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# B2B + WCM PAYMENTS STRATEGIES

2017 Survey Report



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# INTRODUCTION

The B2B payments landscape is transforming. Continued economic globalization as organizations look to expand their footprints worldwide introduces both new opportunities and new threats. Innovative payments technologies introduced to the market over the past several years have hugely impacted the funds transfer processes for many organizations. Not only are new payment management processes being adopted, but many established payment processes are being left behind. At the same time, fraud is ever present, with fraudsters finding new ways to steal from or intercept payments. Concerns regarding payment security are prompting many corporates to restructure or reevaluate their security frameworks. In this time of change, corporates and banks have moved from managing significant complexity into battling hyper-complexity on multiple fronts.

But just how significant has the evolution of the B2B payments landscape been? How has it impacted corporates and banks? How are organizations adapting and evolving? These were the questions that Bank of America Merrill Lynch, Bottomline Technologies, and Strategic Treasurer sought to answer as they developed the 2017 B2B Payments & WCM Strategies Survey. This survey captured the responses of 335 corporate and bank practitioners regarding their views on new payments technology, payment security, working capital management, and the current regulatory environment, as well as how they are thinking about payments and working capital today and tomorrow.

*Continued economic globalization as organizations look to expand their footprints worldwide introduces both new opportunities and new threats.*

*As the payments landscape has evolved, corporates and banks have moved from managing significant complexity to battling hyper-complexity on multiple fronts.*

*The 2017 B2B Payments & WCM Strategies Survey polled respondents over their payment strategies, practices, spend plans, and security, as well as their use of various types of payment technology, their working capital management strategies, and their concerns regarding the current regulatory environment.*

## TOP TEN STATISTICS

**23%** of corporates originate payments with 11 or more banks, and 13% with 21 or more banks.

**AT LEAST 24%** of respondents were operating in each of the major world regions.

**MORE THAN 1 IN 4** corporates are increasing their spend on card programs over the next year.

**35%** of companies indicated that they would pay a fee or extend a discount to get paid earlier.

**37%** of corporates were planning to spend \$100,000 (£77,676) or more on payments technology over the next year.

**45%** of corporates see a bank's B2B payables offerings as being a very important or an extremely important factor in the bank selection process.

**45%** of corporates either had serious attempts made against them or suffered a loss on B2B payments due to fraud within the last year.

**46%** of corporates see ACH as the most efficient form of payment over wire, card, and check.

**52%** of corporates see the automation of the AP process for efficiency and productivity as a top driver.

**55%** of corporates were making more than half of their B2B payments electronically.

# SUMMARY OF KEY FINDINGS

## 1 | *The Corporate Landscape is Highly Globalized.*

At least 24% of respondents were operating in each of the 10 major world regions highlighted in the survey, with the highest percentage operating in North America (89%). Additionally, 67% of corporates were operating in more than one country, and 33% were operating in more than 20 countries.

## 2 | *The Payments Landscape for Corporates is Heavily Complex.*

66% of corporates originate payments with three or more banks, and 23% with 11 or more banks. 13% of corporates originate payments with 21+ banks. Similarly, 63% of corporates were originating payments in more than three currencies, and 40% in six or more currencies.

## 3 | *Automation and Efficiency are Incredibly Important Corporate Drivers for Payables.*

52% of corporates indicated that automating the AP process for efficiency and productivity was the most important driver. With regards to this automation, 61% of corporates indicated that invoice delivery/capture was the most important component, along with 57% for invoice approval and 49% for payment approval.

## 4 | *And the Most Preferred Corporate B2B Payment Method is...*

In total, corporate respondents saw ACH as both the most preferred and most efficient method of conducting B2B payments. On the other hand, corporate respondents saw checks as both the least efficient and least preferred method of B2B payments.

*The 2017 B2B & Working Capital Management Survey captured the responses of 335 corporate and bank practitioners.*

*45% of corporate survey respondents were CFOs, 12% were treasurers, and 15% were assistant treasurers or head of treasury operations. An additional 23% were treasury/cash managers, and 9% were treasury analysts.*

## 5 | **Corporate Card Programs are on the Rise.**

While a significant proportion of organizations already had card programs in place, more than 1 in 4 corporates are planning to spend more or significantly more on card programs this coming year. At the same time, corporates as a whole were largely satisfied with the level of vendor adoption for their card programs.

## 6 | **Payment Security is a Major Concern for Most Corporates.**

16% of corporates had experienced losses from fraud on B2B payments within the past year, with an additional 29% experiencing serious but unsuccessful fraud attempts. 46% of corporates indicated that their payment security concerns are either higher or significantly higher than last year. Furthermore, security-related concerns had either a strong or very strong influence on the planned technology spend for 61% of corporate respondents.

*42% of respondents to the survey had revenues exceeding \$2.5 billion.*

## 7 | **Payables have Become a Major Influence on Corporate Banking Relationships.**

When asked how important a bank's B2B payables offerings were as part of the selection process, 33% of corporates labeled it as a very important factor and 12% as an extremely important factor, whilst 10% of corporates saw payables as unimportant.

*97% of respondents were headquartered in either North America or EMEA.*

## 8 | **Corporates Increasingly Look to Non-Bank Providers for B2B Payments.**

1 in 5 corporates currently use a non-bank provider for B2B payments. On a similar note, 22% of corporates indicated they would be willing to use a financial technology provider's payment platform for B2B payments. As the importance of payments innovation grows in the corporate environment, more corporates are turning to financial technology providers to meet their payment technology needs.

*39% of corporate respondents had less than three treasury employees. Conversely, 28% had more than 11 treasury employees.*

## 9 | **Most Corporates are Satisfied with the Payment Services Provided by their Banks.**

When asked how well their banks' B2B payables offerings addressed their needs, 41% of corporates said very or extremely well, compared to just 7% of corporates who said poorly. An additional 41% indicated their bank adequately addressed their B2B payables needs. Furthermore, 46% of corporates believed their banks were investing in innovative B2B payables offerings compared to just 9% that said no.

