

Underwritten by



Written & Produced by



2021 General Report

CASH FORECASTING & VISIBILITY

Survey Report

Global Survey for Corporate Respondents

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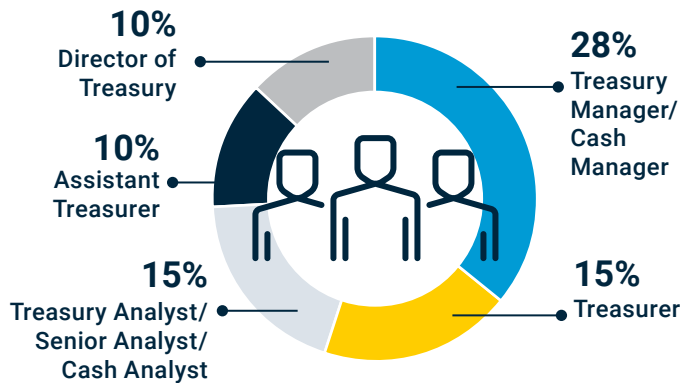
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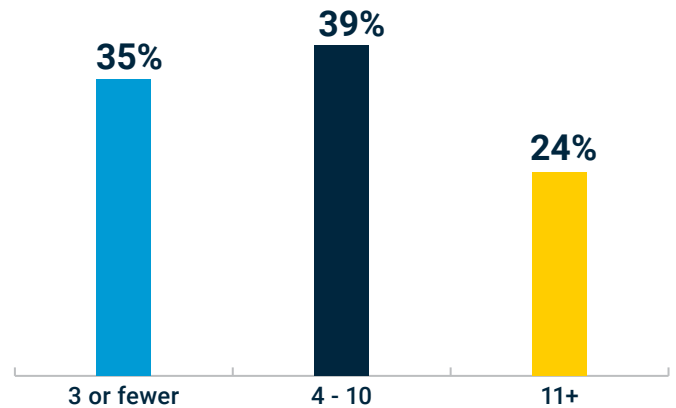
CASH FORECASTING & VISIBILITY SURVEY REPORT



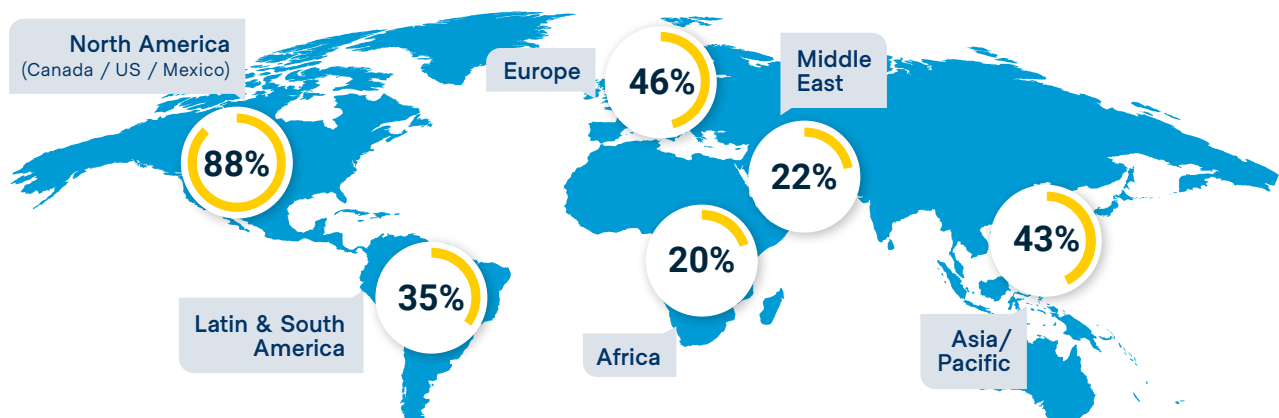
TOP CORPORATE ROLES



CORPORATE TREASURY STAFF SIZES



RESPONDENT REGIONS OF OPERATION



Executive Summary

This year's version of the Cash Forecasting & Visibility Survey was taken by nearly 250 respondents from 8/26/21 to 9/20/21. It was underwritten by GTreasury and powered by Strategic Treasurer. The survey started twelve years ago and ran annually for a decade before letting it rest for a few years.

