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Navigating Treasury Transitions

A Proven Framework for Modernizing Receivables Management

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Navigating Treasury Transitions with Confidence

Receivables operations were once predictable. Treasury teams could rely on stable vendor relationships, consistent processing, and steady volumes. But today, those assumptions no longer hold. Teams managing inbound payments now face daily disruptions—vendor instability, escalating fraud, staffing gaps, and shifting client expectations.

These pressures are especially visible in commercial banking, where check volumes remain persistently high—but the infrastructure supporting check processing hasn't kept pace. The result? Many institutions are left with outdated systems, manual workarounds, and limited visibility across receivables channels. What used to be routine now requires active oversight to avoid delays, compliance gaps, or client disruption.

Whether your institution is facing a lockbox provider exit, working to unify fragmented receivables systems, or preparing to support more complex commercial clients, these challenges represent more than isolated issues—**they signal a need for a new approach.**

That's why CheckAlt developed the Treasury Transition Flywheel—a framework created specifically for financial institutions managing receivables across paper-based and digital channels—such as lockbox, remote deposit, and online payments—and streamlining critical processes like reconciliation.

This ebook introduces a practical, seven-step framework to help institutions move from reactive firefighting to proactive treasury stewardship—mitigating risk, maintaining continuity, and unlocking new growth opportunities. Each step reinforces the next, helping treasury teams evolve from disruption to resilience—and from resilience to revenue.

Let's explore how.

STEP 1

Recognize and Neutralize Risks Early

When a receivables provider falters, it doesn't always happen loudly. Early signs—processing delays, exception backlogs, and unexplained outages often surface before a full breakdown. Treasury leaders must remain attuned to weak signals and develop internal processes to detect and act on them before disruption cascades downstream.

Proactive mitigation is about readiness, not reaction. Institutions with early detection protocols can move quickly to engage backup partners, communicate with commercial clients, and map out controlled transitions before risk becomes loss.

Risk Indicators to Watch

> Missed SLAs or reconciliation delays

> Declining quality of exception handling

> Vendor consolidation activity

> Check fraud uptick linked to a specific facility or process

Identifying risks early builds control into the transition. It gives you time to align internal teams, brief relationship managers, and reset expectations with clients. That foundation sets the tone for every move that follows.

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STEP 2

Assess Readiness and Choose the Right Partner

Before you execute a transition, you need to ask a harder question: Should we? Not every delay or issue means it's time to change providers. But when key indicators begin to compound—persistent performance gaps, lack of transparency, or missed compliance marks, it's time to evaluate your position with clear eyes.

This step isn't just about the vendor. It's also about your institution's internal readiness. Can your team absorb a change? Do you have clear ownership across treasury, IT, and operations? Are you aligned on what success looks like going forward?

When it *is* time to explore new partners, treasury leaders need more than cost comparisons. They need confidence that the next partner brings not just the right tools, but the right delivery model, responsiveness, and flexibility to support their institution's growth.

Vendor decisions are rarely black-and-white. This phase is about pressure-testing assumptions and building a framework for objective evaluation.

Partner Evaluation Questions to Consider

> Can the vendor support hybrid models (in-house + outsourced)?

> What visibility do we retain across channels and reconciliation?

> How does their onboarding timeline align with our risk tolerance?

> What guardrails are in place to prevent service degradation?

Assessing readiness and defining what matters most before reviewing proposals creates a smoother path forward, even if the outcome is to stay and optimize rather than switch.

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STEP 3

Transition Smoothly with Expert Guidance

No transition should compromise cash flow or introduce regulatory exposure. Treasury teams need specialized support to ensure onboarding happens without gaps, especially when servicing complex B2B receivables or handling high-volume deposit accounts.

Transition Questions Worth Asking

> Who owns each part of the implementation process—IT, ops, vendor?

> Are remittance and check imaging templates standardized ahead of go-live?

> Is dual processing needed, and if so, for how long?

CheckAlt teams routinely conduct detailed walkthroughs of legacy workflows to map out handoff points, remittance data rules, and exception paths. This keeps implementation aligned with your institution's operating cadence, not the other way around.

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STEP 4

Maintain Continuity by Monitoring What Matters

In receivables operations, consistency builds credibility. When a transition is underway, even small lapses, like delayed deposits or missed posting windows, can undermine confidence fast. Treasury teams must not only keep payments flowing but also **actively monitor and manage** every step in the process to ensure what's working stays that way.

That's why this step is rooted in visibility and oversight. You can't assume continuity. You have to inspect for it. Institutions that maintain strong service levels during change do so by reinforcing process controls, validating timelines, and tracking key dependencies.