## 10 | **B2B and Working Capital Spend Plans.**

50% of corporates were planning to spend more than \$50,000 (£38,350) on payments technology in the next year, and 28% were planning to spend more than \$250,000 (£191,750).

*Corporates comprised 80% of the total survey respondent pool. Of all corporate industries, manufacturing was the largest industry represented at 12% of all total respondents.*

# ANALYSIS OF KEY FINDINGS

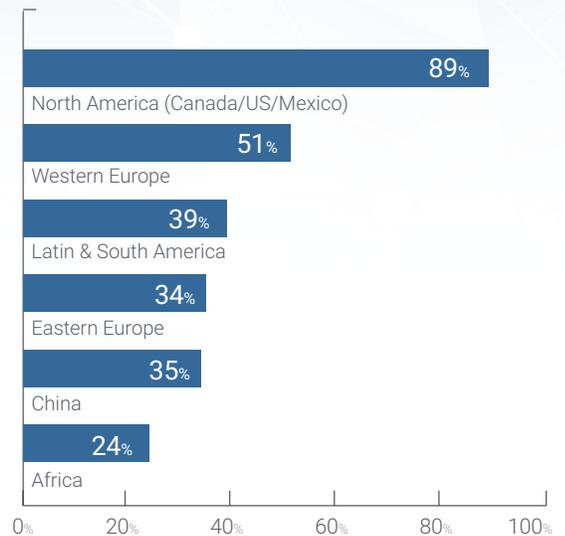
## 1 | *The Corporate Landscape is Highly Globalized.*

More than 24% of respondents were operating in each of the 10 major world regions highlighted in the survey, with the highest percentage operating in North America (89%). Additionally, 67% of corporates were operating in more than one country, and 33% were operating in more than 20 countries.

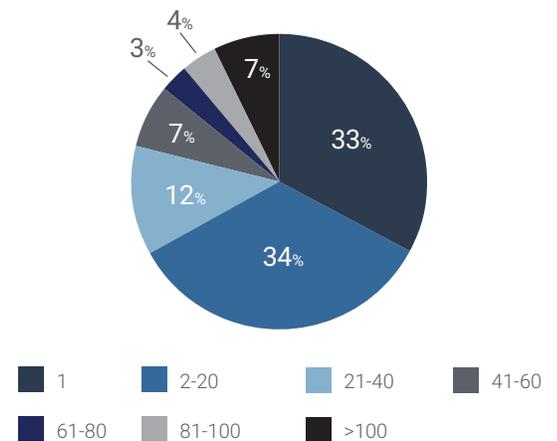
These numbers lend credence to the fact that most businesses today have moved beyond their country of origin and are looking to expand internationally. Advancements in technology have made this expansion much easier. With the internet and other forms of communication readily available, corporates can communicate with their business partners across the globe in real-time and have instantaneous connectivity to subsidiaries and clients regardless of location. Given the technology available at their fingertips, corporates are limiting their growth if they choose to remain regional or to only service a select few countries. As this reality is realized, corporates are taking their operations global in increasing numbers.

Although the use of technology has made it easier for corporates to expand their global footprint, there are still a number of complications that can arise. Different countries and regions have their own currencies and sets of regulations. New bank relationships and bank accounts need to be established. As corporates expand, the complexity of their payment operations grows. Thus, given the highly globalized nature of today's business environment, we would expect most corporates to be faced with a fairly complex payments landscape. As we will see in the next section, this is indeed the case.

Which Regions Does Your Company Operate in?



Our Business Operates in this Many Countries:



## 2 | *The Payments Landscape for Corporates is Heavily Complex.*

There were a number of data points illuminated through the survey that pointed to the complexity of the corporate payments landscape. For instance,

- 66% of corporates originate payments with three or more banks.
- 23% with 11 or more banks.
- 13% with 21 or more banks.

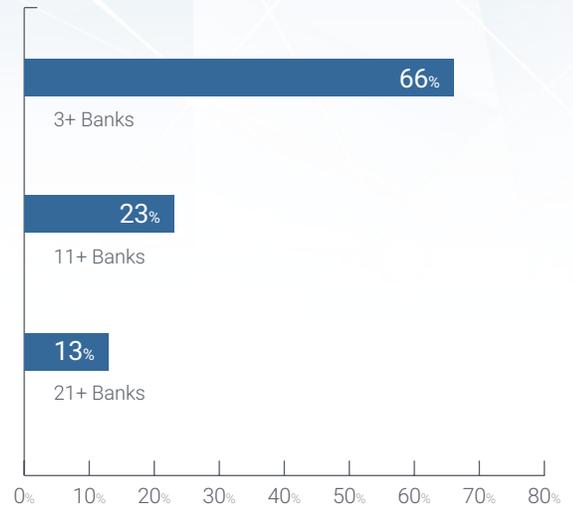
Similarly, 63% of corporates were originating payments in more than three currencies, and 40% in six or more currencies. As corporates conduct larger amounts of business globally, there is a need to establish bank relationships and open additional accounts to service new regions or countries. The same can be said where currency is concerned, as business activity in Europe or Asia necessitates the use of the euro or yen rather than the dollar. As more banks and bank accounts must be managed and new currencies and regulations come into play, the complexity faced by corporates with their payments operations grows.

Another factor contributing to the complexity of the payments landscape is the sheer frequency of payments that are being generated. For example,

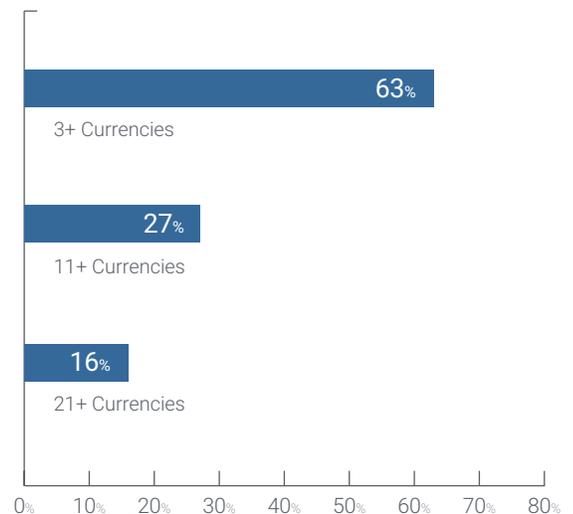
- 52% of corporates generate 10,000 or more payments globally every month.
- 25% generate one million or more every month.
- At the top end of the spectrum, 13% of corporates were generating more than 10 million payments monthly.

