decision-making and financial management. Specifically, the identification of critical KPIs across various domains of treasury management underscores the necessity of a comprehensive, data-driven approach to navigate the complex landscape of the airline industry.

### Strategic Implications for CTOs

Chief Treasury Officers (CTOs) are positioned to leverage these insights to refine treasury strategies, enhance financial stability, and support broader business objectives. The adoption of KPIs facilitates a more agile, informed, and efficient financial management practice, essential for sustaining competitive

advantage in the dynamic airline market. This strategic alignment enables airlines to optimize capital allocation, manage risks proactively, and pursue growth opportunities with greater precision.

#### Alignment with Existing Literature

The critical role of liquidity management, risk management, and investment strategies, as illuminated through KPIs, resonates with theoretical and empirical studies highlighting these areas as pivotal to corporate financial health. Moreover, the emphasis on digital transformation and the integration of advanced analytics in treasury operations aligns with the evolving narrative in financial management literature, advocating for innovation and technological adaptation.

#### Limitations and Challenges

While the KPI-driven approach presents numerous advantages, several limitations and challenges merit attention. The generalizability of findings may be constrained by the diversity in operational scales, business models, and regional dynamics across the airline industry. Moreover, the rapid pace of technological advancements and economic fluctuations necessitates continuous adaptation and refinement of KPI frameworks, posing challenges in maintaining their relevance and effectiveness over time.

#### Implementation Challenges

Integrating a KPI-driven approach within existing treasury functions involves overcoming cultural inertia, investing in technological infrastructure, and ensuring data security and privacy. Additionally, developing a workforce skilled in data analytics and financial modeling is crucial for leveraging the full potential of KPIs in strategic treasury management.

#### Future Research Directions

The evolving nature of treasury management and the strategic role of KPIs in the airline industry present fertile grounds for future research. Potential areas include exploring the impact of emerging technologies like AI and blockchain on treasury functions, assessing the influence of global economic trends on financial strategies, and conducting cross-industry studies to identify transferable best practices. Longitudinal studies examining the long-term effects of KPI-driven strategies on airline performance and resilience would also contribute valuable insights to the field.

The adoption of a KPI-driven approach in airline treasury management emerges as a strategic imperative in navigating the complexities of the global airline industry. This study's findings highlight the transformative potential of KPIs in enhancing financial performance, operational efficiency, and strategic alignment. While challenges in implementation and limitations in research scope persist, the strategic implications for CTOs and treasury teams are profound. As the airline industry continues to evolve amidst technological advancements and shifting market dynamics, the role of the treasury and the strategic use of KPIs within it will undoubtedly remain pivotal in shaping the future of successful airlines.

Reflecting on the evolving role of the Chief Treasury Officer as a strategic partner, it is clear that continuous improvement and adaptation in treasury practices are paramount. The journey towards a KPI-driven treasury function is both a challenge and an opportunity, necessitating a departure from traditional practices towards a more agile, data-driven, and strategic orientation. As airlines strive for resilience and growth in an ever-changing landscape, the strategic insights provided by KPIs will be invaluable in steering their course towards financial excellence and operational superiority.

## Implications and Future Directions

### Theoretical Implications

This study extends the corpus of knowledge in financial management and strategic decision-making within the volatile context of the airline industry. It underlines the transformative potential of KPI-driven approaches in treasury functions, offering a nuanced perspective on financial stewardship that aligns closely with broader business strategies. Theoretically, it reinforces the concept that strategic agility, underpinned by robust analytical frameworks, is critical to navigating the complexities of global markets. Future theoretical exploration can delve into the integration of predictive analytics and machine learning in KPI formulation and assessment, potentially offering richer, data-driven insights for strategic financial management.

### Practical Implications

For practitioners, particularly within the treasury functions of airlines, this research delineates a clear pathway toward enhancing operational efficiency, financial stability, and strategic alignment. The study advocates for a dynamic, responsive approach to KPI management, emphasizing the critical role of continuous review and adaptation in response to market changes and internal strategic shifts. It highlights the importance of fostering a data-centric culture, underpinned by technological investment and skills development, to fully leverage the strategic benefits of KPIs. Practically, airlines are encouraged to undertake a holistic review of their treasury functions, considering the integration of advanced data analytics tools and platforms to enhance the granularity, accuracy, and actionable nature of financial insights.

