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GLOBAL PAYMENTS

Survey Report

PAYMENTS INTENSITY > CONNECTIVITY > CROSS-BORDER & FX OPERATIONS
COMPLIANCE & SECURITY > FASTER PAYMENTS > TECHNOLOGY SPEND



2022

SUMMARY REPORT

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GLOBAL PAYMENTS SURVEY

Survey Quick Stats



DEVELOPMENT



RUNTIME



ANALYSIS

April

May

June

July

August

September



230+
respondents



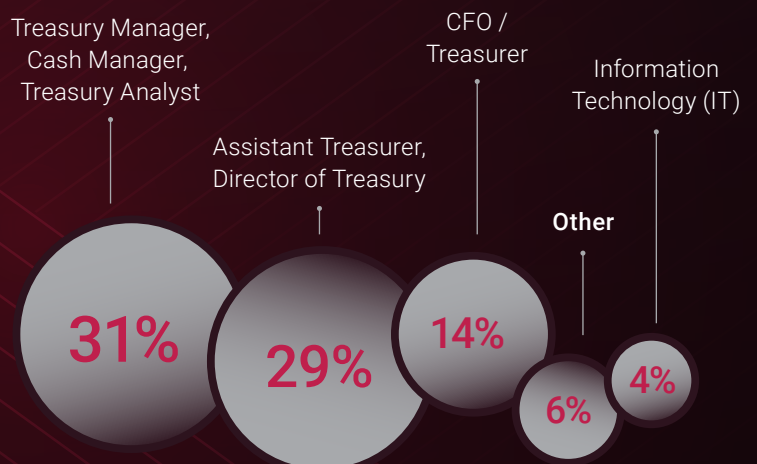
80+
questions



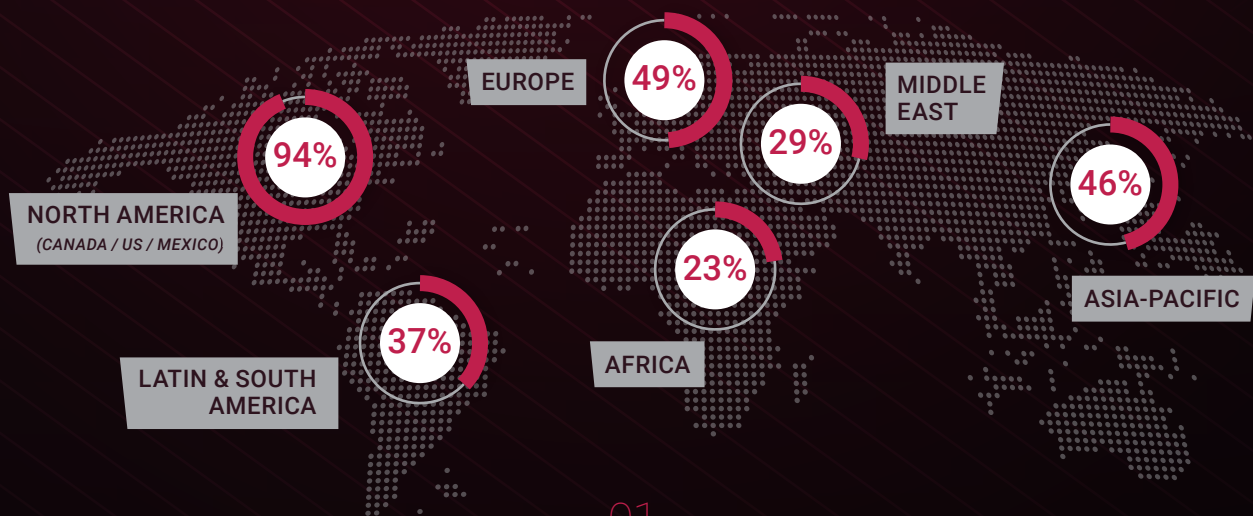
10-week
survey runtime

3rd year of research

Top Respondent Roles



Respondent Regions of Operations



Executive Summary



SVEN HINRICHSEN

President & GM of AP Automation
Corpay, a FLEETCOR company



CRAIG JEFFERY, FLMI, CCM

Founder & Managing Partner
Strategic Treasurer

Financial supply chains continue to expand globally. Concurrently, global payment activity is also growing rapidly for many organizations and can represent a more challenging aspect of their financial operations. Having numerous systems, multiple banks, and various payment types and currencies to support are all further complications posed by new payment methods and payment rails that are springing up in nearly every jurisdiction.

This Global Payments Survey Report covers key elements from our 2022 research. This survey explored global payment topics including cross-border and FX operations, compliance and security, faster payments, spending plans on payment technology, and elements of increasing complexity.

Over 230 payment and treasury professionals from across the globe participated in this research and took the lengthy survey (over 80 questions). Over 45% of respondents had operations in Asia-Pacific, Europe, and North America, reflecting expansive businesses and highlighting another aspect of the complexity of global payments.

These areas are both important and interesting for the payment professional, treasury expert, and banker. As we sifted through a mountain of data and key points, we enjoyed the process of identifying several key storylines that summarize the findings from this year's study.

Below are just four headlines for your consideration. Beyond that, you will find 14 key findings and additional details.

- ➔ **KYC Pain.** *Know Your Customer is by far the top payment-related regulatory pain.*
Of payment-related regulations, Know Your Customer (KYC) absorbs the most resources and represent the single biggest challenge — more than OFAC, FBAR, PCI-DSS, and SWIFT CSP combined.
- ➔ **Big Spending Plans.** *Companies are planning to spend heavily on payments for efficiency, fraud, and control, and on technology to improve payments.*
 - Up to 30% of companies plan to invest significantly in payment technologies, including AP automation, APIs, and ERP and TMS payment modules.
 - Over 70% of companies note that payment workflow control to reduce fraud, processing cost reduction, and error reduction are all important/very important to them and will impact their spend.
- ➔ **Smaller Firms Have Bigger Fraud Concerns.** *The top concern for smaller firms was the increase in fraud at 19% above larger firms. The payments evolution impact is the top concern overall.*
 - Fifty-five percent of smaller firms identified the increased likelihood of fraud as their top concern. It placed 3rd for larger firms at 36% of companies.
 - Payments evolution is the overall top concern identified by 53% of large firms (1st) and 52% of small firms (2nd).
- ➔ **Bankers Sound Off on Security.** *Using MFA and bank-offered security services were the highest (top 2) priority recommendations.*
 - Using multi-factor authentication (MFA)/dual controls (54%) was the top listed security item, followed by the practical advice to use the security services the banks offer (48%).
 - Being prompt (timely) with reconciliation followed, with 40% identifying it as a top 2 item.

You are invited to continue examining the results of this survey through the key findings in the section that follows in this research report.

For everyone who took this survey — thank you. Those who complete the survey receive a more comprehensive report as a sign of our appreciation for the time you invested. As always, survey responses remain confidential. Our thanks to Corpay for underwriting this research and for their partnership in running the survey this year.

Read and enjoy.



