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CASH FORECASTING & VISIBILITY

Summary Report

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Cash Forecasting & Visibility About the Survey



200+
respondents



~50
questions



6 Week
survey
runtime

Top Respondent Industries



14%

Manufacturing



12%

Banking



8%

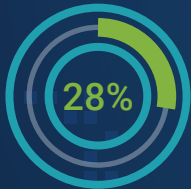
Healthcare / Hospital /
Health Services



8%

Retail / Wholesale /
Distribution

Top 3 Respondent Roles



Treasurer /
Assistant Treasurer

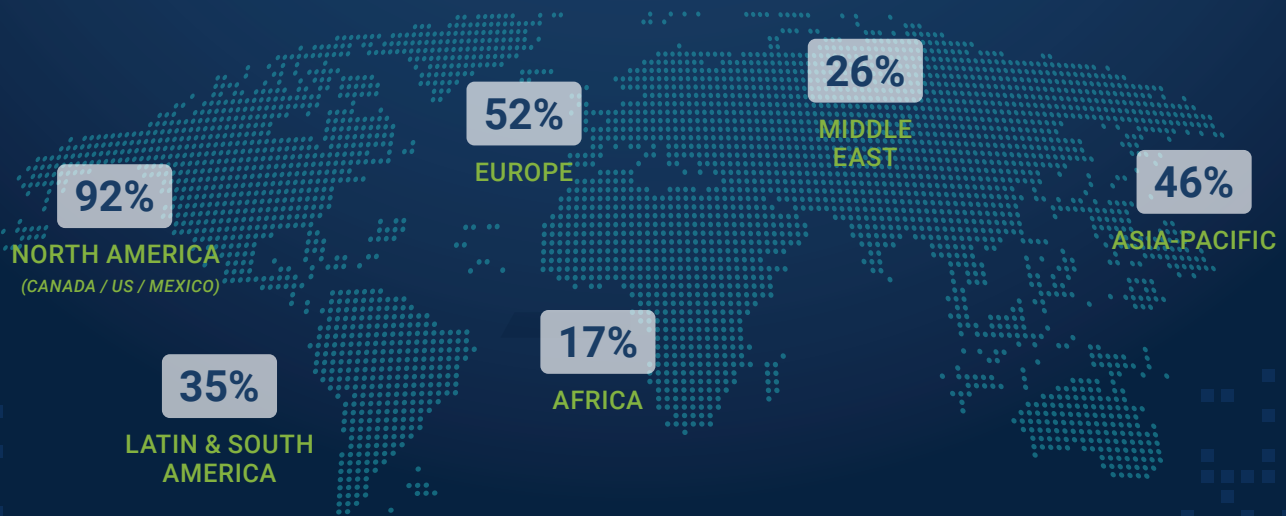


Treasury Manager /
Cash Manager



Director of
Treasury

Respondent Regions of Operations



Executive Summary

The Cash Forecasting & Visibility Survey studies the state of some of treasury's most fundamental and yet challenging tasks. Run by Strategic Treasurer in partnership with TIS, the 2025 iteration was taken by over 200 respondents across various industries, sizes, and locations.

As one of our longest-running surveys, this research has a strong longitudinal aspect while also monitoring current developments in the space. The questions probed practitioners on their pain points, processes, goals, and realities in the realm of forecasting and visibility, exploring use of technology, factors that complicate forecasting and visibility, goals vs. current realities, and more.

Sifting through the results revealed several key findings, some of which coalesced into two themes: 1) Every aspect around forecasting has been elevated, including expectations, spending plans, use of AI, and the need for more frequent updates. 2) Complexity that is making it harder to achieve full visibility continues to grow as companies use more US banks and more bank accounts each year, although international bank use remains static.

The full key findings are detailed on the following pages, but below are a few highlights:

- 1. Forecasting Expectations Jump for 68% of Companies.** Management expectations have increased for forecasting across multiple aspects. Seventy-six percent require greater accuracy, and 69% want additional review and attention paid.
- 2. Leading to Greater Spend.** Companies are spending more on forecasting and fraud. The top area of increased spending is forecasting, which was identified by 43% of respondents in this year's survey, edging out fraud/control investments.
- 3. Specialized Forecasting Tools Garner Highest Satisfaction Levels.** Specialized tools are beating out their ERP/TMS peers by 23 points.
- 4. Forecasting: AI Assimilation.** A majority are using or planning to use AI for forecasting (60%). In 2021, only 27% indicated use or plans to use AI for forecasting, representing a doubling in four years.

As always, our thanks to those who made this report possible by responding to the survey. Your insights help inform the whole treasury industry. Respondents receive a more in-depth report as a token of our appreciation. Our thanks, as well, to TIS for partnering with us in this study and contributing their insights and support throughout the research process.

Read and enjoy.