### Future Research Directions

The evolving dynamics of the airline industry, coupled with rapid technological advancements, present fertile ground for future research. Key areas include:

1. **Technological Advancements:** Investigating the impact of emerging technologies, such as blockchain and artificial intelligence, on the efficiency and effectiveness of treasury operations. This research could explore how these technologies streamline processes, enhance data security, and provide predictive insights for strategic decision-making.
2. **Sustainability and Financial Strategies:** As environmental, social, and governance (ESG) considerations gain prominence, future studies could examine how sustainability-related KPIs are integrated into treasury strategies and their impact on financial performance and investor relations.
3. **Global Economic Influences:** Analyzing the effects of global economic trends and geopolitical shifts on airline financial strategies offers insights into adaptive financial planning and risk management practices that can mitigate adverse impacts.
4. **Cross-Industry Benchmarking:** Comparative studies across industries could uncover transferable best practices and innovative financial management strategies that airlines could adopt to navigate their unique challenges.
5. **Longitudinal Studies:** Long-term research focusing on the sustained impact of a KPI-driven approach on airline performance and resilience would provide valuable insights into the efficacy and adaptability of strategic financial management practices over time.

Embracing a KPI-driven approach in treasury functions marks a pivotal step toward strategic financial management within the airline industry. This research not only underscores the immediate benefits of

such an approach but also sets the stage for continuous innovation and adaptation in response to an ever-changing global landscape. As the industry moves forward, the integration of advanced technologies, sustainability considerations, and global economic awareness into treasury strategies will be crucial for airlines aiming to achieve long-term success and competitive advantage.

## Conclusion

This research underscores the indispensable role of a Key Performance Indicator (KPI)-driven approach in revolutionizing treasury management within the airline industry. Amidst the backdrop of financial volatility and operational complexities characteristic of the sector, the strategic deployment of KPIs emerges as a beacon of innovation, guiding Chief Treasury Officers (CTOs) towards enhanced decision-making, operational efficiency, and strategic foresight.

Key Takeaways:

- The adoption of KPIs significantly elevates the treasury function from traditional financial oversight to a pivotal role in strategic business leadership within airlines.
- A dynamic, continuously evolving KPI framework is essential to keep pace with the rapid changes in the global airline industry and economic landscape.
- The practical implementation of a KPI-driven approach, supported by advanced analytics and a culture of data-driven decision-making, enables airlines to navigate market uncertainties with greater agility and confidence.

For the airline industry, the movement towards data-centric treasury management is not merely a trend but a strategic imperative. The insights derived from well-defined KPIs offer a clear pathway to financial resilience, operational excellence, and sustainable growth. As airlines strive to adapt to the evolving demands of the global market, the strategic integration of KPIs into treasury operations stands as a critical factor in achieving competitive advantage and long-term success.

The journey toward empowering airline treasury strategies through comprehensive KPI frameworks is both challenging and rewarding. It calls for a shift in mindset, embracing innovation, and fostering a culture of continuous improvement and strategic alignment. For CTOs and their teams, this research provides a foundational blueprint for harnessing the power of KPIs, setting the stage for a future where financial strategy and business agility converge to drive the airline industry forward.

In conclusion, as the airline industry continues to chart its course through the uncertainties of the 21st century, the strategic application of KPIs within treasury management emerges as a pivotal lever for steering airlines towards a horizon of financial stability, strategic growth, and enduring success.