Additional resource related
to this survey:



WEBINAR REPLAY

Key Finding Analysis

General Payments

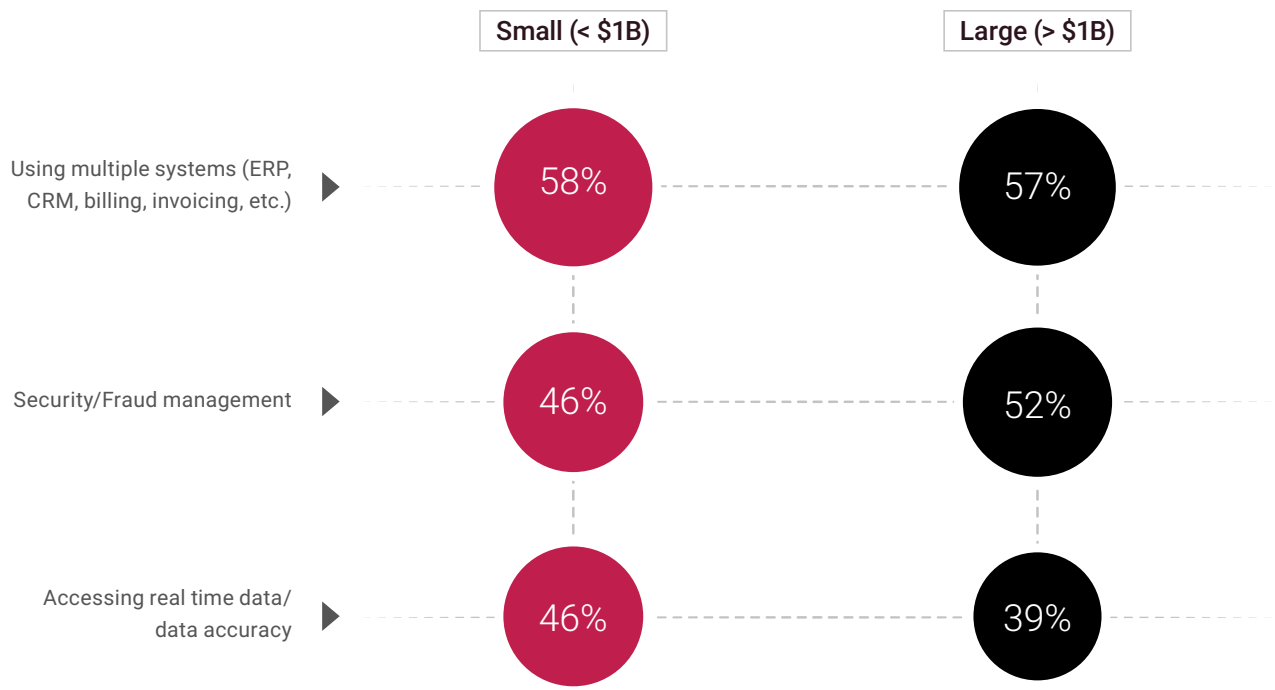
1. Top Payment Challenges: Multiple Systems and Security Fraud Management.

Both large and small firms identified the use of multiple systems as their primary challenge (58% overall; 58% small and 57% large). Security fraud management was identified by about half (49%) of companies, with 52% of large firms identifying this, making it the 2nd biggest challenge for them. For smaller firms, security fraud management and accessing real-time data/data accuracy were tied as the 2nd largest challenge.



What primary challenges do you currently face when managing payments?

(Only top choices of respondents shown.)



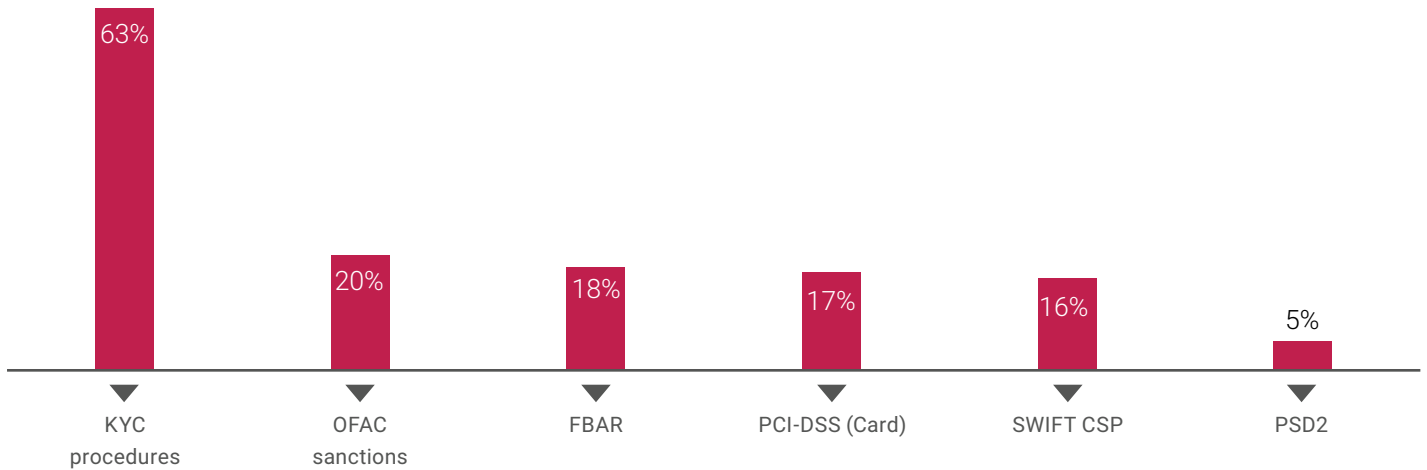
2. Regulation Pain: KYC at the Top.

Know Your Customer (KYC) requirements for account management are far and away the dominant regulation issue absorbing resources of corporations. Sanction regulations (OFAC) and Foreign Bank Account Reporting (FBAR) are identified by only one in five respondents as requiring significant resources or representing a significant challenge.



Which payments-related regulations or KYC procedures require significant resources or represent a significant challenge for your organization?

(Only top choices of respondents shown.)



3. Payment Innovation Concerns Are Many: Keeping up with the Evolution of Payments Tops the List.

Over half of companies identify the time it takes to update systems and workflows as a top concern, with 52% listing it as one of their top two concerns. The increased likelihood of fraud comes in 2nd (46%) and edges out the financial cost of staying current (43%).