Topics covered include a range of questions about treasury team size, cash reporting practices, cash forecasting methods, the technology tools used to accomplish these functions and expectations for technology spend. It also examines some related areas such as bank account management and expectations for treasury teams.

Note that this survey results report contains a couple of different sections:

■ SURVEY & FIRMOGRAPHIC INFORMATION

We provide a page (above) that highlights the makeup and key statistics of survey respondents in an aggregated manner.

■ KEY FINDINGS

We have highlighted the top findings from this year's research on the following pages. After a short summary of these key findings below, you will find more detailed commentary and explanation alongside quite a few graphs.

The key findings follow, but for a more executive style summary:

- **Gap in BAM: 20% of treasury groups have discovered active bank accounts in the past two years.** Of respondents who knew the details, 20% said they had discovered active accounts that were previously unaccounted for by treasury, with some discovering 5 or more accounts.
- **Real-time global cash position visibility: We want faster.** An increased desire for 'faster' is real. Seven percent indicate they are achieving real-time cash positioning, while 23% want that type of speed.
- **Generating cash positions is 3X harder if you aren't using a TMS.** Only 10% of TMS users indicate difficulty generating their cash position compared to 33% of those who use other methods.



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- **Rise of the (forecasting) machines (AI/ML).** While just 6% are currently using AI/ML for forecasting now, we expect that number will reach 27% of companies within two years.
- **Extremely heavy spending plans for treasury and forecasting technology.** Over the next year, more than 35% of companies plan extremely heavy spending on treasury systems and forecasting.
- **Half of firms (48%) have a difficult time generating forecasts.** Just 23% of firms have an easy time generating forecasts, compared to 48% (2X) of companies indicating difficulty with this task.
- **Excel forecasters are more dissatisfied than their TMS/ERP peers.** Compared to their TMS/ERP peers, 3.5X more Excel forecasters are dissatisfied. This represents a 21-point gap.

We offer a heartfelt thank you to everyone who took the time to complete the survey. Those who complete a Strategic Treasurer survey receive a more comprehensive report as a token of appreciation for your investment of time. As always, your survey responses remain confidential. Finally, we extend words of appreciation to GTreasury, as well, for underwriting this important research and for offering invaluable feedback to update survey questions. This enables our research to be more responsive and interesting each year while also maintaining consistency over time.

We hope you enjoy reading this report.



For more on
this survey,
view the
webinar
replay here.

Key Finding Analysis

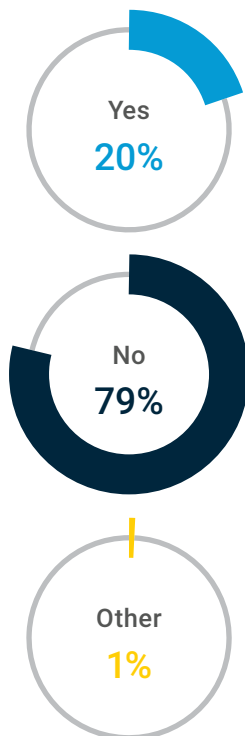
1 | Gap in BAM: 20% of Treasury Groups Have Discovered Active Bank Accounts in the Past Two Years.

Of firms where the survey respondent knew, 2 out of 10 had discovered active accounts that were previously unaccounted for by treasury.

- 79% of respondents that knew the details indicated they hadn't found any previously unknown accounts in the past two years.
- 5+ accounts: 38% of groups discovering unknown bank accounts found five or more.

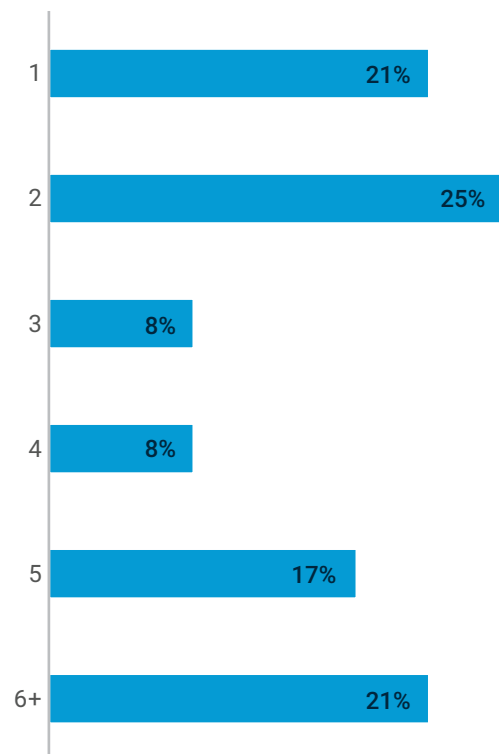
Within the past two years have any active bank accounts been discovered that were previously unaccounted for by treasury?