When taking into consideration that these payments are disbursed between a variety of banks and bank accounts all over the world and in a variety of currencies, managing these high volumes of payments is easier said than done.

### How Many Banks Do You Originate Payments With?



### How Many Currencies Do You Make Payments In?

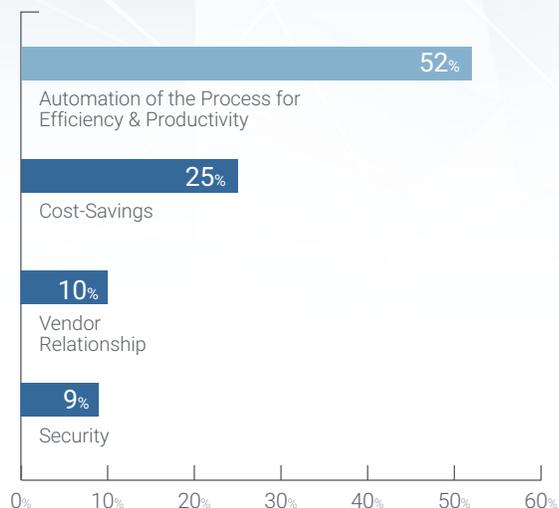


### 3 | *Automation and Efficiency are Incredibly Important Corporate Drivers for Payables.*

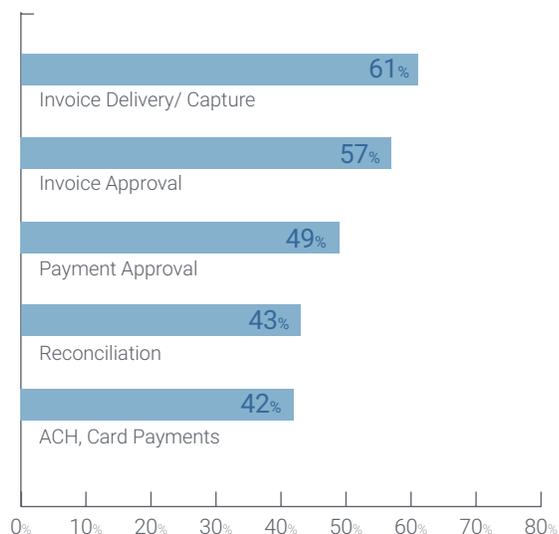
The complexity faced by corporates along the payments front has prompted many to look for methods of automating, streamlining, and simplifying their payments processes. In fact, on the Accounts Payable (AP) side, 52% of corporates indicated that the automation of the AP process for efficiency and productivity was the most important driver. This option was selected by a significantly greater number of corporates than the other options, such as cost-savings at 25%, vendor relationships at 10%, and security at 9%. With regards to this automation, 61% of corporates indicated that invoice delivery/capture was the most important component, along with 57% for invoice approval and 49% for payment approval.

AP has historically been stuck with the moniker of “cost-center” in the past, and resultantly is not always provided with the same budgeting levels as other finance-related departments. Because of this, many corporates that have implemented treasury management software or other technology for handling treasury payments and cash management processes have not adopted the same level of automation for the payables process. However, there has been a growing movement within the corporate realm that emphasizes the role of AP in generating value for the firm. This has prompted many organizations to begin viewing AP as a “profit-center.” A pivotal component of this movement has centered around the automation of the AP payments process to more effectively manage working capital levels and to take advantage of early payment discounts or rebates. The complexity of the payments landscape has helped to drive this movement even further, as the globally distributed nature of partners and clientele, coupled with high payment volumes, necessitates the use of more automated, streamlined, and efficient payables systems.

#### Corporate AP Drivers



#### AP Automation: Most Important Components



## 4 | And the Most Preferred Corporate B2B Payment Method is...

There were four specific types of B2B payments that corporate respondents were polled on: Check, ACH, Card (AP, Purchasing, etc.), and Wire. Respondents were asked two questions regarding these payment types:

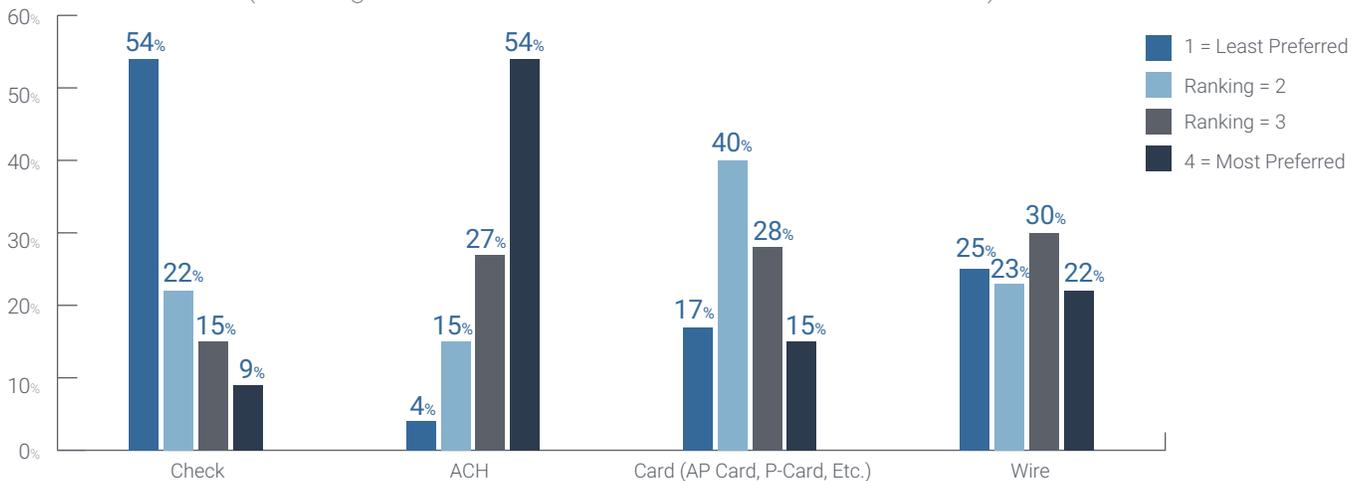
- Rank the following payment methods from least efficient to most efficient, and
- Rank the following payment methods from least preferred to most preferred.