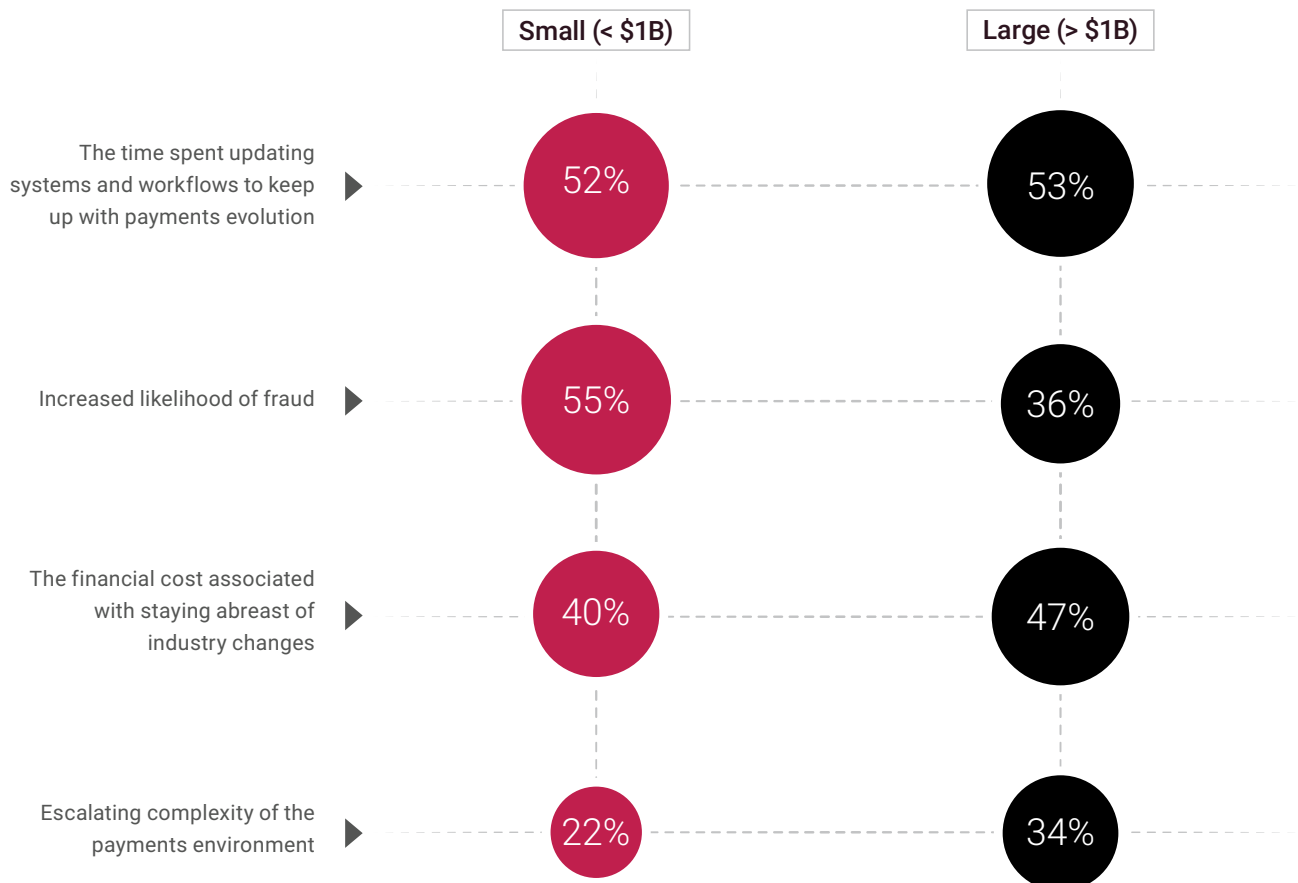
Variance between small and large:

- Smaller firms are concerned about the increased likelihood of fraud (55%) at a 19% higher level than large companies.
- Larger companies are more concerned about the escalating complexity of the payment environment. When cross-referenced, this gap seems highly correlated to payment complexity (number of payments, payment banks, countries a firm makes payments to).



What are your TOP TWO concerns regarding payments innovation? (Select two)

(Only top choices of respondents shown.)

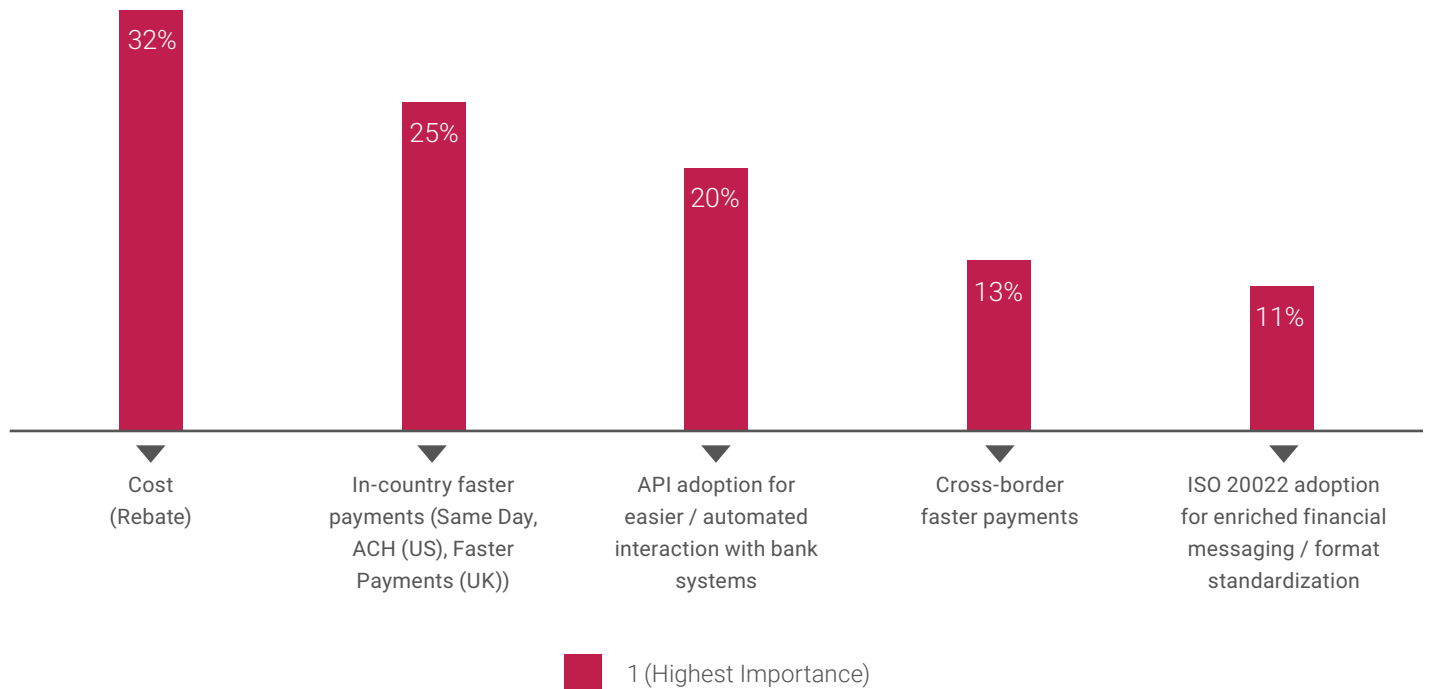


4. Top Importance for Payment Operations: Cost (Rebates) and In-Country Payment Speed.

In this forced-rank option, cost or rebate was cited as of top importance by one-third of organizations (32%), followed by more rapid in-country payments (25%). API adoption was listed as 3rd, at 20% of all respondents. The use of the ISO 20022 standard, which provides a modern format with enriched data options, came in last, with just 1 in 9 selecting this option.