"Unsure" responses not included



How many bank accounts were discovered?

"Unsure" responses not included

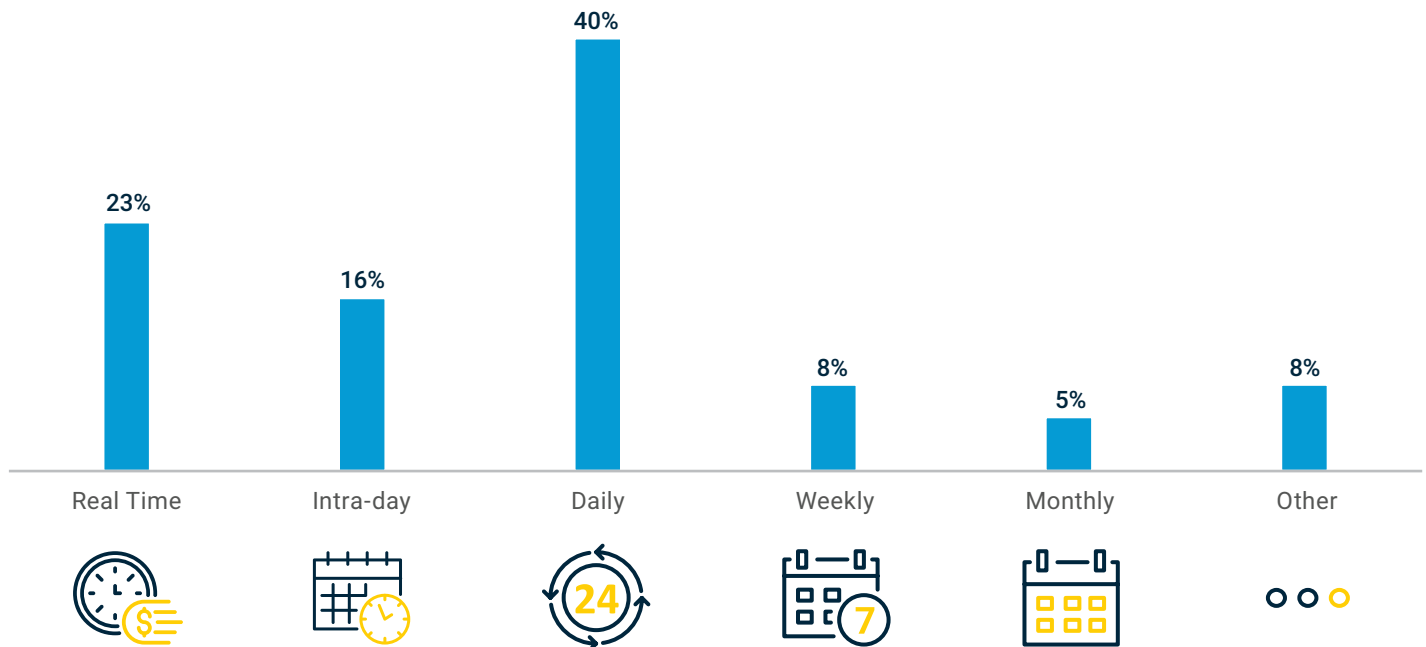


2 | Real-Time Global Cash Position Visibility: We Want Faster.

Twenty-two percent currently update their cash position on a real-time or intra-day basis, and 39% (23% real-time and 16% intra-day) would like to have the ability to update that frequently. Those updating their cash position on a weekly or less frequent basis currently represent 43% of survey respondents, although those desiring less frequent drops to 21% (8% weekly, 5% monthly, 8% other).

- Real-time global cash position updating: Current frequency is 7%, and desired frequency is 23%.
- Weekly or monthly frequency drops from the current frequency of 31% to 13% (8% weekly, 5% monthly) desired.

How frequently would you like your global cash position updated?