The resulting spread saw corporates as a whole viewing ACH payments as the most efficient and most preferred B2B payment method. In total, 54% of corporates saw ACH as their most preferred method, and 46% labeled ACH as the most efficient method of payment. On the other hand, corporate respondents saw checks as both the least efficient and least preferred method of B2B payments. Regarding efficiency, 59% of corporates saw checks as the least efficient. For preferability, 54% saw checks as least preferred. While checks have historically been the predominant form of B2B payments for corporates, the introduction of electronic payment methods like ACH, wire, and card have gradually surpassed checks in terms of both preferability and efficiency.

*Corporate respondents as a whole viewed ACH as both the most preferred and most efficient method of conducting B2B payments. Conversely, checks were labeled as both the least preferred and least efficient method of B2B payments.*

*80% of surveyed bank respondents indicated support of NACHA (ACH) as a standard offering for payment origination*

Organization's B2B Payment Methods  
(Rankings from 1=Least Preferred to 4=Most Preferred)



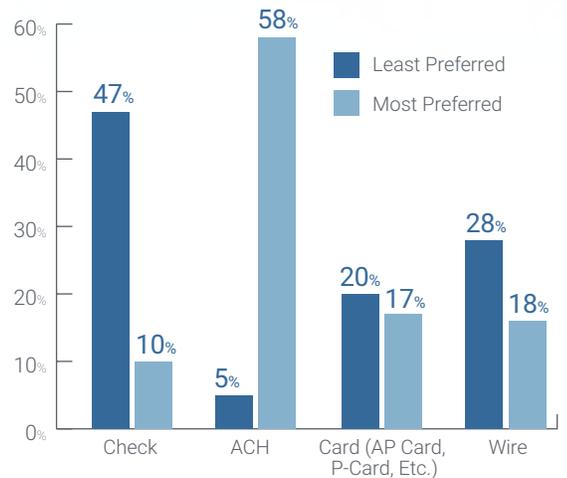
At this point in time, more than half of corporates are making 50% or more of their B2B payments electronically via ACH or card. We expect this number to continue rising, and the number of corporates using checks for B2B payments to continue dropping conversely with the increased use of ACH, wire, and card payments.

### B2B Payment Preferences: Regional Trends

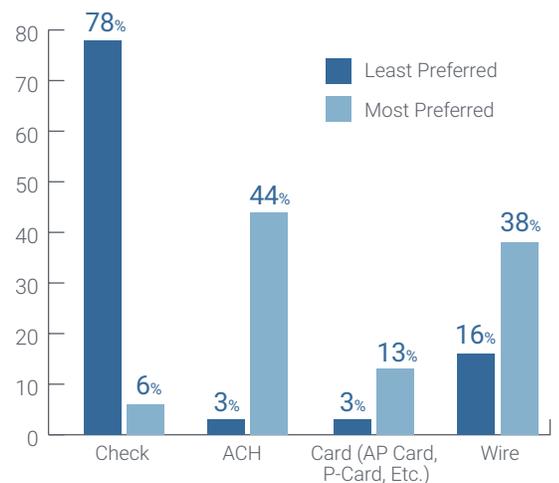
For deeper analysis, the responses regarding most preferred and most efficient payment types were split into two categories; respondents from North America and respondents from Europe. Notable differences between the regions saw Europe far more dissatisfied with the use of checks, with 78% ranking it as their least preferred method compared to 47% of North American respondents. Although both regions saw checks as the least preferred payment method, Europe is widely considered to be ahead of North America with their adoption of electronic payments, especially given the prominence of networks such as SWIFT, SEPA, and Bacs. Thus, Europe's low preferability for physical payment methods like checks makes sense. However, with North American corporates constantly increasing their use of electronic payment methods, the growing obsolescence of checks in the payments landscape looks to be consistent across the board.

Regarding the most preferred payment type, a surprising finding from the EMEA/U.S. breakout was that ACH ranked as the most preferred payment for both North American and European respondents above wires, cards, and checks. While the use of ACH payments would only apply to European corporates through any operations they have in the United States, their preference for ACH is most likely correlated with their use of Bacs, SEPA, and other faster payment networks in Europe. However, European respondents did split with their North American counterparts regarding efficiency. For Europe, wires were ranked as the most efficient payment method and ACH as 2nd most efficient, while in North America, respondents ranked ACH as the most efficient and cards as the 2nd most efficient.

[North America] Your Organization's B2B Payment Method Rankings



[EMEA] Your Organization's B2B Payment Method Rankings



## 5 | Corporate Card Programs are on the Rise.

The use of cards has seen elevated adoption among the corporate landscape, especially in circumstances where high levels of payment or transaction volumes are occurring. In these cases, using cards can reduce the number of days in the payment cycle, cut back on the number of invoices/paperwork, and provide more visibility into certain types of spend. Specifically, the use of cards can be advantageous when transacting frequently with the same vendor, frequently purchasing the same types of supplies or materials, or for the same type of service/activity (such as T&E cards).