Rank the following options from 1 (Highest) to 5 (Lowest) according to how important they are for your organization's payment operations:



5. Robust Spending on Payments Expected, Particularly on Fraud.

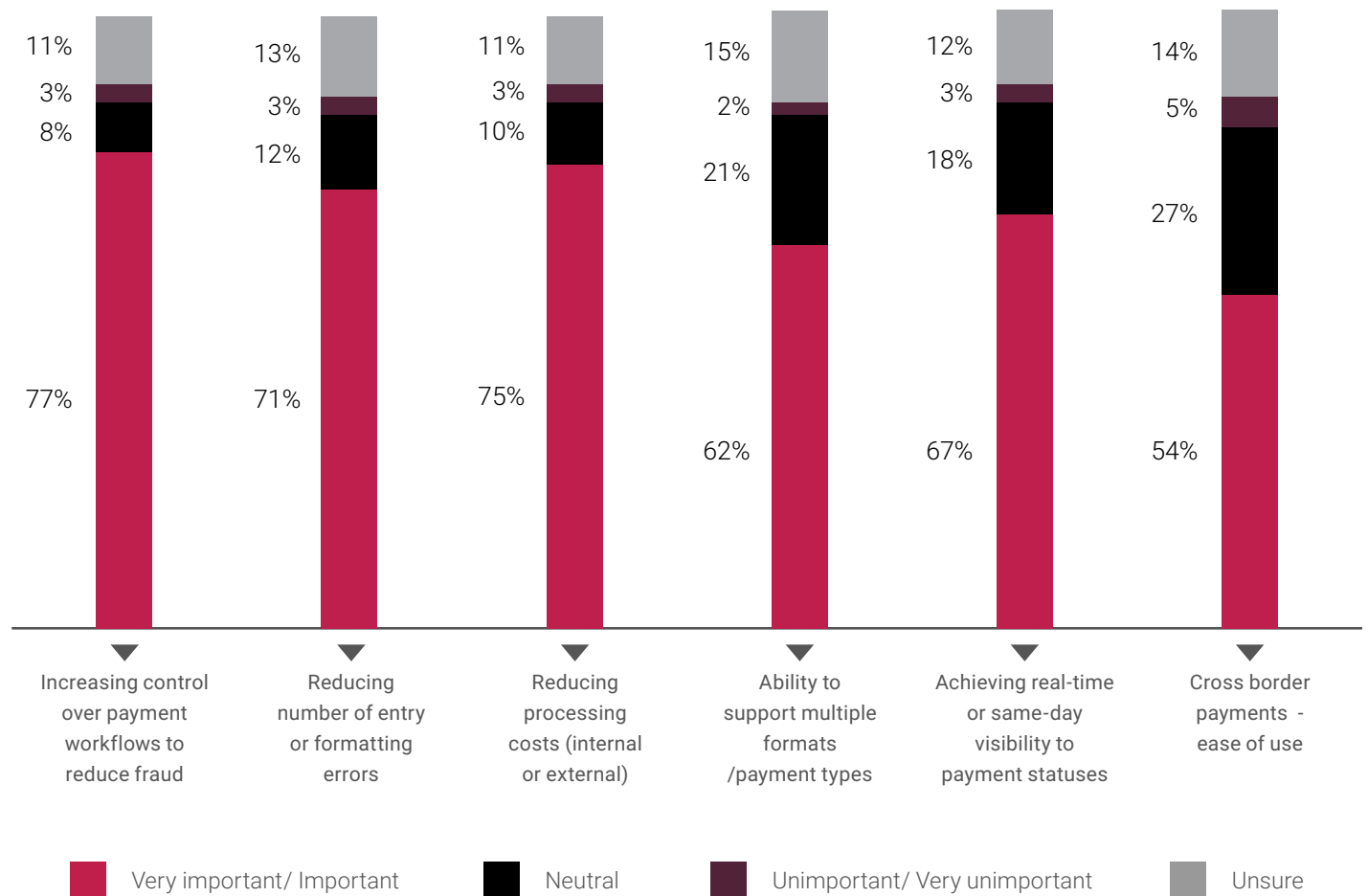
More than three-quarters of companies see increasing control over payment workflows to reduce fraud as having an important or very important impact on their spend and focus. The top four:

- 77%: reduce fraud
- 75%: reduce processing costs
- 71%: error reduction
- 67%: achieving visibility to payment status on a same-day or real-time basis



Please indicate the importance of the following options according to how they would impact your bank connectivity spend and focus:

(Only top choices of respondents shown.)



6. 12 Month Investment: Almost Everything Payments.

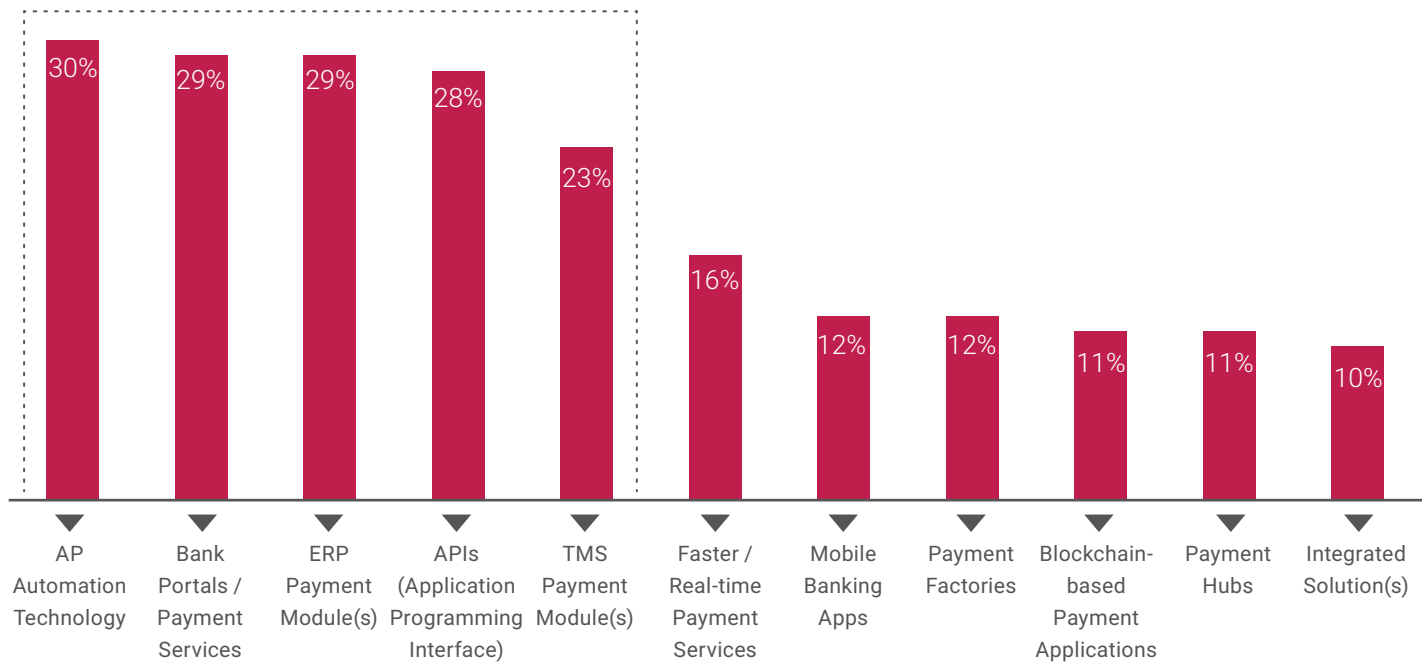
There are five payment-related technologies that companies plan to invest in heavily (over 20%). The accompanying chart shows these five, which are AP automation technology, bank portals/payment services, ERP payment modules, APIs, and TMS payment modules.

Six additional technologies, all in the heavy investment category, garnered interest from 10–16% of respondents.



What types of payment technologies do you intend to invest significantly in over the next 12 months? (Select all that apply)

(Only top choices of respondents shown.)