This also strengthens your institution's security posture. By closely monitoring payment flows, you can reduce the risk of errors, fraud, or missed exceptions slipping through. And from a regulatory standpoint, uninterrupted receivables processing helps ensure continued compliance with KYC, UDAAP, and servicing expectations.

Continuity isn't just about uptime. It's about what happens when nobody's looking.

Continuity Metrics to Track

> **Deposit timing:** Are payments posting when promised?

> **Posting accuracy:** Are receivables hitting the right account and ledger?

> **SLA adherence:** Are lockbox and reconciliation vendors meeting agreed-upon service levels?

> **Exception backlog:** Are unresolved items aging out or being cleared promptly?

Delivering predictable performance under pressure deepens client trust and preserves operational integrity across cash positioning, accounting close, and relationship management.

STEP 5

Unify Receivables to Enable Scale

Once you've restored continuity and stabilized processing, the next opportunity is expansion. Treasury teams often find that while lockbox may be running smoothly, other receivables channels, like RDC, online payments, and reconciliation, remain siloed, duplicative, or dependent on outdated tools.

That's the moment to consolidate.

Pulling multiple inbound payment channels into a single platform reduces operational drag, unifies reporting, and improves both oversight and service delivery. Local processing can accelerate funds availability, lowers float, and reduces fraud risk by minimizing handoffs—all of which strengthen your institution's position with commercial clients.

From Stability to Scale

> Consolidated platforms reduce exception backlog and simplify reconciliation.

> Faster deposits create measurable client liquidity gains.

> Clean infrastructure enables upsell opportunities and value-added services.

When receivables performance improves, growth follows. With a modernized, centralized platform in place, treasury becomes more than a utility, it becomes a revenue enabler.
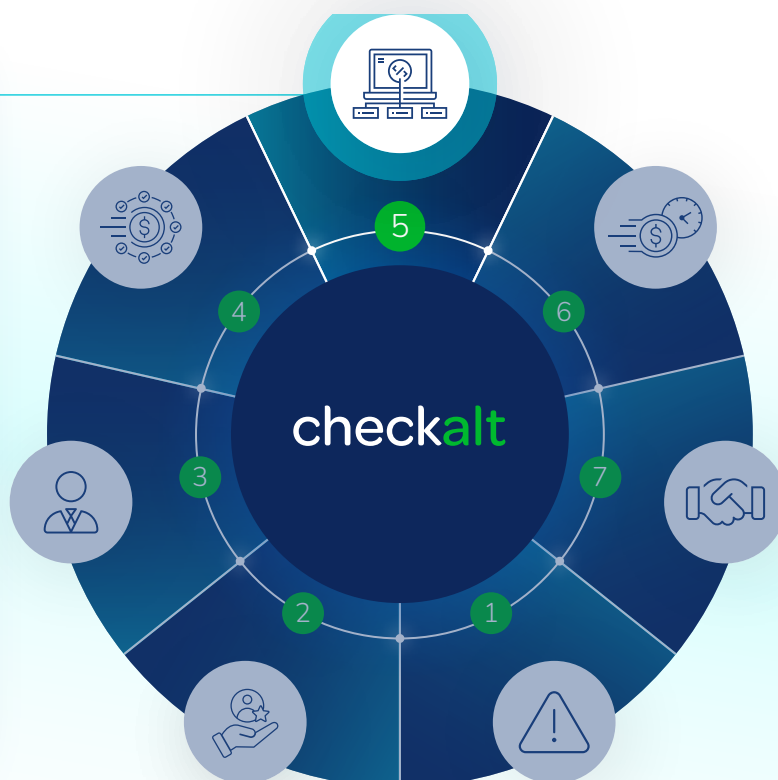
STEP 6

Convert Efficiency into Revenue Growth

Once receivables operations are stabilized and performance improves, many institutions find themselves with something they didn't have before: capacity. Treasury teams can now shift focus from manual cleanup to strategic growth, and that's where the next phase begins.

With cleaner reconciliation, faster exception handling, and improved availability, commercial clients get a better experience, and your teams gain the credibility to sell deeper. These efficiencies show up in sales conversations: faster onboarding, fewer errors, and the ability to handle volume and complexity with confidence.

And for institutions with the right infrastructure, there's another layer of upside: revenue sharing. Some FIs are leveraging their modernized receivables platforms to offer white-labeled payment portals or reconciliation services as a value-add to commercial clients, creating new fee income without new overhead.

How Receivables Operations Drive Revenue

> Faster cash application = improved client experience

> Operational capacity = larger commercial deal flow

> Reduced error rates = fewer remediation costs

> Infrastructure-as-a-service = new revenue channels via partner programs

Receivables management is no longer a back-office function, it's a platform for client growth, retention, and margin expansion.