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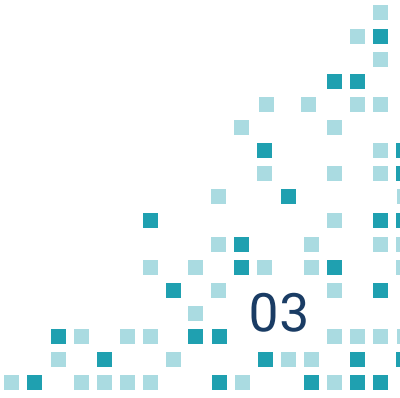
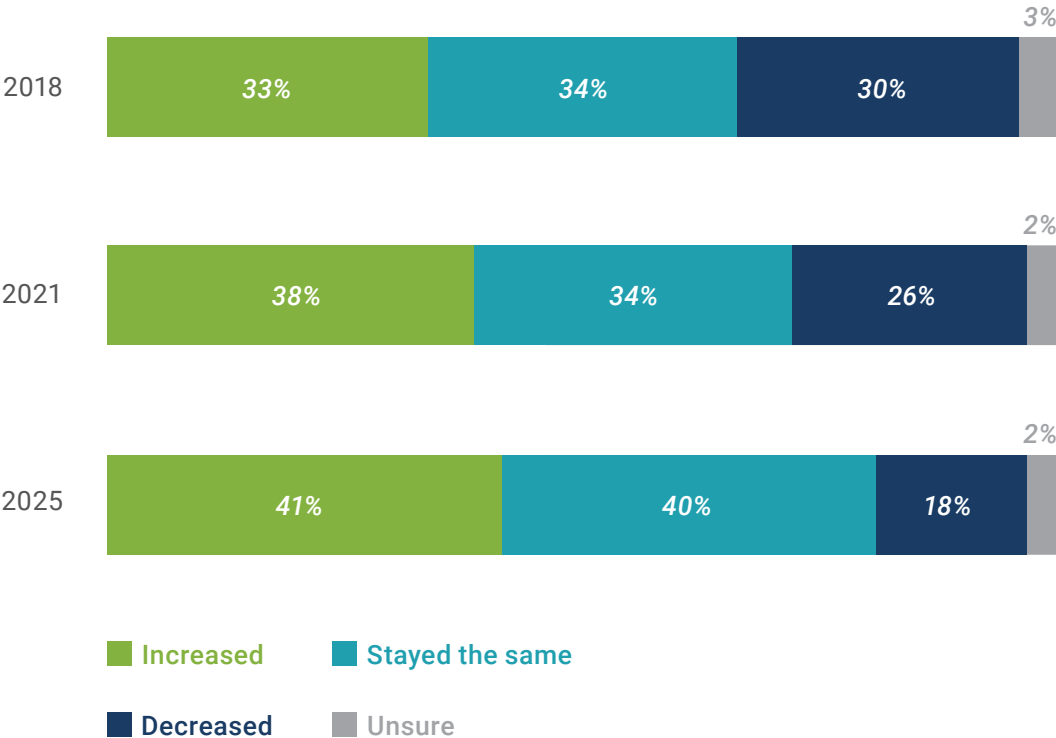
Key Findings Analysis

1. Growing Numbers of Bank Accounts.

There is a consistent survey-over-survey pattern of companies increasing the number of bank accounts that they use. This is in spite of the fact that many companies continue to work to rationalize their banks and bank accounts.

In 2018, only a net 3% of companies saw an increase in their bank accounts. In 2021, a net 12% of companies noted more accounts than the prior year. In 2025, the net showed 23% with more accounts. This move to more accounts has shifted from 1 in 33 to 1 out of 8, and now 1 out of 4 companies.

In the past year, has the number of bank accounts you used:

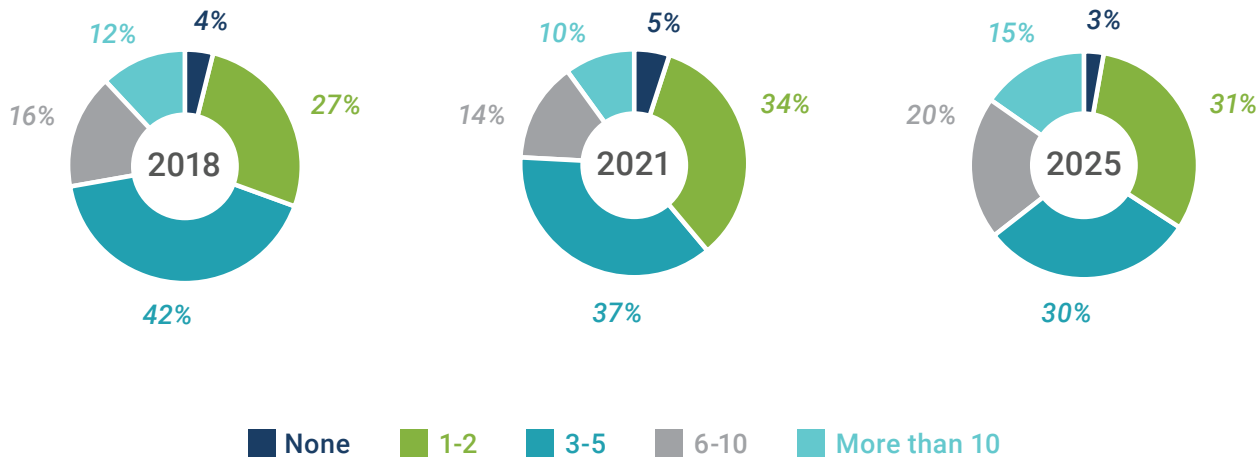


2. Growth of US Bank Use, Static International Bank Use.

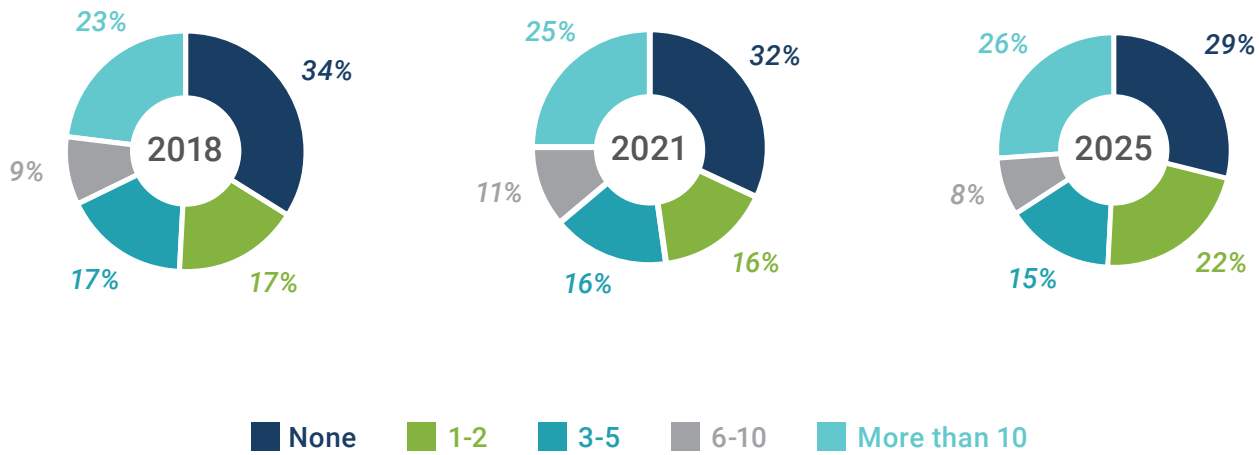
Since 2021, the percentage of companies that used six or more banks in the US increased from 24% to 35% in 2025. This adds to the complexity of achieving full visibility to all banks and bank accounts.