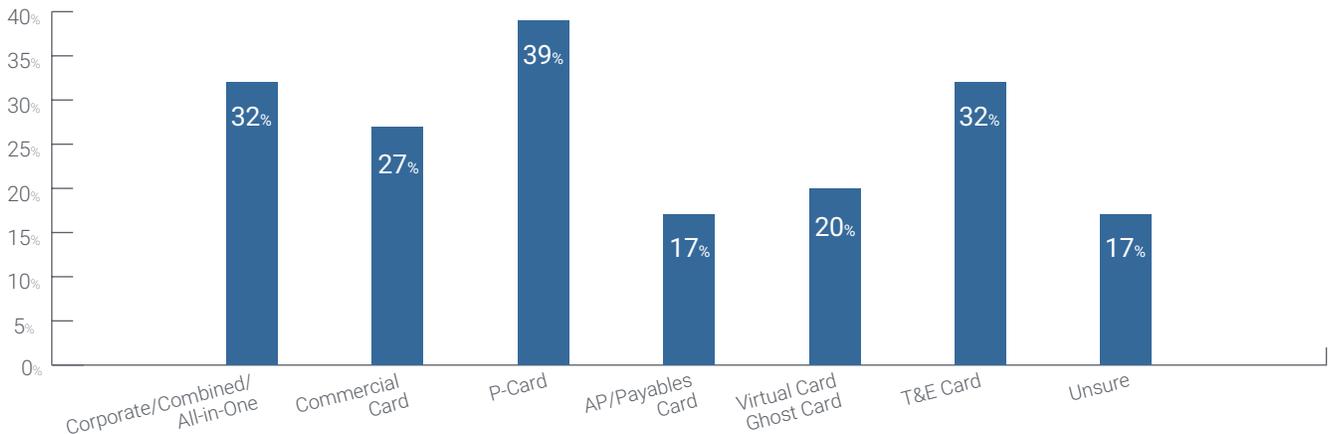
Overall, the percentage of corporate respondents with card programs in use was high. Regarding the specific types of card programs corporates had in place:

- 43% were using purchasing cards.
- 37% were using Travel & Expense (T&E) cards.
- 36% were using corporate all-in-one cards.
- 14% were using ghost cards.
- 13% were using virtual cards.
- 13% were using AP cards.

*Overall, the percentage of corporate respondents with card programs in place was high. Furthermore, 26% of corporates plan to spend more or significantly more on card programs in 2017 compared to 2016.*

*51% of banks indicated that their clients either often or always leverage the least costly payment method for B2B payables.*

### What Card Programs Do You Have or Plan to Have in the Next Year?

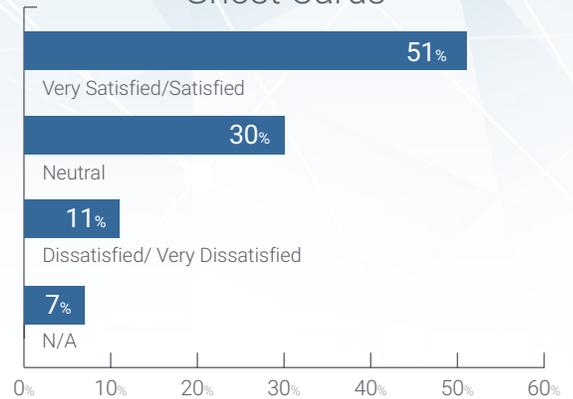


While the use of card programs is already commonplace among many corporate groups, data points to a significant rise in investment for corporate card programs over the next year. When polled on their spend plans for card programs in 2017 compared to 2016, 26% of corporates indicated an intent to spend more or significantly more, compared to just 5% planning to spend less.

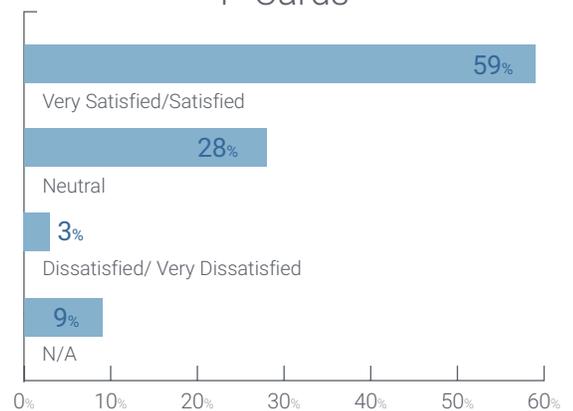
As corporate card programs gain momentum, one major factor that will contribute heavily to their success will be the willingness or ability of vendors to accept cards as a viable payment option. While cards may not be most vendors' ideal choice of payment, data obtained through the survey shows that, as a whole, the level of vendor adoption for various corporate card programs is very promising. When asked about their satisfaction regarding the level of vendor adoption for various card programs, the percentage of satisfied or very satisfied corporate respondents ranged from a low of 51% for ghost cards to a high of 76% for virtual cards. Conversely, the percentage of corporates dissatisfied with vendor adoption for their card programs ranged from a low of 1% for T&E cards to a high of 15% for AP cards. Viewing this data in aggregate, corporates are well-positioned to increase the use of their card programs, especially through interactions with their vendors, and are clearly gearing up to do so over the course of the next year.

