

Beyond the TMS: designing the modern treasury architecture



Contributed by SkySparc

Treasury transformation was expected to resolve long-standing visibility challenges. Yet in many organisations, reporting still depends on spreadsheets and manual consolidation before critical decisions are made. Reporting continues to rely on manual workarounds. Data sits in silos across enterprise resource planning (ERP), treasury management systems (TMS), and business intelligence environments.

Today, the critical question for treasury leaders is no longer which system to implement, but how to design the architecture that connects them. Competitive advantage depends on how data flows across platforms and how effectively teams can interpret and act on it. For leaders preparing for real-time operations and evolving regulatory demands, integrated architecture that delivers actionable insights should sit at the top of the agenda.

Where the TMS falls short

Reporting constraints in practice

A treasury management system provides essential functionality for managing daily operations, from cash positioning and deal capture to payment processing and compliance. Many platforms offer limited analytical depth when insight is required beyond standard outputs. Standard tools often produce static, date-based snapshots instead of the longitudinal views treasurers need to identify trends, anticipate liquidity shifts, and assess exposure across reporting periods. Achieving a comprehensive liquidity overview may require running multiple separate outputs, consolidating them by hand, and validating consistency across sources. When positions change, each output must be regenerated, reconciled, and redistributed, introducing repeated processing cycles and output delays that slow decision making under pressure.

The strategic consequence

These limitations carry real strategic weight. A TMS by itself does not ensure timely, controlled access to consolidated data. Spreadsheet-based workarounds and informal overlays slow response times and introduce reconciliation loops, weakening audit traceability and increasing exposure in processes that underpin liquidity and risk reporting. As treasury is required to brief the CFO with greater precision and within tighter reporting windows, decision

latency and dependency on non-automated validation become more visible. Addressing this requires deliberate architectural design that embeds control and transparency into the data environment.

Designing the modern treasury architecture

From fragmentation to integration

Effective architecture establishes a governed analytics layer where TMS and ERP inputs are structured and standardised according to transparent calculation rules, giving teams a reliable view of liquidity and exposure across the organisation. Structured time-series analysis ensures that trend reporting is based on repeatable logic, strengthening confidence in forward-looking assessments. Automation replaces ad hoc consolidation with governed processing, preserving uniformity across outputs and limiting the need for manual intervention in critical reporting cycles.

Empowering business users

Architecture should serve the people who rely on it. With low-code platforms, treasury teams can build and maintain analytical views independently, shortening response cycles during regulatory updates, system upgrades, or corporate restructuring without waiting for vendor development queues. This autonomy allows treasury to adjust reporting logic, data definitions, and output formats as requirements evolve,





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on their own timeline. Automated daily distribution of validated outputs provides senior management and the CFO with reliable figures drawn from a governed data framework, strengthening confidence in reported positions.

Scalability under constraint

Modern treasury teams frequently operate with leaner headcounts and tighter budgets. The underlying infrastructure must reflect this reality. Secure, automated migration processes support structured data conversion with documented test cycles and full audit traceability throughout system changes, protecting both continuity and evidentiary integrity during periods of significant upheaval. A lean, purpose-built framework grounded in proven controls and documented logic allows the function to scale and adapt while maintaining consistency across outputs and minimising exposure during future change events.

Transformation in practice: architecture under pressure

Structural change as catalyst

At the Treasury 360° Nordic conference, Volvo Group and SkySparc will take to the stage for a fireside chat on building data foundations, embedding analytics, and laying the groundwork for AI-driven capabilities.

A corporate demerger at Volvo had required the treasury function to establish

full operational independence under strict legal separation requirements, compressed timelines, and limited resources, with heightened exposure to operational and reporting risk. Legacy infrastructure had become inadequate, and the team needed to deliver a complete overhaul within an ambitious 18-month window while working with significantly reduced headcount.

Volvo partnered with SkySparc to support critical elements of this programme, with particular focus on complex data migration, reporting redesign, and operational streamlining. Automated, audit-grade migration and archiving processes enabled secure data conversion with structured validation cycles, containing legal and compliance risk while maintaining continuity at every stage. The result was a fully independent, modern function with significant process efficiency, improved oversight, and a scalable architecture aligned with the organisation's specific needs.

Reporting transformation through architecture

A comprehensive, real-time liquidity overview was the goal when a Switzerland-based industrial manufacturer sought to enhance the analytical capabilities of its treasury management platform. Standard functionality provided only date-based snapshots, and achieving a consolidated view required running multiple outputs and compiling the results by hand.

Working with SkySparc, the manufacturer deployed a cloud-based analytics layer that unified multiple data sets into a single liquidity dashboard built on uniform calculation logic and standardised data definitions. Time-series analysis revealed previously hidden trends and patterns, enabling better risk oversight and smarter liquidity decisions. The solution empowered business users to create and modify views independently, within a governed reporting framework, with fewer informal adjustments and stronger uniformity across outputs. The company has since expanded its analytical scope to include accounting and exposure management, alongside cash flow positions, with plans to integrate ERP data for comprehensive cash forecasting.

What treasury leaders should prioritise now

Transformation programmes deliver the greatest impact when guided by clear architectural principles. Leaders preparing for the next phase of evolution should anchor their programmes in a defined set of design principles. Where does consolidated data reside today, and is it accessible in a format that supports timely decision making? Can analytical capabilities evolve without creating vendor dependency or requiring specialist technical resources? Migration and upgrade processes should be automated and repeatable, ensuring minimal disruption during system changes.

Data-driven treasury begins with structural clarity. Analytics capability, including the future application of AI, emerges from disciplined integration and reliable foundations. Architecture underpins reporting confidence, governance discipline, and long-term adaptability.

The connective advantage

Organisations that extract the greatest value from their technology investments are those that think beyond individual systems and invest in the connective framework between them.

Leaders who redesign their information landscape, unifying fragmented sources and equipping their teams with flexible analytical tools, will be best positioned to respond to evolving regulatory and economic pressures. For treasury functions preparing for the next era of real-time, data-driven operations, the underlying architecture will define what is possible. ■