The percentage of companies that used six or more international banks has moved from 32% in 2018 to 36% in 2021 and now sits at 34% in 2025. This represents relative stability of bank use on an international basis.

How many banks do you use in the US?



How many banks do you use internationally?



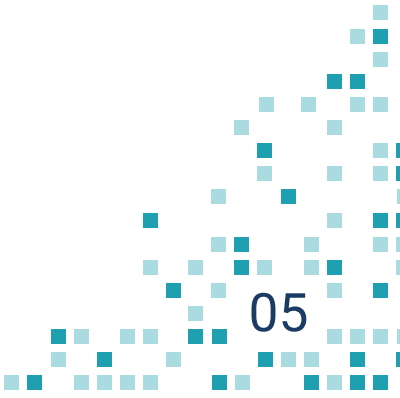
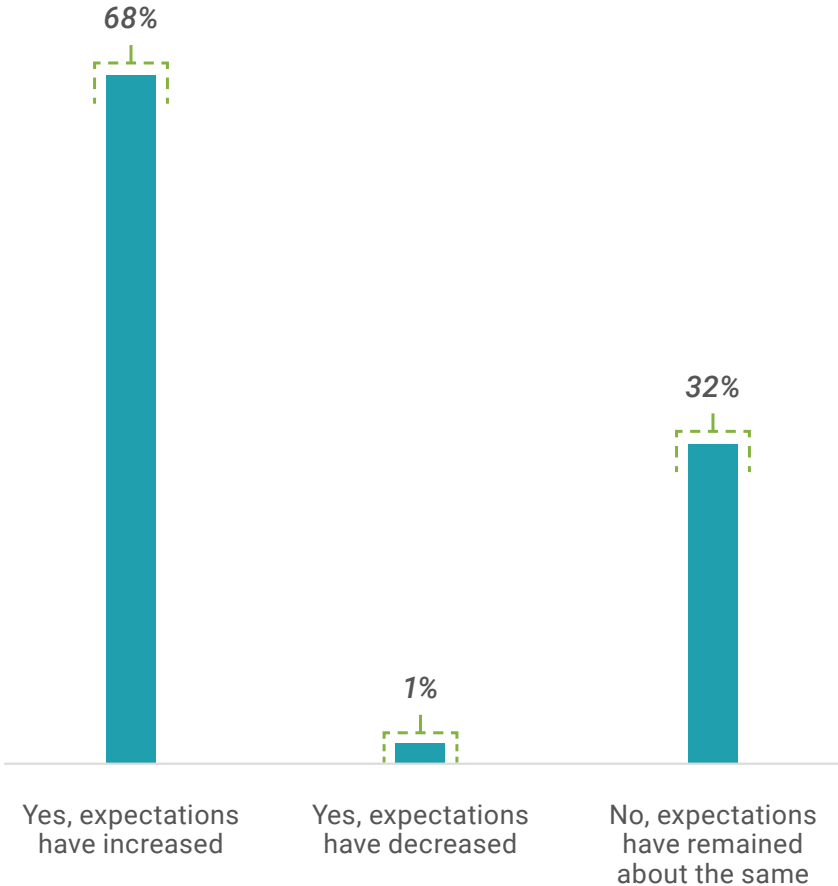
3. Management Expectations Increase Around Forecasting.

Sixty-eight percent of companies indicate that management expectations for forecasting have increased. A single percent indicated a decrease, and 32% saw expectations remaining about the same.

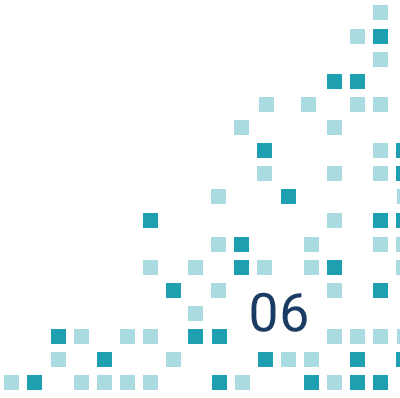
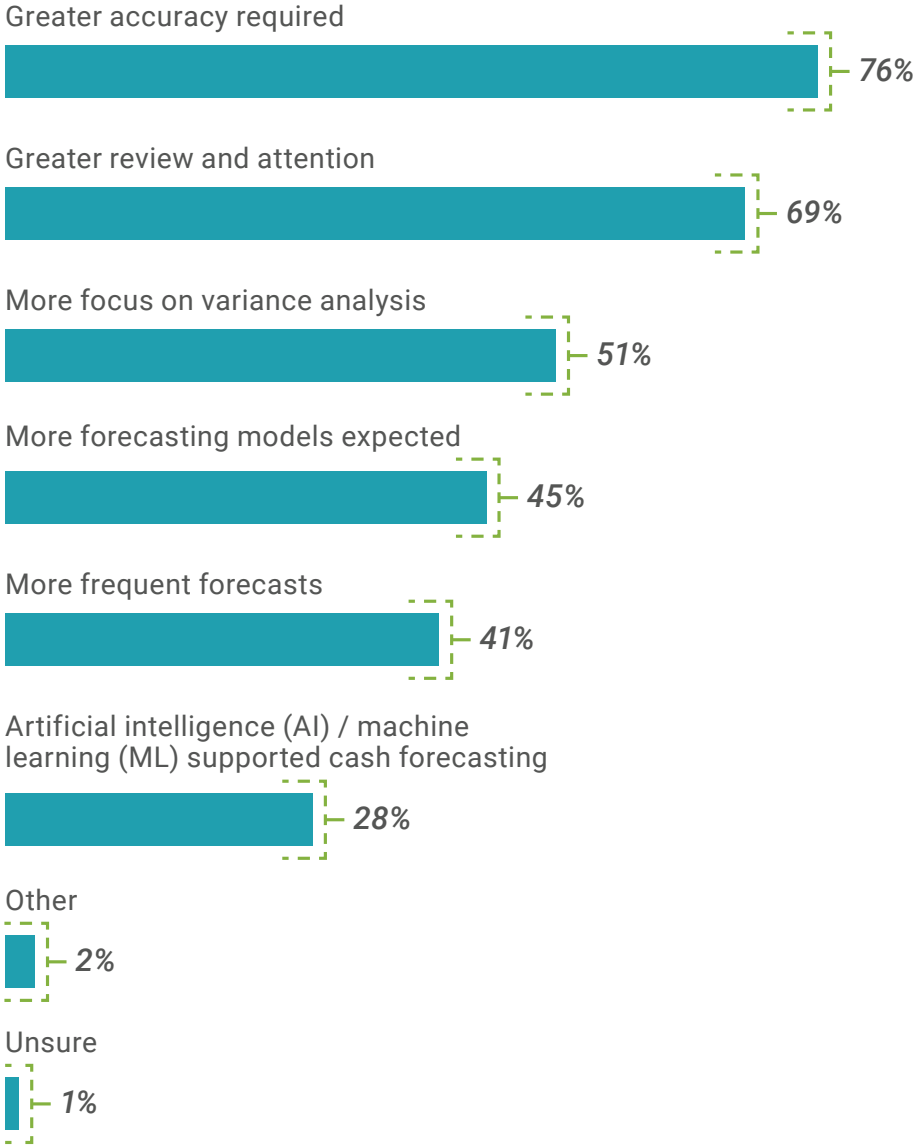
Those seeing an increase were then asked a follow-up question, identifying which of the following aspects of heightened expectations they had observed:

- Greater accuracy is required: 76%
- Greater review and attention: 69%
- More focus on variance analysis: 51%
- More forecasting models: 45%
- More frequent forecasts: 41%
- AI/ML to support cash forecasting: 28%

Have management expectations about forecasting changed in the past year?



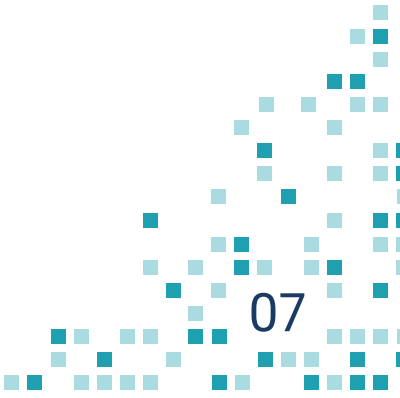
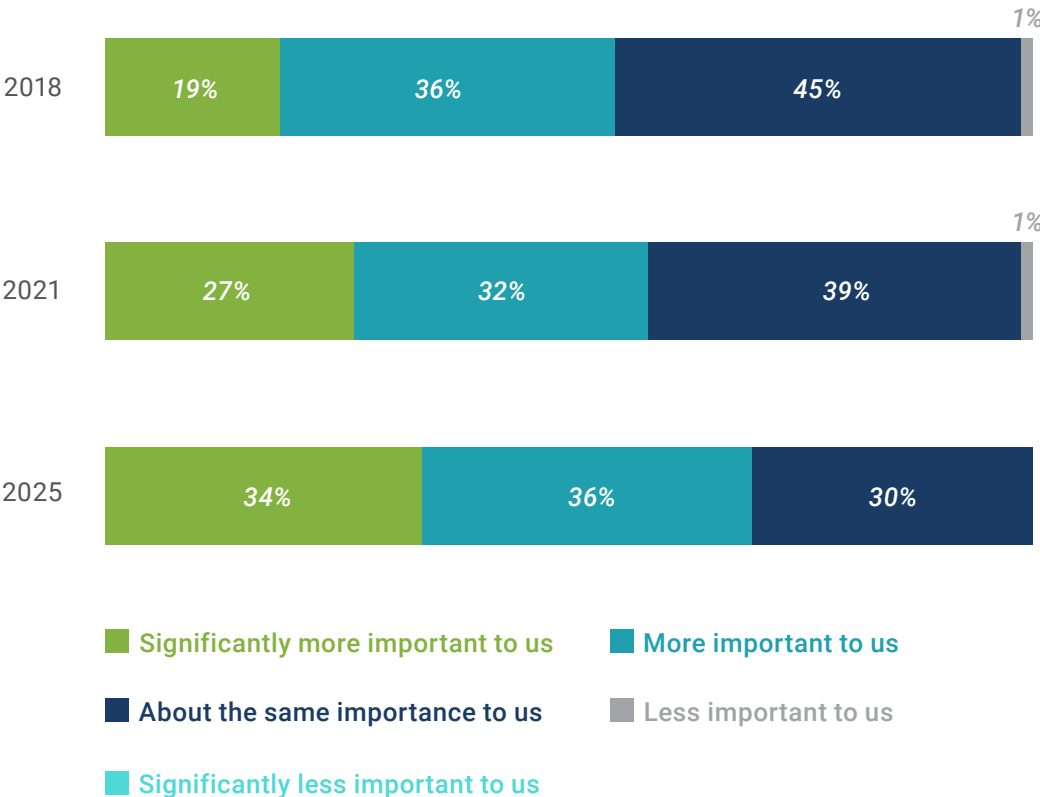
What has increased when it comes to management's expectations about forecasting? (Select all that apply)



4. Forecasting: Increasingly Important.

It is quite clear that forecasting is important to corporate treasury departments, and that importance has increased over time. Seventy percent of companies now indicate that forecasting is significantly more important or more important to their organizations as they look ahead to the next year. This is a 15-point shift up over seven years, from 55% in 2018 and 59% in 2021.

In looking ahead to next year, cash forecasting will be:

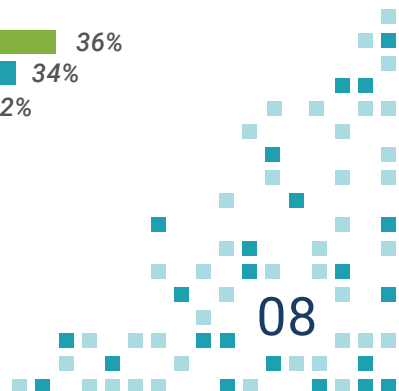
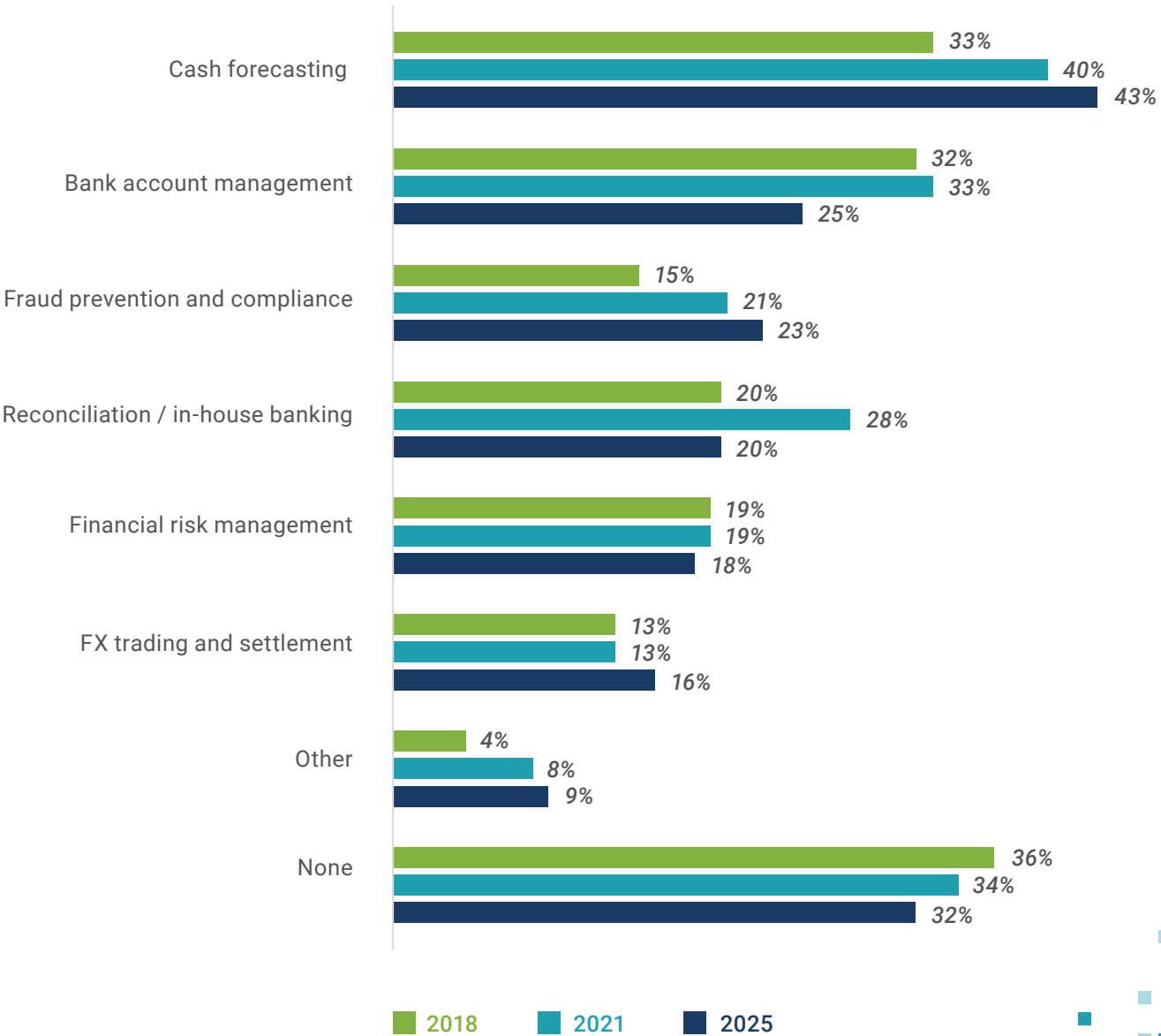


5. Spending More for Cash Forecasting and Fraud Prevention.

How does the clear increase in forecasting's importance manifest in companies' spending plans for specific technologies over the next year? The results highlight three areas of note, with forecasting topping the list.

While already in first place in 2018, cash forecasting saw the largest increase (a 10-point jump) over the seven intervening years, reaching 43% this year. Bank account management remains the second highest investment, but at a lower rate than in 2018 (now 25% instead of 32%). Fraud prevention and compliance saw an 8-point increase and is the third highest investment.

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



6. Forecasting Is Perceived as More Challenging: Easy and Hard

The increase in forecasting expectations by management and the general increase in complexity (number of accounts, number of banks) may be contributing to the changing perception of difficulty in creating the forecast.

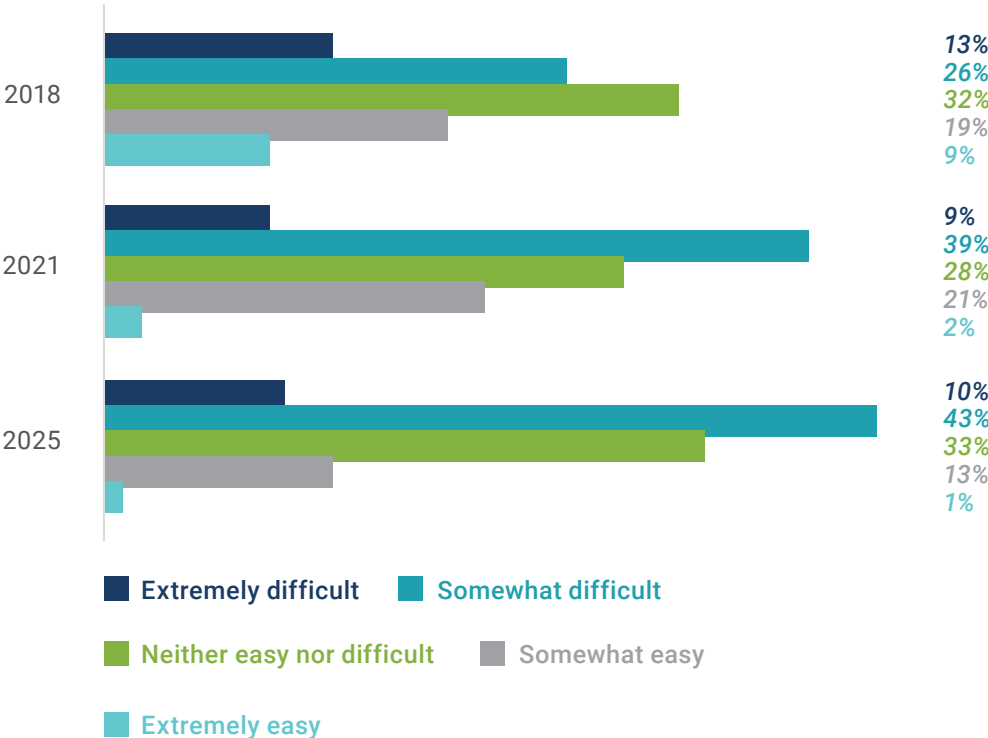
Easy. In 2018, 28% of organizations indicated that this process was easy (somewhat or extremely). By 2025, this had been halved to 14%.