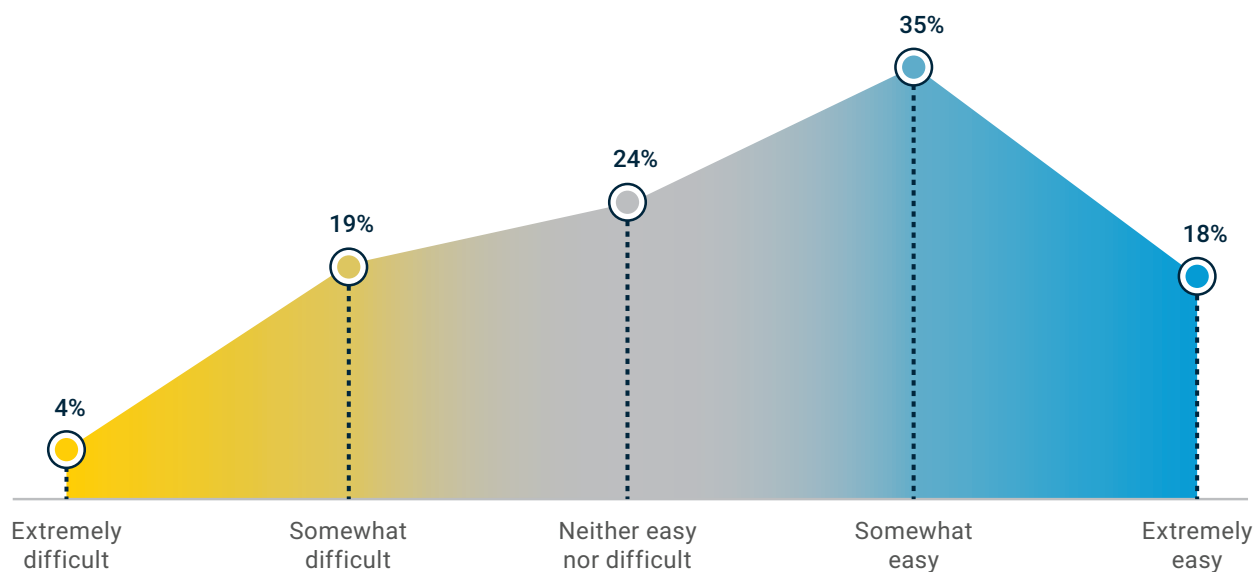


3 | Life Is Hard, and So Is Generating Cash Positions If You Aren't Using a TMS.

Twenty-three percent of treasury departments indicated that it was a challenge to generate their cash position. More than twice as many said it was at least 'somewhat easy.' For TMS users, only 10% experience difficulty compared to 33% of those without a TMS, showing over a 3X factor.

- **Difficult.** Twenty-three percent of treasury departments say it is difficult (4% extremely difficult, 19% somewhat difficult) generating cash positions. Those not using a TMS report difficulty at more than 3X compared to those with a TMS.
 - 10% for those who have a TMS
 - 33% for those not using a TMS
- **Easy.** Fifty-three percent indicated that generating a cash position was easy (35% somewhat easy, 18% extremely easy). TMS users maintain a 27-point spread for 'easy cash positioning.'
 - 69% for those who have a TMS
 - 42% for those not using a TMS

How challenging is it for your treasury department to generate cash positions?