### How Satisfied Are You With the Level of Vendor Adoption for:

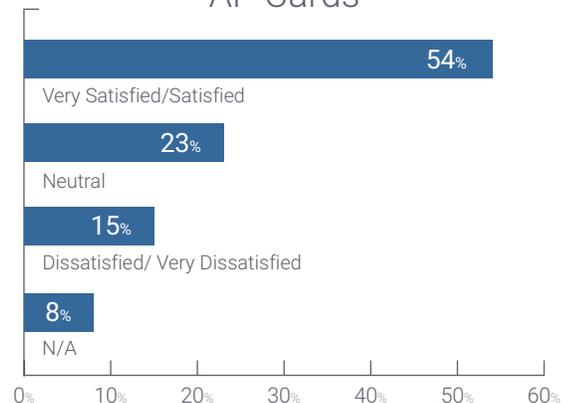
#### Ghost Cards



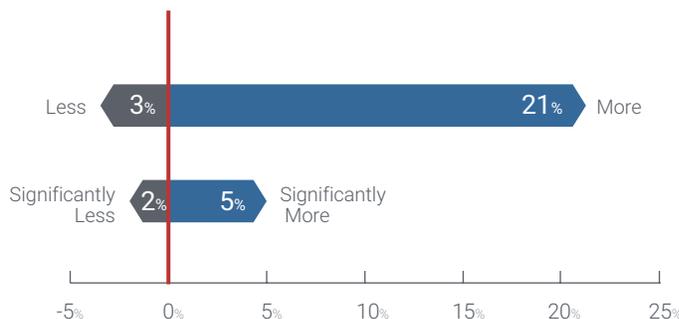
#### P-Cards



#### AP Cards



### Expectations for Spending on All Card Programs in 2017 vs 2016



## 6 | *Payment Security is a Major Concern for Most Corporates.*

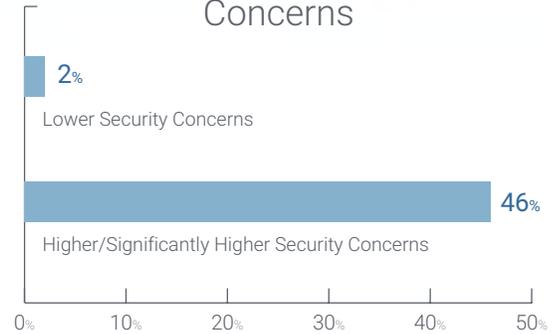
As corporates battle complexity within the payments landscape, another struggle is occurring along the security frontier as criminals seek to defraud companies out of thousands if not millions of dollars. This fraudulent activity has begun to increasingly target the payments process, as criminals realize that money in motion represents a major exposure point for most corporates. In fact, data from the Strategic Treasurer and Bottomline 2017 Treasury Fraud and Controls survey found that 65% of organizations had experienced payment fraud within the past 12 months; a 9% jump from the previous year. As part of our B2B survey, we found that 16% of corporates had experienced losses from fraud on B2B payments within the past year, with an additional 29% experiencing serious but unsuccessful fraud attempts.

The magnitude of this fraud activity has had a clear effect on corporates, as 46% of corporates indicated that their payment security concerns are either higher or significantly higher than last year, compared to just 2% who have lower security concerns. Furthermore, security-related concerns had either a strong or very strong influence on the planned technology spend for 61% of corporate respondents. With fraud continuing to have a very strong influence on the priorities and concerns of corporates, we expect payment security to continue being an area of increased spend and emphasis for corporates as they seek to protect themselves from future losses. This is a reality that must be identified by banks and financial technology providers that offer payment solutions and services, as security now ranks as one of the most important factors for corporates looking to adopt new payment solutions.

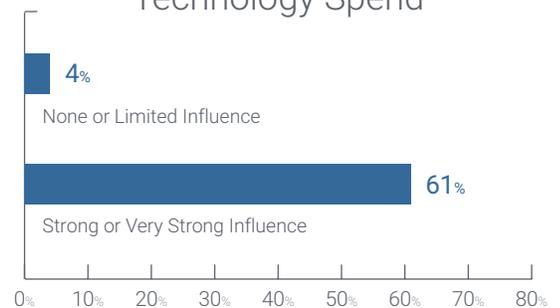
### Corporate Fraud Experience in the Past Year



### Current Payment Security Concerns



### Security Concerns Influence on Current/Planned Technology Spend

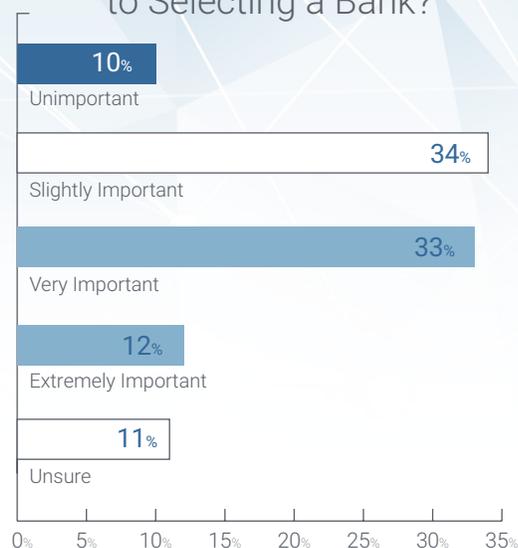


## 7 | *Payables have Become a Major Influence on Corporate Banking Relationships.*

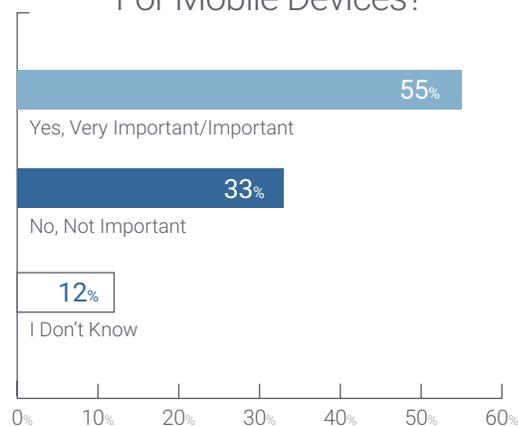
As the payments landscape takes on greater importance within the corporate realm, we are seeing a shift in corporate priorities when evaluating their bank relationships. That is, while credit and providing access to capital have long been the driving force behind corporate banking relationships, more and more corporates are beginning to place emphasis on their banks' payment services. When asked how important a bank's B2B payables offerings were as part of the selection process, 33% of corporates labeled it as a very important factor and 12% as an extremely important factor. In total, 45% of corporates saw B2B payables as a very or extremely important factor in the bank selection process compared to just 10% of corporates that saw payables as unimportant.

This data is on track with results obtained through other Strategic Treasurer surveys that have seen payments playing an increasing role in corporate banking relationships. As payment complexity increases, corporates are realizing the importance of robust, efficient payments technology and a streamlined and secure payments process. For example, just a few years ago, only a select few banks were offering mobile banking applications for their clients. Today, almost every bank has a mobile banking app, and 55% of corporates see mobile banking applications as important or very important banking services. These types of functionalities have a direct influence on the bank relationships selected by many corporates, to the extent that corporates may even end up selecting a bank based on the strength of their payments and payables services. This is forcing banks to maintain updated B2B payments technology in order to stay competitive.