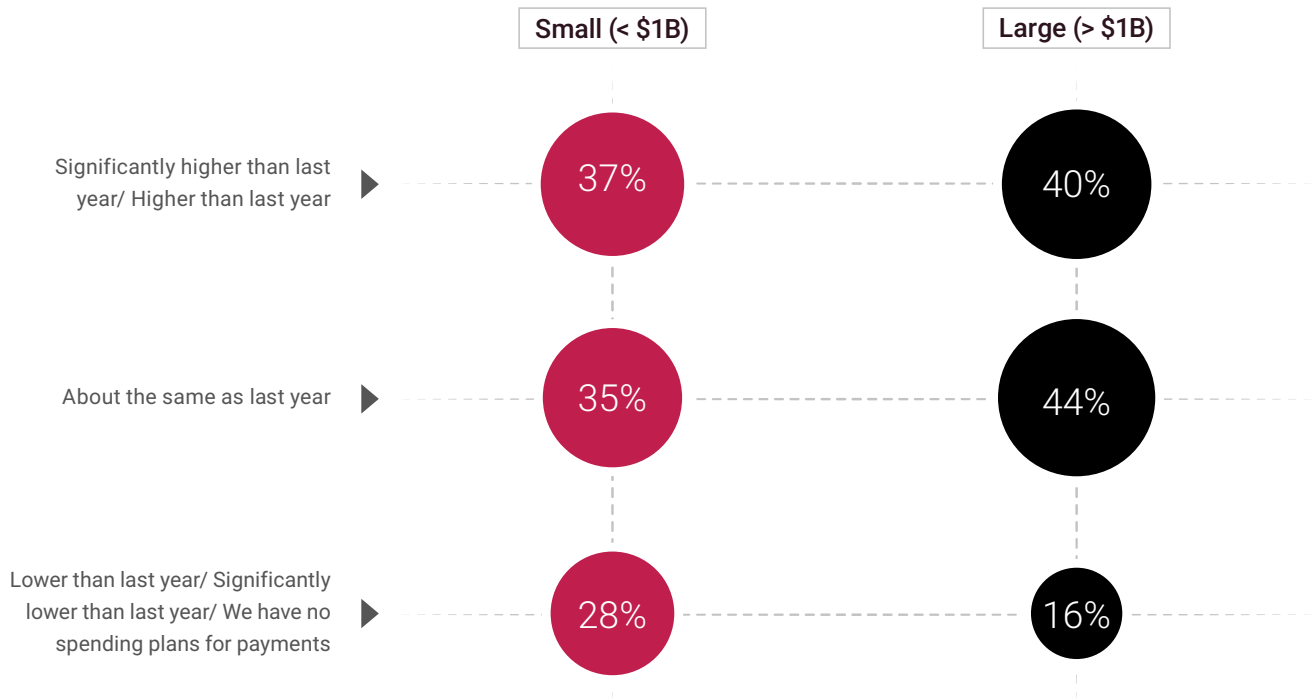
7. The Bigger They Are, the More They Plan to Spend on Payments.

Thirty-eight percent of companies plan to spend more money on payments compared to last year (7% significantly higher, 31% higher). Above 35% represents very high levels of expected spend based upon multiple surveys over the past decade.

Compared to the general 38% with planned higher spend, slightly more larger companies (40%) are planning this compared to smaller companies (37%). When we add up plans for lower spending and not spending on payments, this totals to 28% for small companies and just 16% for larger companies.



Our spending plans for payment services and technology in the next year are:



8. What Bankers Wish You Knew or Did for Security.

Bankers wish their clients would listen to their advice for security. Since bankers deal with multiple customers, they have a composite view by the nature of their work. Pay attention to their top security selections.

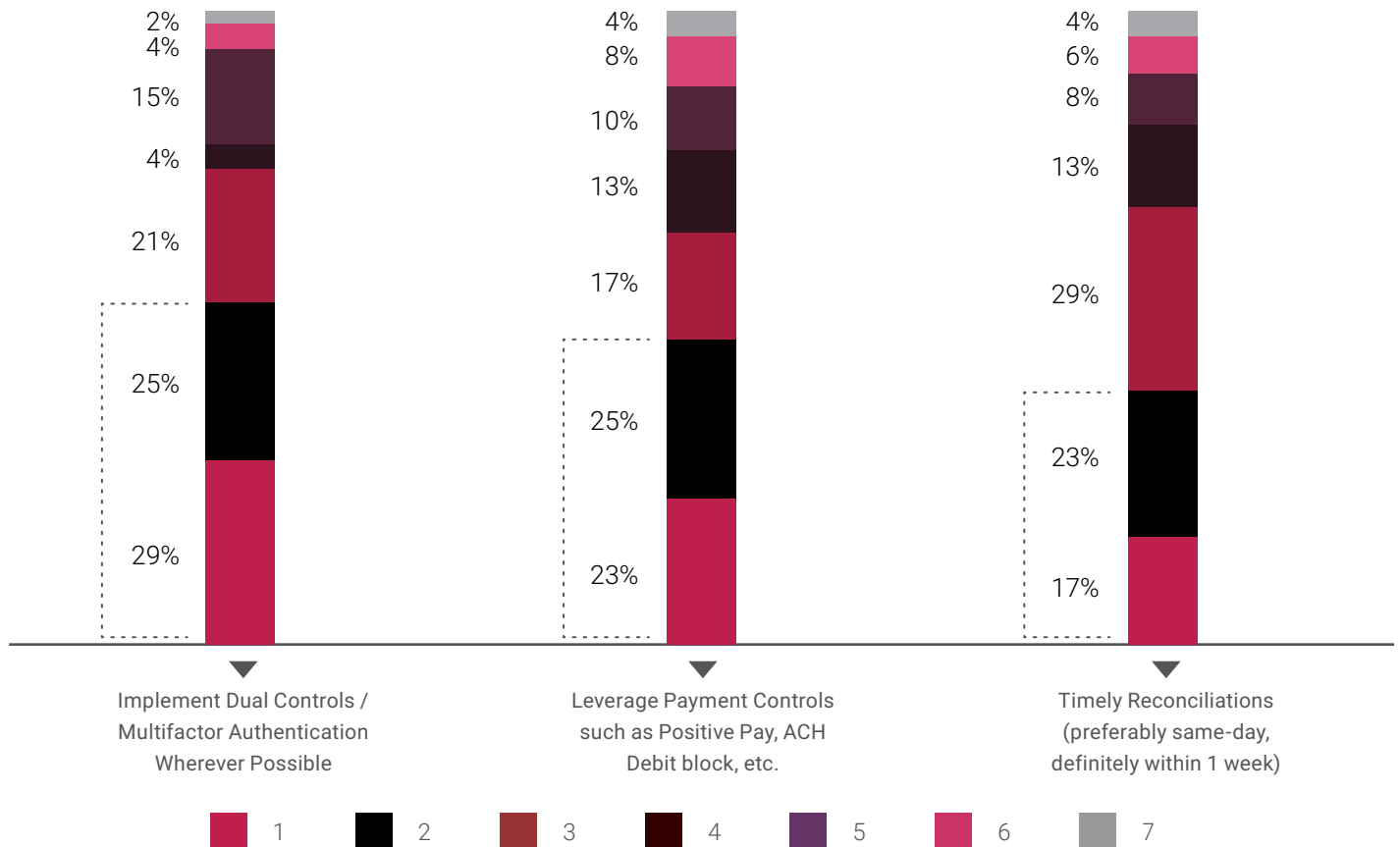
Top two positions:

- 54%: multi-factor authentication/dual controls
- 48%: implement bank services security controls
- 40%: recommend timely reconciliations



What is the priority for the internal security practices or tools you wish all your clients used? Rank from highest priority (1) to least (7) by dragging and dropping response options.