Hard. Those reporting that the process of creating a forecast was difficult (somewhat or extremely) increased from 39% in 2018 to 48% in 2021, finally settling in at 53% in 2025. This represents a 14-point jump.

Year	Difficult	Easy	Spread
2018	39%	28%	11 points
2021	48%	23%	25 points
2025	53%	14%	39 points
Shift	+14 pts	-14 pts	28 points

A shift of 28 points over seven years.

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



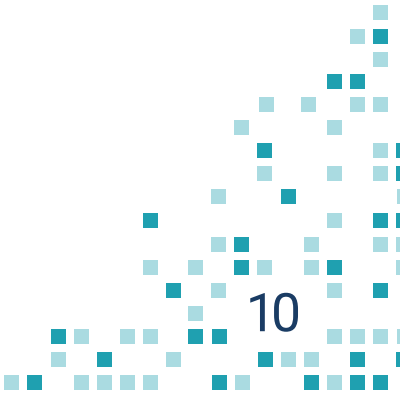
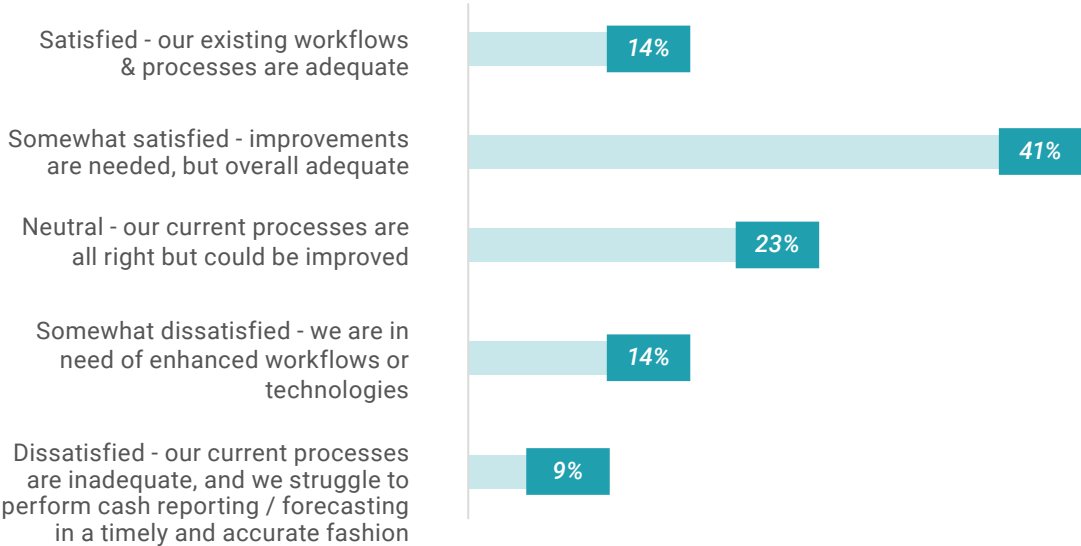
7. Forecasting: Specialized Forecasting Tools Have the Highest Satisfaction Levels.

Those using specialized cash forecasting tools have notably higher satisfaction levels than those using an ERP or TMS. Companies using a dedicated forecasting tool were far more satisfied (23 points) than their peers using an ERP/TMS. Those using an ERP/TMS for forecasting were far more dissatisfied (also 23 points) than those using a dedicated forecasting system.

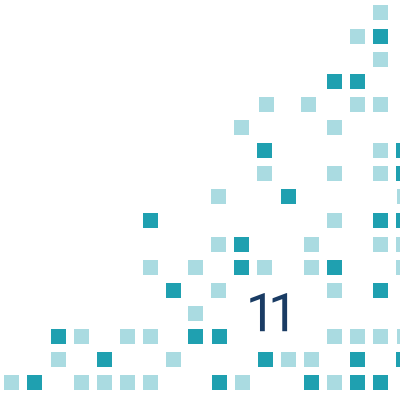
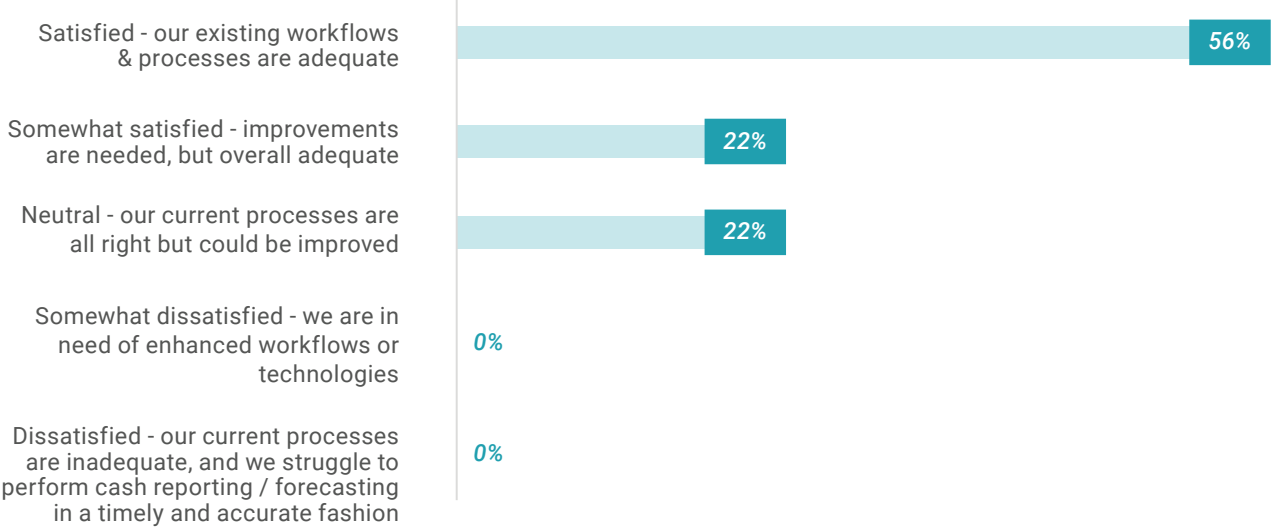
Satisfaction	Specialized	ERP/TMS	Difference
Satisfied/Somewhat	78%	55%	23 points

Dissatisfied	Specialized	ERP/TMS	Difference
Dissatisfied	0%	9%	9 points
Somewhat Dissatisfied	0%	14%	14 points
Dissatisfied/Somewhat	0%	23%	23 points

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.