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## Appendix

### Appendix A: Comprehensive KPI Inventory for Chief Treasury Officer (CTO)

To translate the KPI-driven blueprint from “Empowering Airline Treasury Strategy: A Comprehensive KPI Framework for Chief Treasury Officers,” this appendix delivers the Top 100 role-specific Key Performance Indicators for the CTO. Aligned with the Universal KPI Development Framework for Airline Roles, these metrics span all treasury-focused strategic dimensions:

1. Cash & Liquidity Management
2. Debt & Capital Structure Optimization
3. Risk & Hedging Management
4. Working Capital & Operational Treasury
5. Financial Planning & Analysis
6. Treasury Operations & Technology
7. Banking Relationships & Transactions
8. Investment & Portfolio Management
9. Regulatory Compliance & Governance
10. Sustainability & Green Financing

### How to Use This Inventory

1. Populate Dashboards
  - For each KPI: capture
    - Definition & Abbrev. (e.g., “Liquidity Ratio (LR)”)
    - Calculation Formula & Units (numerator, denominator, % or absolute)
    - Data Sources (TMS, ERP, bank EDI, trading platforms, flight-ops systems)
    - Reporting Cadence (Daily / Weekly / Monthly / Quarterly)
2. Define RACI
  - Responsible: Treasury analysts, cash managers, risk ops
  - Accountable: Chief Treasury Officer
  - Consulted: Finance Business Partners, Risk Committee, Legal, OCC, Digital Transformation
  - Informed: CFO, COO, Audit & Compliance, Executive Steering Committee
3. Benchmark Performance
  - External: IATA liquidity guidelines, peer-group debt ratios, IFRS 7 disclosures
  - Internal: Digital-pilot outcomes (AI cash forecasting), treasury center-of-excellence case studies
  - Target Setting: “Leading-practice” thresholds (e.g.,  $LR \geq 1.2$ ,  $FHCR \geq 90\%$ )
4. Integrate Across Functions
  - Map upstream/downstream flows: Cash Forecast Accuracy → Daily Cash Position Accuracy → Liquidity Ratio → Debt Service Coverage → CASK
  - Ensure treasury levers (hedging, borrowing) feed into network- and fleet-level cost KPIs.
5. Embed Advanced Enablers
  - Digital Twins: simulate funding plans under scenario shocks

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- AI-Driven Forecasting: dynamic cash-flow projections
- Blockchain & APIs: secure, real-time settlement and treasury-bank connectivity
- Green Financing Tools: track ESG-linked debt, SAF prepayment

Together, these 100 KPIs furnish the Chief Treasury Officer with the tactical levers and strategic guardrails necessary to drive:

- Liquidity resilience against volatility
- Optimized cost of capital and capital structure
- Robust risk mitigation through hedging and stress-testing
- Operational efficiency via automated processes
- Governance & compliance in a multi-jurisdictional environment
- Sustainable financing aligned with the airline's environmental commitments

## Cash & Liquidity Management

*(Strategic Dimension: Liquidity & Cash Resilience)*

- Liquidity Ratio (LR)
- Quick Ratio (QR)
- Cash Conversion Cycle (CCC)
- Days Cash on Hand (DCOH)
- Cash Runway (CR-days)
- Cash per ASK (Cash/ASK)
- Daily Cash Position Accuracy (DCPA)
- Operating Cash Flow Ratio (OCFR)
- Cash Burn Rate per ASK (CBR/ASK)
- Cash Buffer to Monthly Fixed Costs (CBMFC)

## Debt & Capital Structure Optimization

*(Strategic Dimension: Cost of Capital & Financial Leverage)*

- Debt to Equity Ratio (D/E)
- Net Debt to EBITDA (ND/EBITDA)
- Net Debt to RPK Ratio (ND/RPK)
- Debt per ASK (Debt/ASK)
- Debt Service Coverage Ratio (DSCR)
- Interest Coverage Ratio (ICR)
- Average Cost of Debt (ACD)
- Weighted Average Maturity (WAM)
- Percentage of Floating-Rate Debt (PFRD)
- Credit Spread to Benchmark (CSB)

## Risk & Hedging Management

*(Strategic Dimension: Financial Risk Mitigation)*

- Value at Risk (VaR)
- Fuel Hedge Coverage Ratio (FHCR)
- FX Hedge Ratio (FXHR)
- FX Exposure to Revenue Ratio (FXE/R)
- Commodity Price Exposure (CPE)
- Duration Gap Ratio (DGR)
- Counterparty Exposure Utilization (CEU)