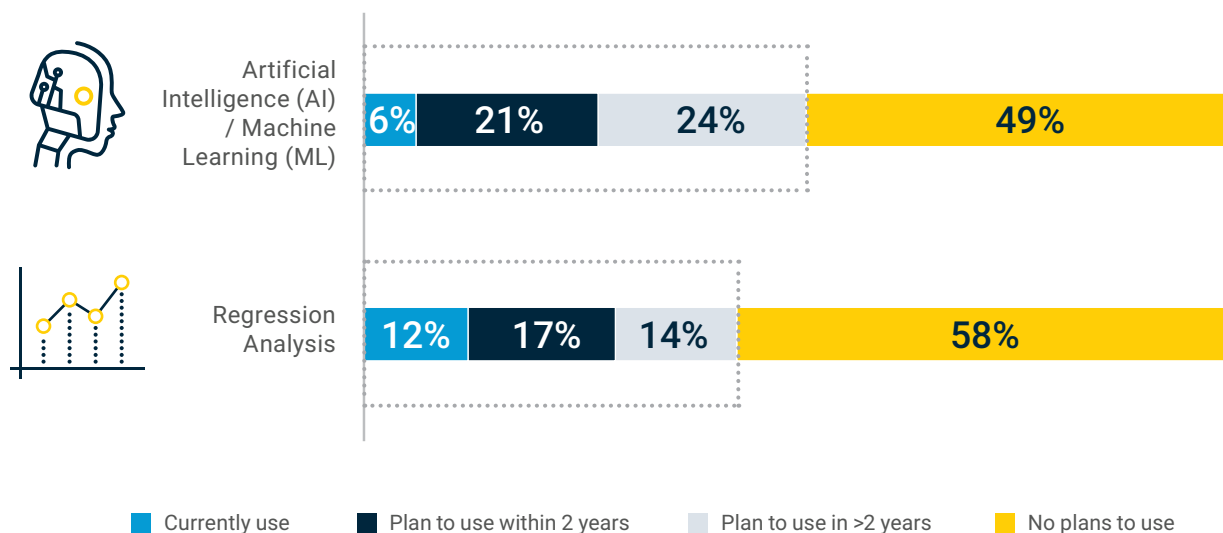


4 | Rise of the (Forecasting) Machines (AI/ML).

Within two years, based upon respondent indications, we expect to see parity reached between the use of AI/ML and regression analysis in forecasting. Only 6% are currently using AI/ML for this function now, but that will reach 27% within two years based upon company plans. Regression analysis is used by 12% currently and will grow to 29% in the same time domain.

- 51% are using or expect to use AI/ML in the future, while 49% have no plans.
- 43% are using or expect to use regression analysis in the future, while 58% have no plans to use it.

Do you use the following to create or manage your forecast?