### How Important are B2B Payables Offerings When it Comes to Selecting a Bank?



### Is it Important to You That Your Bank(s) Invest in Commercial/ Corporate Banking Applications For Mobile Devices?

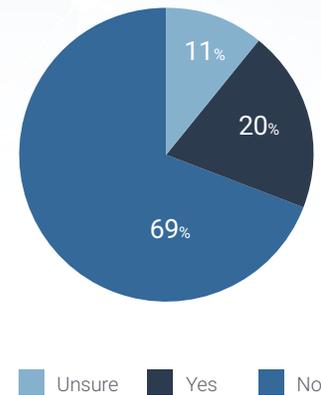


## 8 | Corporates Increasingly Look to Non-Bank Providers for B2B Payments.

1 in 5 corporates currently use a non-bank provider for B2B payments. On a similar note, 22% of corporates indicated they would be willing to use a financial technology providers' payment platform for B2B payments. As the importance placed upon payments grows in the corporate environment, corporates are increasingly turning to financial technology providers to meet their payment technology needs. Within the past decade, non-bank providers have burst onto the scene in a number of key market segments that have traditionally been dominated by banks. These include the payments realm and the supply chain finance landscape, where financial technology companies are garnering an increasing market share through the provision of innovative, often SaaS-based technology.

For payments, financial technology providers cannot take over direct banking services. Instead, these providers serve as the middle man between a corporate and their banks, and handle all incoming and outgoing payments and reporting functionality. The benefit here is that corporates can use a single portal for viewing and managing their payment activity, rather than having to go through different portals for each of their bank partners. With the high volumes of payments being generated through multiple banks, it makes sense for corporates to simplify their payment operations through the use of a central payments platform. As complexity in the payments landscape persists, we expect further migration along this front towards the adoption of financial technology providers' payment solutions.

### Do You Use a Non-Bank Provider for B2B Payments?



*Within the past several decades, financial technology providers have burst onto the scene in a number of key market segments that have traditionally been dominated by banks.*

## 9 | *Most Corporates are Satisfied with the Payment Services Provided by their Banks.*

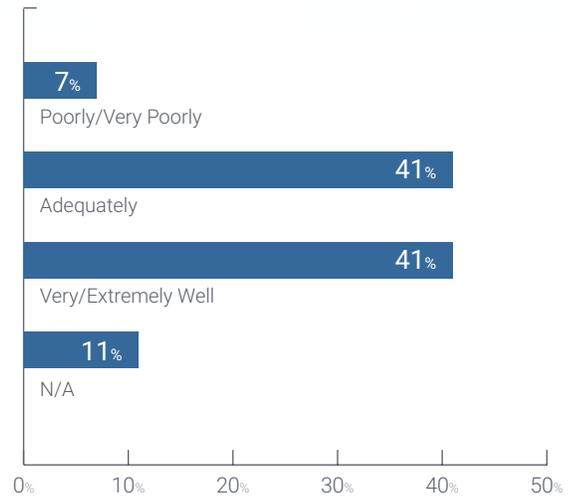
While some corporates are looking to adopt financial technology providers' payment solutions to reduce their payments complexity, most organizations are content with the level of payments functionality they are currently receiving from their banking partners. When asked how well their banks' B2B payables offerings addressed their needs, 41% of corporates said very or extremely well, compared to just 7% of corporates who said poorly. An additional 41% indicated their bank adequately addressed their B2B payables needs. Furthermore, 5x more corporates believed their banks were investing in innovative B2B payables offerings compared to those that thought they weren't.

In analyzing regional trends, Europe appears to be more dissatisfied with their banks' performance than North America. 3x more European corporate respondents did not believe their banks were investing in innovative B2B payables offerings compared to North American corporates, and nearly 4x more European corporates indicated their banks' B2B payables offerings poorly or very poorly addressed their needs. However, both regions as a whole were still strongly positive regarding their banks' performance in the B2B payables landscape.

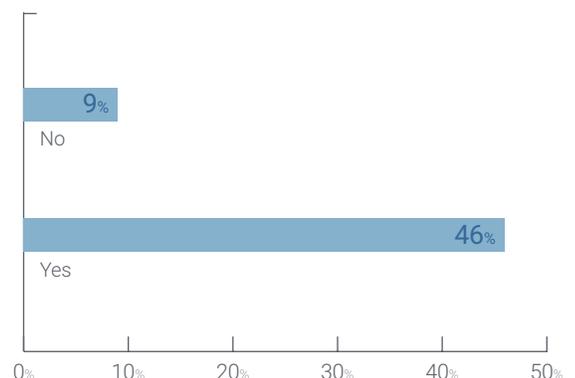
Given the intense scrutiny placed upon the payments landscape, the fact that most banks are meeting their clients' expectations in the payables arena is a positive sign. In the past, we have witnessed a disconnect between corporates and banks regarding which payment technologies to pursue and which payment services were most important. This disconnect also was apparent when viewing what banks thought their corporate clients' top payment priorities were compared to what corporates actually labeled as their top priorities. However, that does not seem to be the case here, where, despite a complex payments landscape, most corporates are happy with their banks' B2B payables services. Given the emphasis that corporates are placing on payments when selecting a banking partner, it appears that banks have risen to the challenge and are making sure to build out their payments offerings to meet client demands and expectations.

*6x more corporates indicated their banks were addressing their B2B payables needs well or very well versus those whose needs were poorly addressed.*

### How Well do Your Bank's B2B Payables Offerings Address Your Needs?



### Do You Believe Your Bank(s) are Investing in Innovative B2B Payables Offerings?



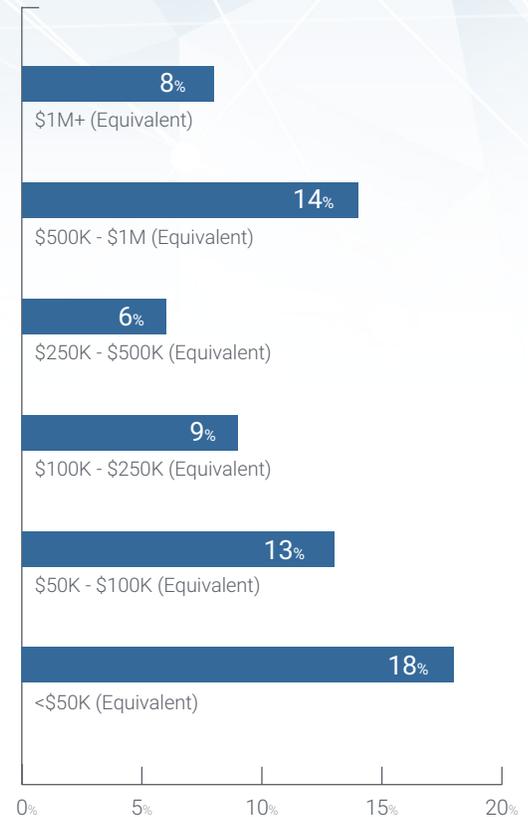
## 10 | B2B and Working Capital Spend Plans.