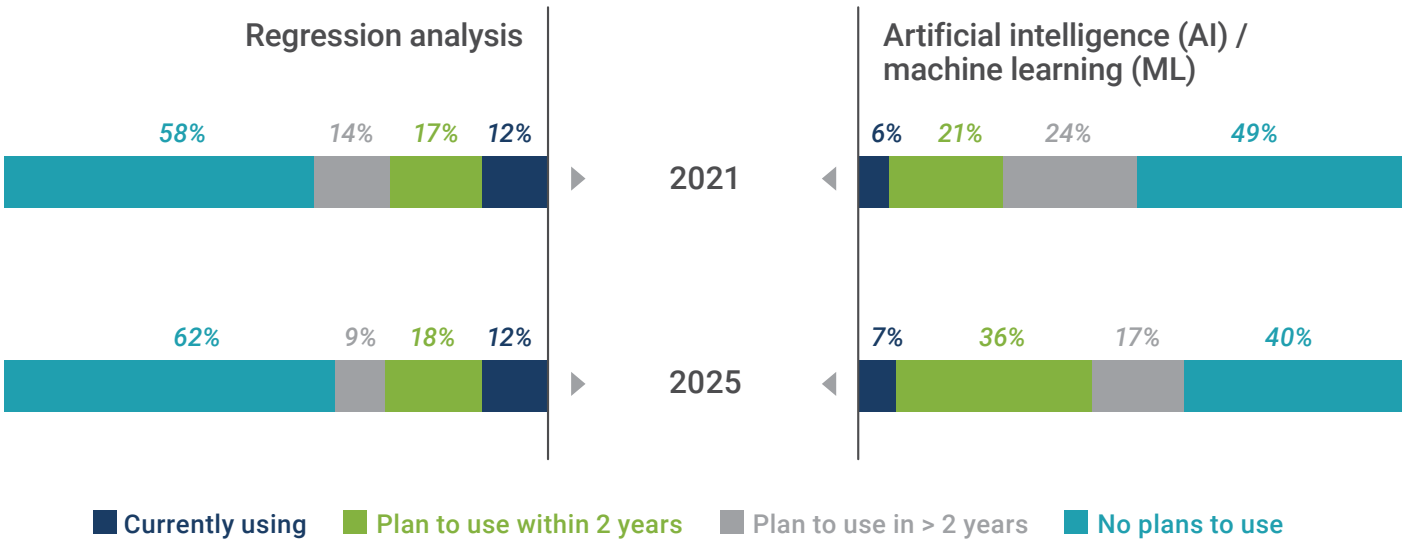
If you are primarily using a specialized cash forecasting tool for cash reporting or forecasting, please indicate your level of satisfaction with your current processes and workflows.



8. Majority Plan to Use AI for Forecasting.

In 2021, only 27% were currently using or planning to use AI/ML in some aspect of their forecast within two years. In 2025, this percentage moved to 43%. Including those who plan to implement AI for forecasting in over two years, the total comes to 60% either currently using or planning to use it, which is a moderate increase from four years ago (51%).

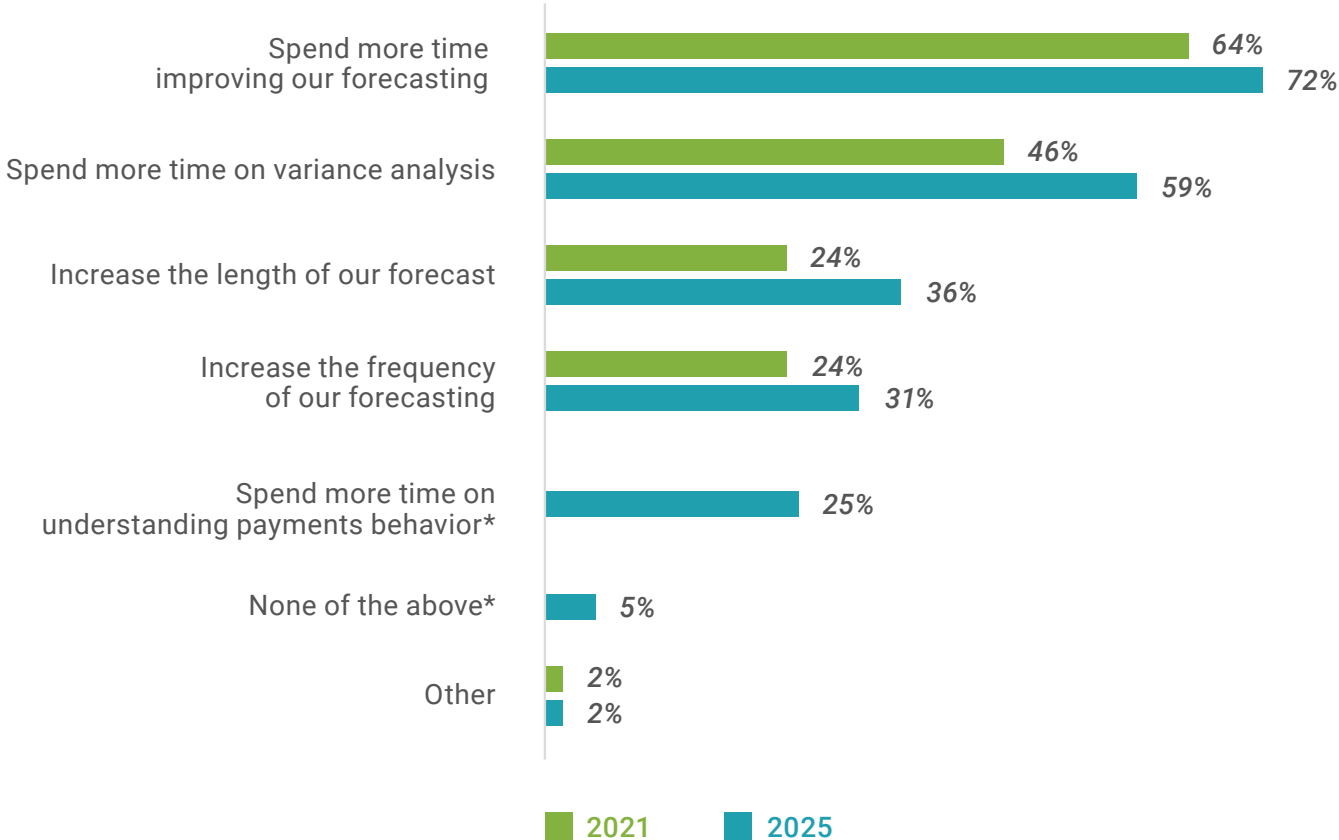
Do you use the following to create or manage your forecast?