(Only top choices of respondents shown.)



Global Payments

9. Cross-Border Visibility Tops the Desire List

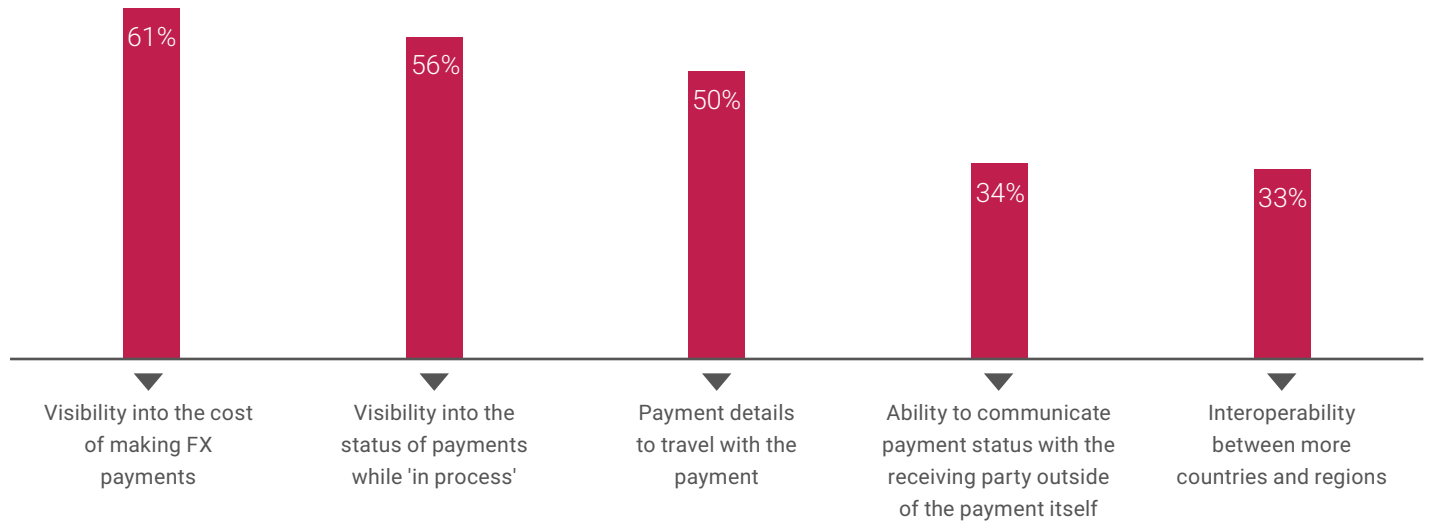
Visibility to costs (61%) and payment status (56%) represent the most desirable attributes for cross-border faster payments. Visibility is viewed as more important than efficiency elements (payment details, interoperability).

- Those wanting payment details to travel with the payment: 50%.
- Those indicating that having the ability to communicate payment status to the other party (receiving party) was important: 34%.
- Those noting a desire to have an increased level of interoperability between regions and countries: 33%.



We have a strong desire for the following cross-border faster payments:
(Select all that apply):

(Only top choices of respondents shown.)



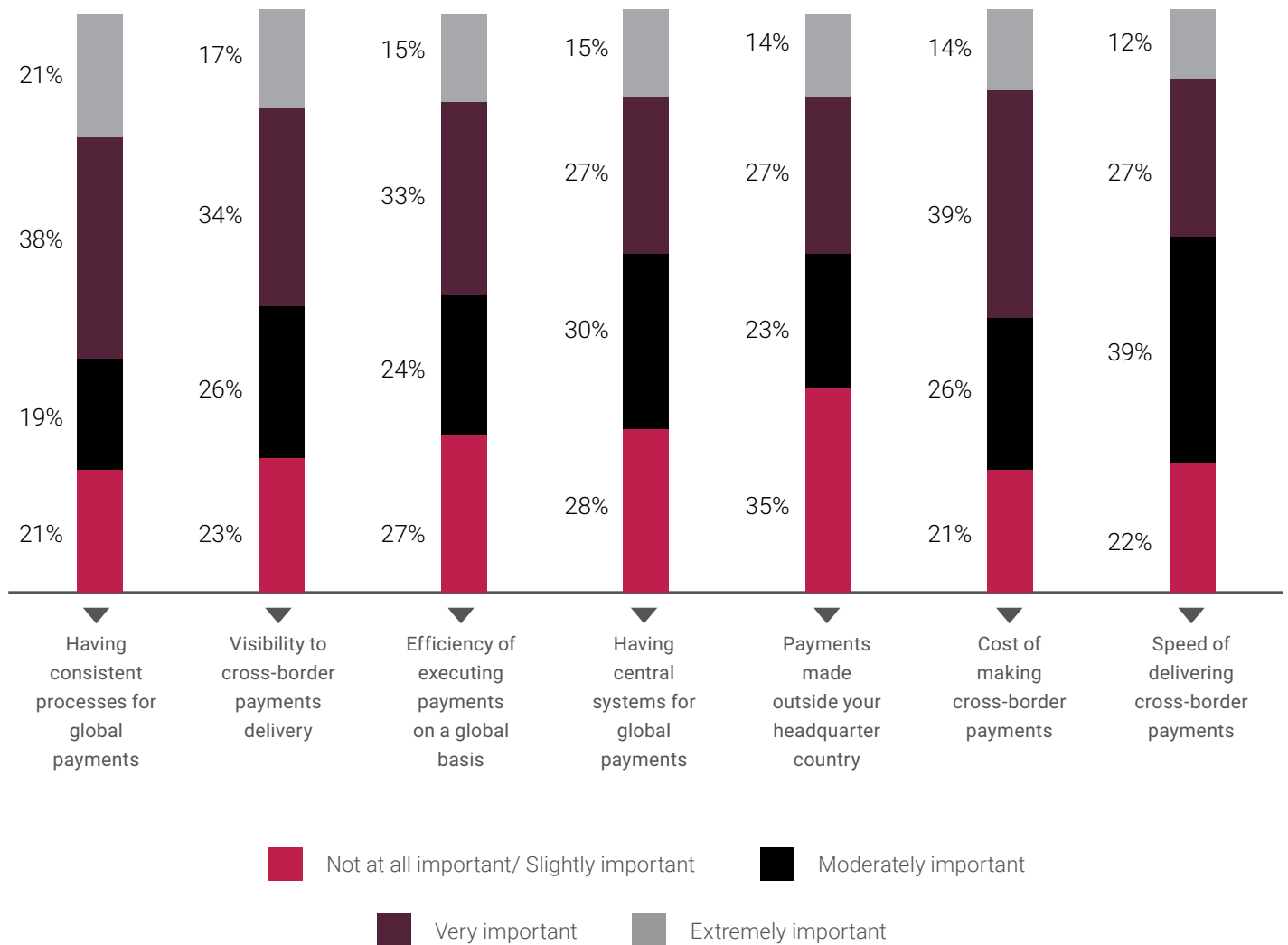
10. Consistent Processes for Global Payments.