Regarding corporate respondents' overall spend plans, 50% of corporates were planning to spend more than \$50,000 on payments technology in the next year, and 28% were planning to spend more than \$250,000. These spend plans were being influenced by several factors. For instance, 61% of corporates indicated that security concerns had a strong or very strong influence on their spend levels. With 72% of corporates concerned about external system hacks and 61% worried over the threat of social engineering fraud like business email compromise (BEC) schemes, the emphasis currently being placed by corporates on security will play a crucial role in technology spend, especially with payments.

Additionally, 26% of corporates were planning to increase their spend levels on card programs over the next year, compared to just 5% decreasing spending. With electronic payment programs beginning to replace checks and other more manual/physical payment forms, cards are playing an increased role in the B2B payments landscape and are seeing steady adoption.

Finally, the area of faster payments in general looks to see immense growth over the next several years. 48% of corporates indicated they were already using same-day payments. Of those that were not using same-day payments, 31% indicated they are interested. When asked for which areas they would be interested in adopting same-day payments, 57% indicated AP/B2B payments, 56% as an alternative to wire transfers, and 55% for emergency payments. 46% also indicated interest in using same-day payments for cash concentration activity, and 43% for payroll.

### Payments Technology Spend Plans for the Next Year (Excludes Staff Costs & Consumer Card Payments)



*The spend plans of corporate respondents for payments technology focused primarily on payments security, increased use of card programs, and the adoption of various faster payments services.*

# FINAL THOUGHTS

The payments landscape faced by corporates and banks today is heavily complex. Factors such as continuous economic globalization, increased fraud activity, and high payment volumes are causing many corporates to restructure their payment processes. Over the next several years, continued developments along the faster payments and payments security fronts will allow the market to adopt more efficient and secure payment practices.

As corporates look to update their payments technology, the use of ACH payments looks to be the most preferred method, while a significant portion of corporates are also looking to increase their involvement with card programs. While over half of corporate respondents were already sending 50%+ of their payments electronically, this number will only increase. Conversely, it is expected that the use of checks for B2B payments will decrease as more efficient forms of payments increasingly dominate the landscape. At the same time, corporate payment practices such as participating in discount or rebate programs are expected to increase, while the practices of delaying payments and pushing lengthier payment terms onto vendors should see reduced use.

As corporates look to enhance their payment processes, a significant number are turning towards the use of financial technology payment solutions that aid in simplifying and streamlining their bank relationships. These solutions provide a central platform for managing payment activity and maintaining visibility across all banks and payment channels. However, the increased adoption of financial technology solutions is not due to dissatisfaction with banks. In fact, most corporates are comfortable with the service they receive from their banks, and are only using financial technology platforms as an added layer of automation and for straight-through-processing (STP) with their internal systems.

As payment complexity continues to pose a significant problem for corporates, it is expected that the number of corporates using financial technology payment solutions or other 3rd party systems for managing payments will continue to increase. However, banks are a critical piece of the puzzle, providing insight and advice to their corporate clients and often leading the way with R&D along the payments front. Moving forward, banks, financial technology providers, and their corporate clients must work together to reduce the complexity that is bogging down the payments landscape.

*Factors such as continuous economic globalization, increased fraud activity, and high payment volumes are causing many corporates to restructure their payment processes.*

*While over half of corporate respondents are already generating more than 50% of their B2B payments electronically, we expect this number to continue increasing conversely with a drop in the use of checks.*

*Moving forward, banks, financial technology providers, and their corporate clients must work together to reduce the complexity that is bogging down the payments landscape.*

# ABOUT THE ORGANIZATIONS

## Bank of America Merrill Lynch

Bank of America Merrill Lynch offers integrated financial guidance and solutions to small and mid-sized businesses, municipalities and government agencies in the U.S. and large corporate clients around the world. We are a leading provider of card solutions, working with clients to understand their unique payments processes and deliver integrated electronic solutions designed to increase efficiency, visibility and control. We offer card technologies that deliver easier and faster access to consolidated global data, and products to target and increase supplier acceptance and benefits, helping clients reduce costs, increase working capital and improve process efficiencies.

*General disclaimer for Bank of America Merrill Lynch, visit [baml.com/disclaimer](http://baml.com/disclaimer)*

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## Bottomline Technologies

Bottomline Technologies (NASDAQ: EPAY) helps businesses pay and get paid. Businesses and banks rely on Bottomline for domestic and international payments, effective cash management tools, automated workflows for payment processing and bill review and state of the art fraud detection, behavioral analytics and regulatory compliance. More than 10,000 corporations, financial institutions, and banks benefit from Bottomline solutions. Headquartered in Portsmouth, New Hampshire, we delight our customers through offices across the United States, Europe, and Asia-Pacific.

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## Strategic Treasurer

Since 2004, Strategic Treasurer has helped hundreds of corporate clients face real world treasury issues. Our team of senior consultants is comprised of former practitioners with actual corporate treasury experience who have "hopped the desk" to support their former peers from the consulting side. Strategic Treasurer consultants are known not only for their expertise in the treasury space, but also for their responsiveness to client issues, thorough follow-through on each project, and general likability as temporary team members of your staff.

Our focus as a firm centers on maintaining true expertise in the treasury space. Through constantly refreshing our knowledge and intentionally learning about leading solutions, we ensure that our understanding is both global in scope and rich in detail.

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