- Liquidity Coverage Ratio (LCR)
- Stress-Test Loss (STL)
- Derivative MTM Volatility (DMV)

### Working Capital & Operational Treasury

*(Strategic Dimension: Operational Efficiency)*

- Days Sales Outstanding (DSO)
- Days Payable Outstanding (DPO)
- Accounts Receivable Turnover (ART)
- Accounts Payable Turnover (APT)
- Fuel Inventory Days (FID)
- Collection Effectiveness Index (CEI)
- Payment Processing Cycle Time (PPCT)
- Bank Reconciliation Cycle Time (BRCT)
- Treasury Funds Transfer Timing (TFTT)
- Invoice Exception Rate (IER)

### Financial Planning & Analysis

*(Strategic Dimension: Forecast Accuracy & Planning)*

- Cash Forecast Accuracy (CFA)
- Budget Variance % (BV%)
- Forecast Horizon Coverage (FHC)
- Forecast Model Error (FME)
- Number of Scenarios Developed (NSD)
- Rolling Forecast Frequency (RFF)
- Cash Forecast Bias (CFB)
- Variance vs. RPK Growth (VRG)
- Cost per Forecast Model (CPFM)
- Forecast Cycle Time (FCT)

### Treasury Operations & Technology

*(Strategic Dimension: Process Automation & Digitalization)*

- Treasury System Uptime (TSU)
- Straight-Through Processing Rate (STPR)
- TMS Coverage % (TMSC)
- e-Payment Adoption Rate (EPAR)
- Automated Reconciliation Rate (ARR)
- Payment Exception Rate (PER)
- Treasury Process Cycle Time (TPCT)
- Digital Maturity Score (DMS)
- API Transaction Volume (API-V)
- Analytics Tool Utilization (ATU)

### Banking Relationships & Transactions

*(Strategic Dimension: Counterparty Management & Cost Control)*

- Active Banking Partners (ABP)
- Bank Fees as % Transaction Value (BF%)
- Interbank Rate Spread (IRS)
- Payment On-Time Rate (POTR)

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- Account Concentration Ratio (ACR)
- Bank SLA Compliance (BSLC)
- Cross-Border Payment Success Rate (CBPSR)
- Cash Pooling Utilization (CPU)
- Banking ROI (B-ROI)
- Alternative Financing Ratio (AFR)

## Investment & Portfolio Management

*(Strategic Dimension: Yield & Asset Optimization)*

- Portfolio Yield (PY)
- Return on Investment (ROI)
- NPV per Asset (NPV/A)
- Internal Rate of Return (IRR)
- Economic Value Added (EVA)
- Risk-Adjusted ROAC (RAROC)
- Idle Cash Investment Ratio (ICIR)
- Weighted Average Duration (WAD)
- Investment Liquidity Ratio (ILR)
- Portfolio Diversification Index (PDI)

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## Regulatory Compliance & Governance

*(Strategic Dimension: Governance & Compliance)*

- Compliance Breaches (#CB)
- Time to Resolve Breaches (TRB-days)
- Regulatory Reporting Timeliness (RRT%)
- Audit Finding Closure Rate (AFCR)
- Internal Control Effectiveness (ICE-Score)
- Fraud Incident Rate (FIR)
- Policy Compliance Rate (PCR%)
- KYC/CDD Completion Rate (KYC%)
- Regulatory Change Adaptation Speed (RCAS-days)
- AML Training Completion (AML-TC%)

## Sustainability & Green Financing

*(Strategic Dimension: ESG & Sustainable Financial Management)*

- Green Bond Issuance Volume (GBIV)
- ESG-Linked Financing Ratio (ESG-FR)
- CO<sub>2</sub> Financing Intensity per ASK (CO<sub>2</sub>F/ASK)
- SAF Prepayment Rate (SAF-PR)
- Green Financing Cost Differential (GFCD)
- ESG Covenant Compliance Rate (ESG-CCR)
- Sustainability-Linked Loan Uptake (SLL-UR)
- Environmental Risk Coverage (ERC%)
- Impact Investment Ratio (IIR%)
- Carbon Offset Prepayment Ratio (COPR%)