Three items were identified as extremely important or very important to payments by a majority of respondents: 1) consistent processes for global payments (59% total, 21% extremely important), 2) visibility to cross-border payments delivery (51% total, 17% extremely important), and 3) the cost of making cross-border payments (53% total, 14% extremely important).



Please identify the importance of the following with regard to your payments:

(Only top choices of respondents shown.)



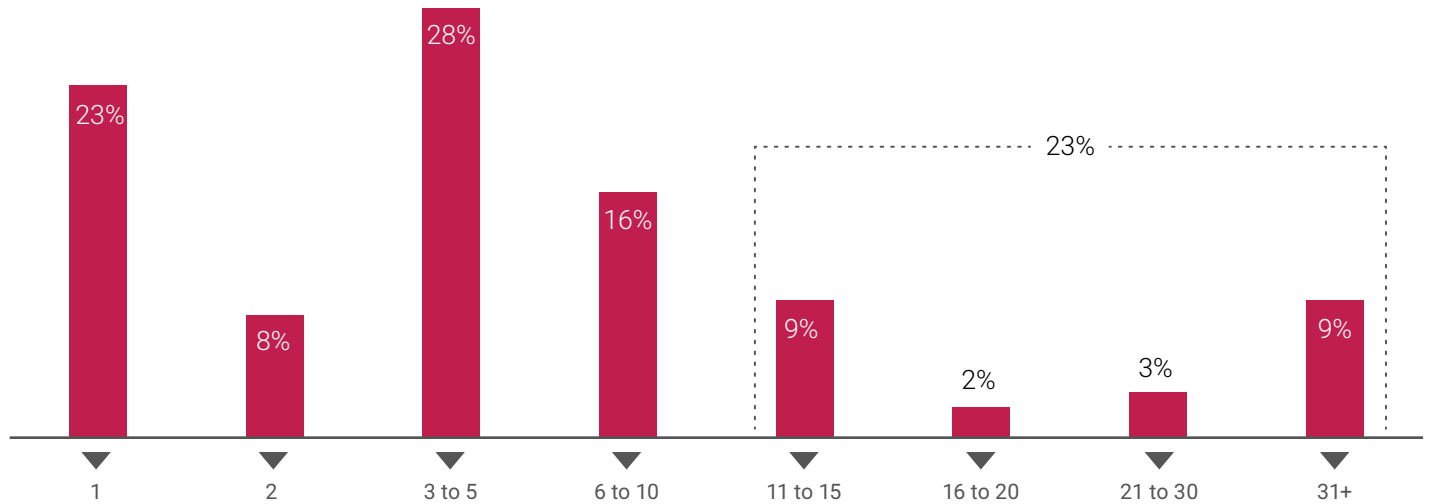
11. Payment Complexity, Number of Currencies: Just 1 in 4 Regularly Make Payments in One Currency.

The more currencies a company has, the more complex their global payment process. Twenty-three percent of companies make regular payments in 11 or more currencies, which is equal to the 23% of survey respondents making regular payments in just one currency.



How many currencies do you regularly make payments in?

(Unsure responses not shown.)



12. Payment Complexity: Number of Payment Origination Banks.

The more banks a company uses to originate payments, the more complex their global payment process is to manage. Only 12% of survey respondents indicated they originate payments with a single bank, while 35% use six or more banks. Thirty-four percent use one or two banks to originate payments, but when we stratify for company size (sales/turnover), we find the following:

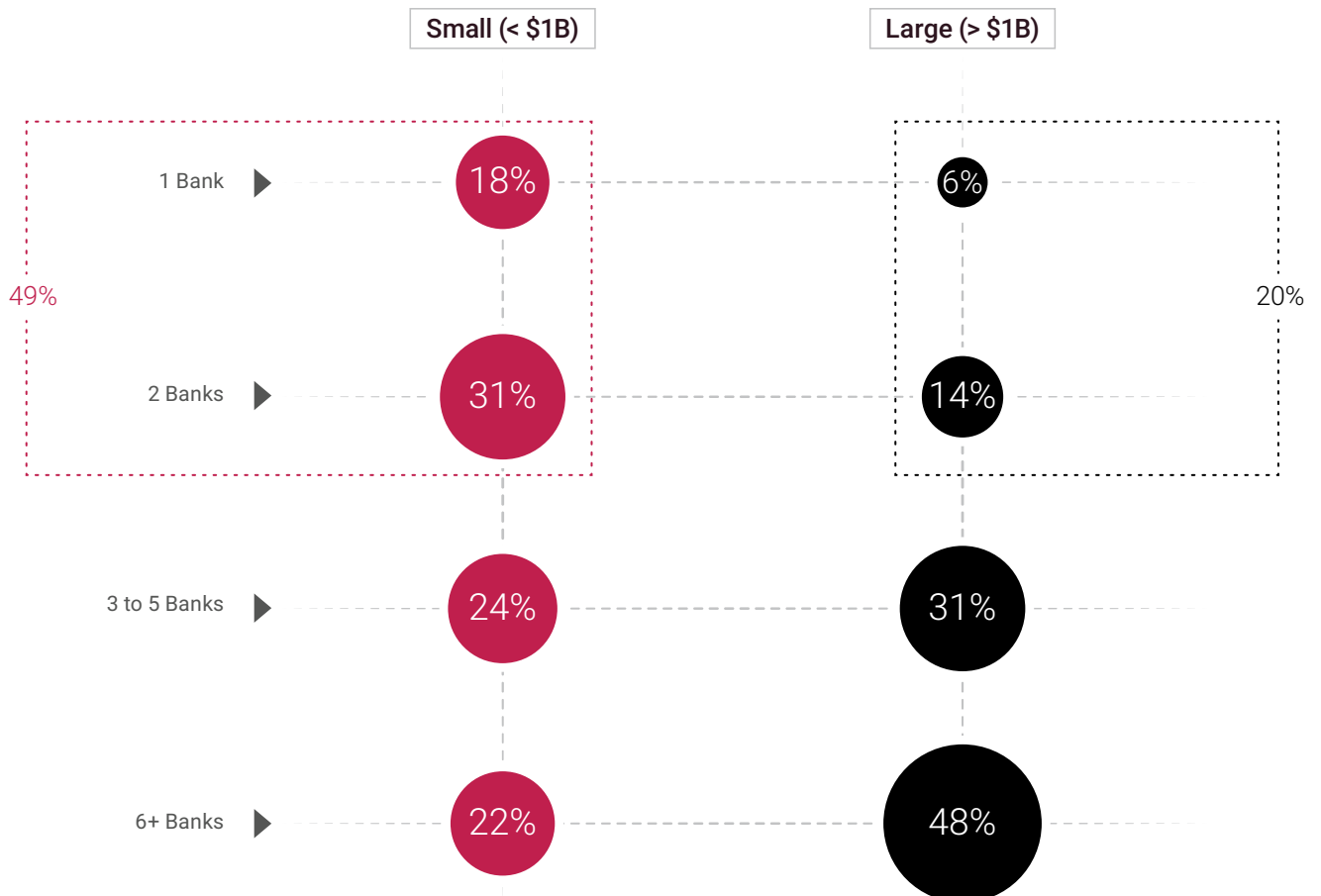
Number of banks – large/small factor:

- 1 bank: 6%/18% – 3x favoring small (12-point difference)
- 1-2 banks: 20%/49% – 2.5x favoring small (29-point difference)
- 6 or more banks: 48%/22% – 2x favoring large (26-point difference)



How many banks do you originate payments with?