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Cultivate a Strategic Partnership

Vendor relationships shouldn't be managed; they should be activated. The institutions that gain the most from their treasury partners are those that treat them as strategic partners, not just service providers.

In this final phase of the flywheel, treasury leaders move beyond stability and toward optimization. They engage partners like CheckAlt to monitor trends, test new solutions, and prepare for the next cycle of disruption—before it arrives.

Strategic partnerships also help institutions better align receivables capabilities with client industry needs, enabling deeper wallet share, more consultative service, and differentiated positioning in competitive markets.

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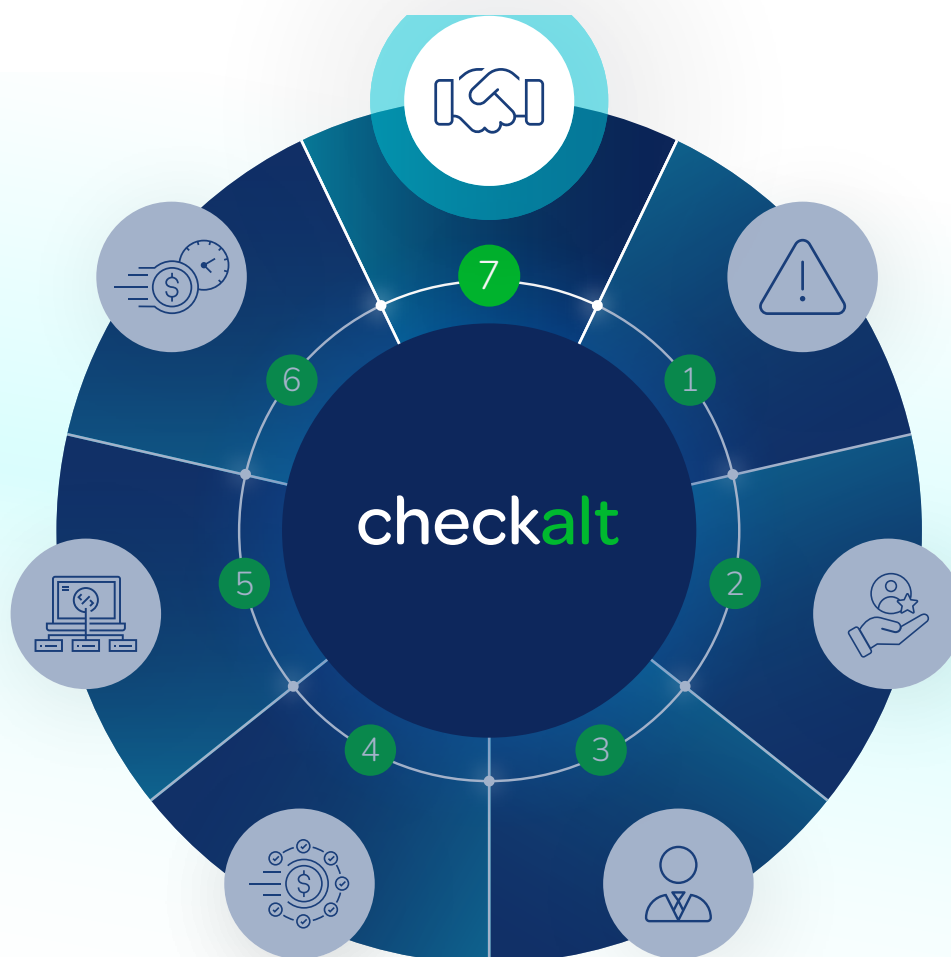
CONCLUSION

This Isn't a Stopgap. It's a Strategy.

Transitions in treasury aren't new. But today's environment—marked by fraud escalation, vendor instability, and shifting client demands—requires a different kind of response.

The Treasury Transition Flywheel isn't a temporary fix. It's an operating model for treasury teams seeking to build operations that are adaptive, resilient, and growth-oriented. Each step reinforces the next, creating a self-sustaining framework that helps institutions move from disruption to stability—and from stability to scale.

Whether your institution is responding to a lockbox provider exit, seeking to unify fragmented receivables channels, or preparing to support more complex commercial clients, the Flywheel provides a clear path forward.

Now is the time to turn disruption into momentum—and make treasury transitions a lever for long-term strategic growth.

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Start the Conversation

If vendor instability, persistent check volume, or reconciliation risk is on your radar, the CheckAlt team is ready to help you evaluate your next move. Contact us today to get started.

Contact Sales:
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