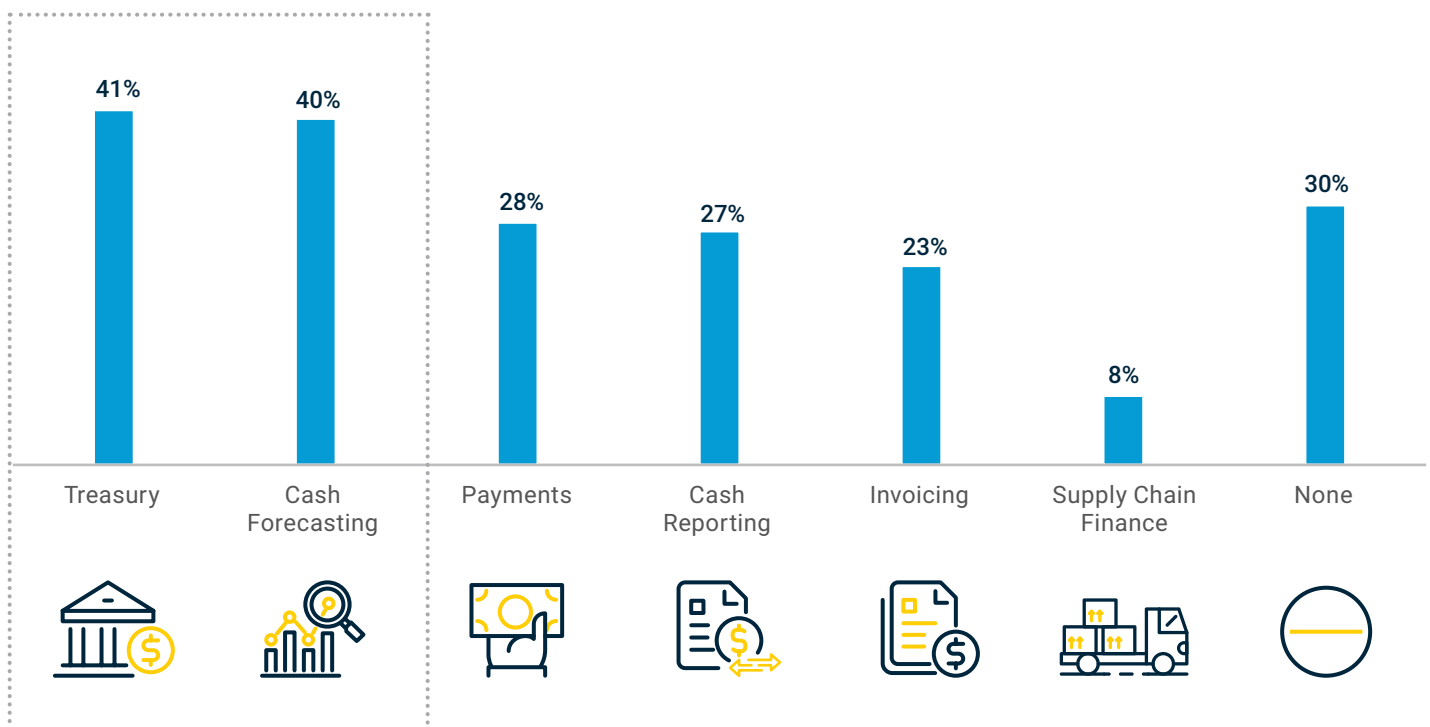


5 | Extremely Heavy Spending Plans for Technology: Treasury and Forecasting.

Over the next year, companies plan extremely heavy spending on technology (35% or greater) for treasury systems and forecasting.

- **Treasury:** 41% plan significant spending over the next year compared to 38% in 2018, showing ongoing elevated plans to spend on treasury.
- **Cash forecasting:** 40% have plans to spend significantly over the next year, representing a 7-point jump over 2018 (33%).

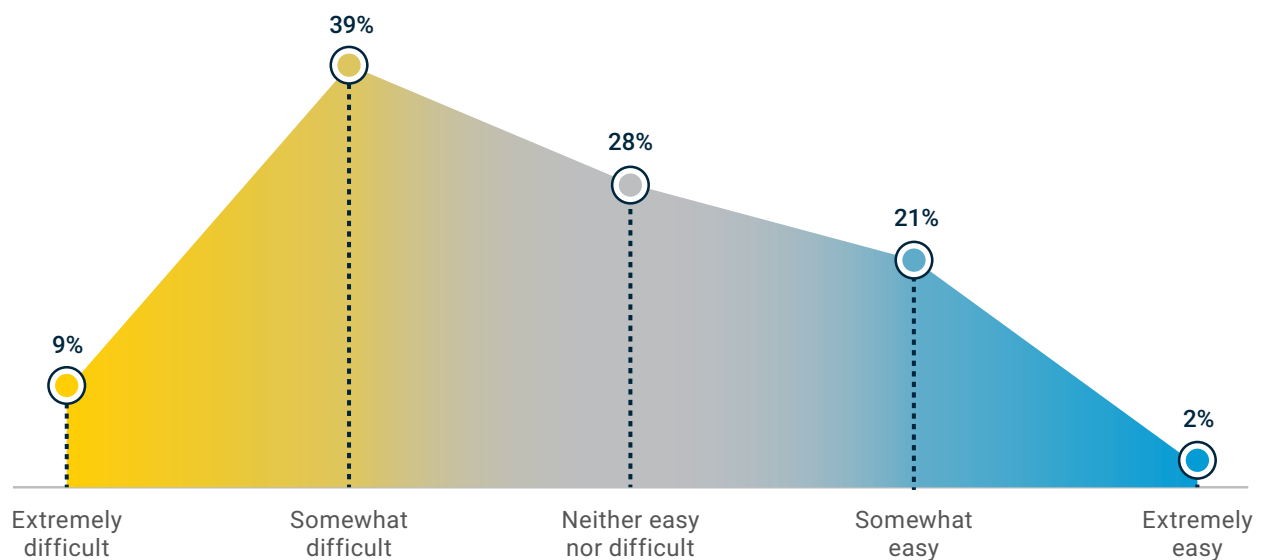
We intend to make significant information technology investments in the next year in the following areas: (Select all that apply)



6 | Half of Firms (48%) Have a Difficult Time Generating Forecasts.

Just 23% of firms have a somewhat easy (21%) or extremely easy (2%) time generating forecasts compared to the 2X number (48%) of companies who have difficulty with this task (9% extremely difficult, 39% somewhat difficult).

How challenging is it for your treasury department to generate cash forecasts?



7 | Excel Forecasters Are More Dissatisfied Than Their TMS/ERP Peers.

Twenty-nine percent of Excel forecasters are dissatisfied or somewhat dissatisfied compared to 8% of forecasters who use their TMS/ERP (a 21-point gap). Satisfaction levels favor the TMS/ERP world (a 15-point gap).