(Unsure responses not shown.)

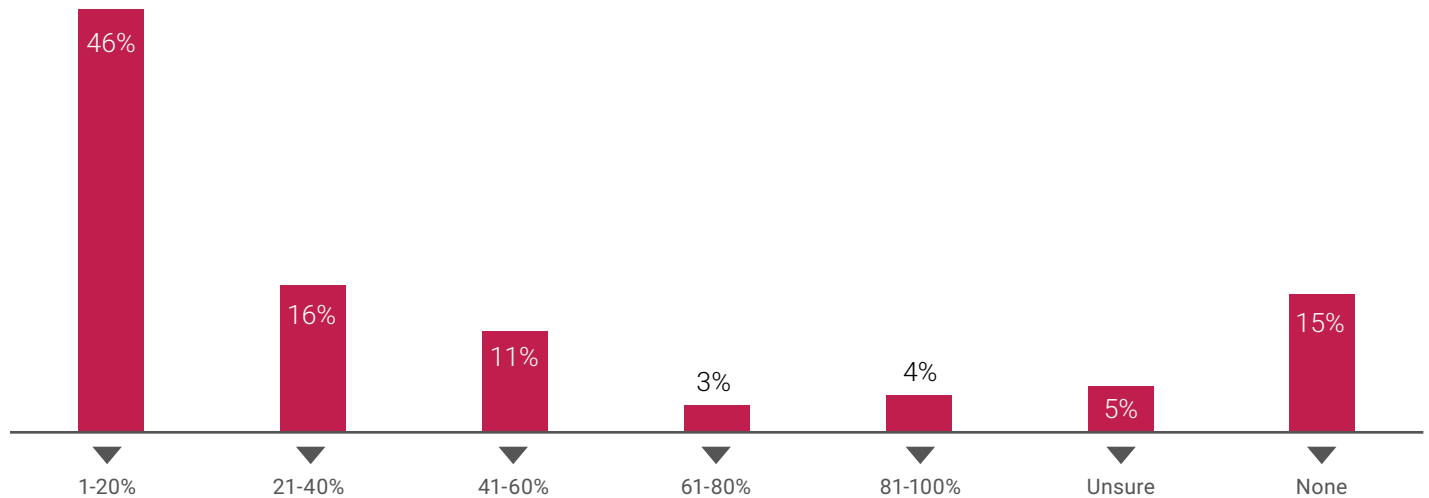


13. Payment Complexity: Two-Fifths of Companies Make 20% or More of Their Payments Outside of Their HQ Country.

The 'no international payments' make up just 15% of respondents, while those making more than 40% of their payments internationally represent 18% of all companies.



What percentage of your payments are delivered internationally (outside of your HQ country)?



14. SWIFT Schizophrenia: Understanding Two Minds.

Nearly one in five (18%) think the use of SWIFT will dramatically decline over the next five years. This could flow from the 30% of companies that believe new payment options and services are reducing the need to leverage SWIFT. A full 41% of corporate respondents believe SWIFT is under heavy pressure from new connectivity competitors. These are some of the headwinds SWIFT is facing in the minds of corporate payment professionals.

There are some supporting tailwinds that offer a more positive outlook of SWIFT, given that 43% indicate they believe SWIFT's role in global connectivity continues to increase in importance (compared to just 3% who disagree), and another 20% believe SWIFT will be the dominant connectivity network in 10 years (just 8% disagree).

Respondents hold an opposing view in rough equivalence. When asking about a potential dramatic decline of SWIFT over the next five years, 18% agree with that statement, while 19% disagree (16% disagree, 3% strongly disagree), leaving the views relatively balanced.

More than a quarter of respondents for every option indicated they were unsure.
How does the outlook differ between corporates and banks?

Banks are more negative about SWIFT:

NEGATIVE CORPORATE-BANK GAP

- Under heavy pressure: 41% corporate, 79% bank (+38 points)
- Use of SWIFT declining in 5 years: 18%, 26% (+8 points)
- New services reducing need: 30%, 61% (+31 points)

Some alignment on the view of an increasing role for SWIFT:

POSITIVE CORPORATE-BANK GAP

- Dominant network in 10 years: 20% corporate, 18% bank (-2 points)
- SWIFT's role increasing: 43%, 53% (+10 points)

Please label your perspectives regarding each of the following statements:

(Unsure responses not shown.)

	CORPORATE		BANKS		STRONGLY AGREE/ AGREE		NEUTRAL		DISAGREE/ STRONGLY DISAGREE	
SWIFT is under heavy pressure from new connectivity competitors					41%	79%	30%	10%	2%	4%
SWIFT's role in facilitating global connectivity continues to increase in importance					43%	53%	29%	22%	3%	18%
SWIFT will be the dominant connectivity network in 10 years					20%	18%	43%	31%	8%	37%
New payment options and services are reducing the need to leverage SWIFT					30%	61%	31%	18%	10%	10%
The use of SWIFT will dramatically decline over the next 5 years					18%	26%	35%	35%	19%	28%



Survey Methodology

Strategic Treasurer is committed to meeting or exceeding industry standards for survey management and providing honest representation of high-quality, thorough research data. With experience researching the treasury and finance industries since 2004, we have developed a strict methodology to ensure that our readers and partners can rely on the data we offer.

This methodology includes using professional survey tools, requiring significant sample sizes before publishing or stratifying data, and cautious wording of the reports we write to ensure that correlation is stated only as correlation and that data is represented with accuracy and clarity, never twisted to support a specific agenda. For longitudinal data, we require that the questions used remain unchanged from year to year to ensure that the comparison is reasonable. We cull bot (robotic or programmed) responses by analyzing factors such as email address, completion speed, IP address repetition, and normal response ranges. Only real responses are counted for determining whether a significant sample size has been reached.

We prize respondent confidentiality and anonymity and will always protect personal and company information. Personally identifiable information collected may be combined with existing data in our databases for further analysis, but we will never report any personally identifiable information in any way to outside recipients or to underwriters. Additionally, Strategic Treasurer does not use company or respondent specific survey data or responses for any sales purposes. Translation: This further means that the business development/sales team is not given access to this data.

To learn more about the importance of robust survey methodologies, listen to our founder and managing partner, Craig Jeffery, discuss research and data quality on [episode 149](#) of the Treasury Update Podcast, or feel free to contact us with any questions by emailing info@strategictreasurer.com or calling [+1 678.466.2222](tel:+1678.466.2222).



About the Firms

Corpay[^]

As a global leader in business payments, Corpay helps companies of all sizes better track, manage and pay their expenses through a comprehensive and trusted suite of online payment solutions. Corpay is also North America's largest commercial Mastercard® issuer, handling more than a billion transactions each year. Corpay is part of the FLEETCOR (NYSE: FLT) portfolio of brands. Learn more at www.corpay.com

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Strategic Treasurer was founded in 2004 by Craig Jeffery, a financial expert and trusted advisor to executive treasury teams since the early 1990s. Partners and associates of Strategic Treasurer span North America and Europe.

This team of experienced treasury specialists are widely recognized and respected leaders in treasury. Known for their expertise in treasury technology, risk management, and working capital as well as other cash management and banking operations, they efficiently identify issues, creatively explore ideas and options, and provide effective solutions and implementations for their valued clients.

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