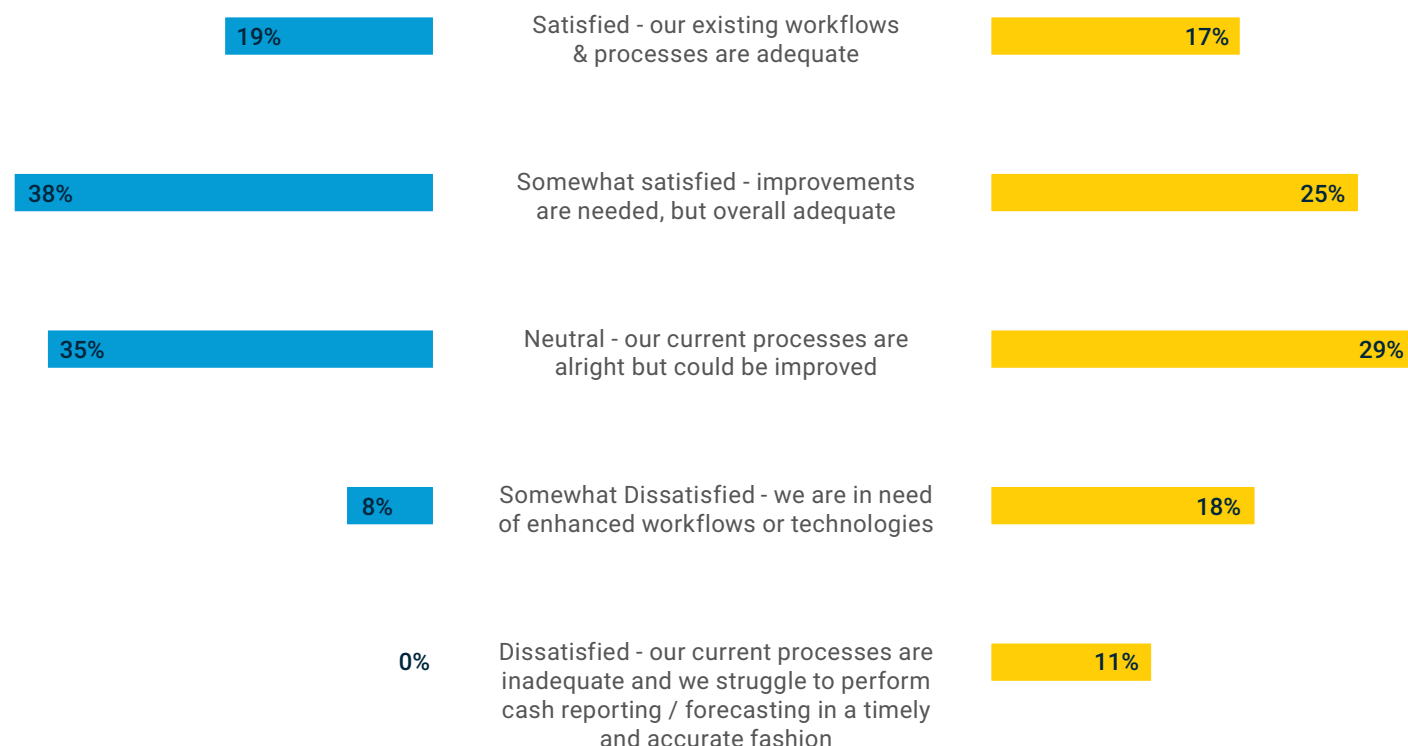
- 57% of TMS/ERP forecasters are satisfied or somewhat satisfied.
- 42% of Excel forecasters are satisfied or somewhat satisfied.

If you are primarily using an ERP or TMS for cash reporting or forecasting, please indicate your level of satisfaction with your current processes and workflows.

If you are primarily using Excel for cash reporting or forecasting, please indicate your level of satisfaction with your current processes and workflows.

ERP / TMS

EXCEL



*Numbers are rounded and therefore may not add up to 100%.

About the Firms

GTreasury

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GTreasury is a leading innovator of integrated SaaS treasury and risk management solutions for the corporate treasurer. We offer any combination of cash management, payments, financial instruments, risk management, accounting, banking and hedge accounting solutions, all seamlessly integrated, on-demand worldwide and fully secured. Headquartered in Chicago, with offices serving EMEA (London) and APAC (Sydney), our global community includes more than 800 customers and 30+ industries in 160 countries worldwide.



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Strategic Treasurer

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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 the US, the UK, and continental 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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