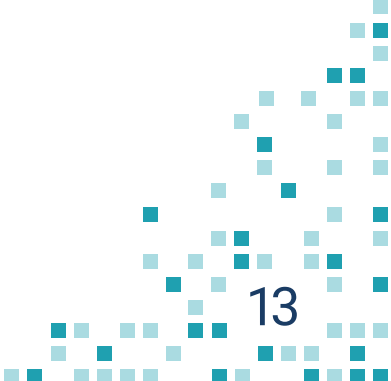
9. More Resources Would Mean More Forecasting (4X).

Treasury doesn't ask for much – except when it comes to forecasting. In each category, the respondents indicated they would increase forecasting activities and deliverables if they had the resources (tools and/or time). The top response, more time on forecasting, grew since the last survey. More than half of companies also noted wanting to spend more time on variance analysis, over a third would expand the forecast horizon if they could, and almost a third would reforecast more frequently.

If we had the tools and / or time we would: (Select all that apply)



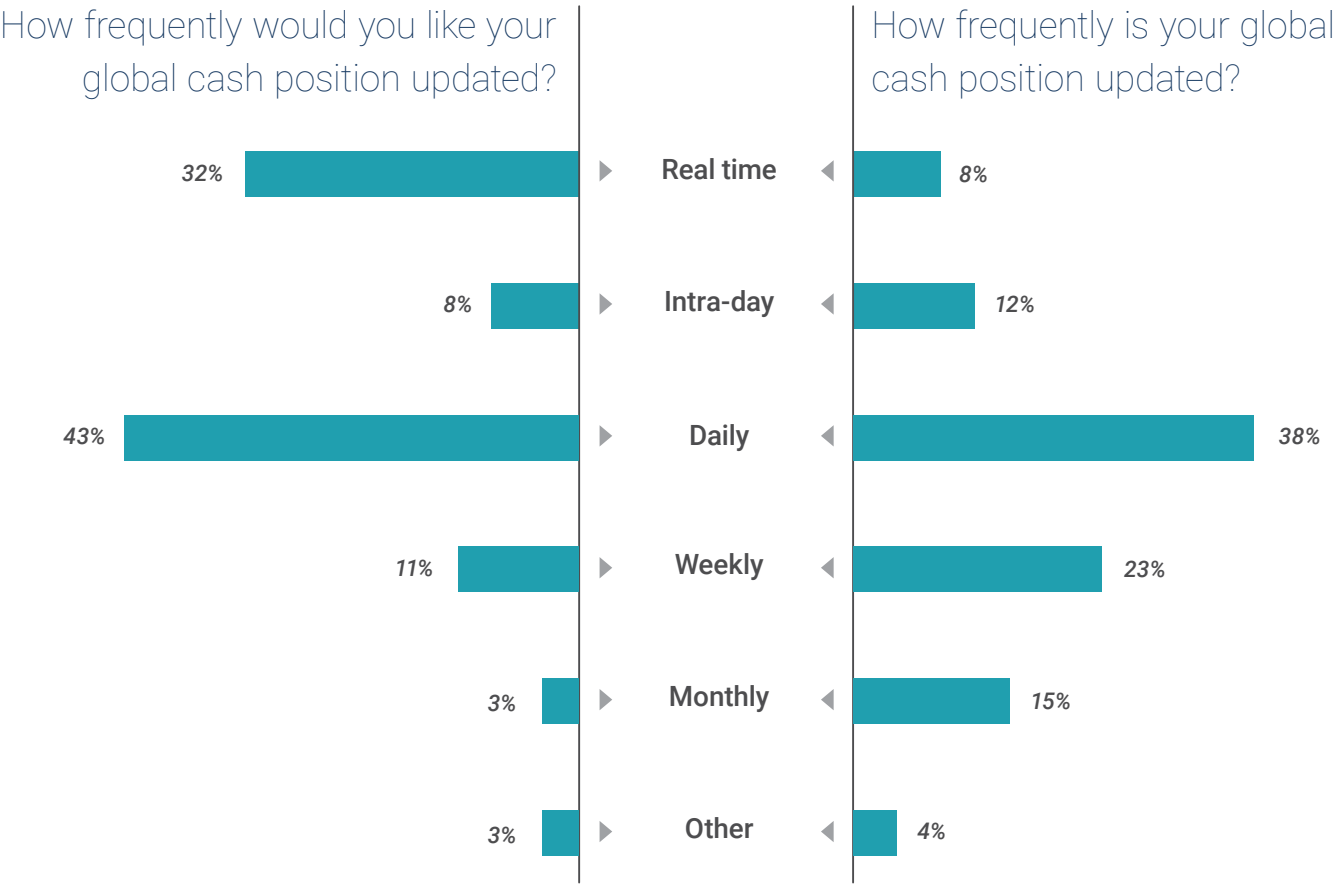
*These answer choices were added in 2025



10. Gap in 0-Day Forecasting Update Frequency.

In 2025, 83% of companies want their cash position (0-day forecast) updated at least daily. Forty percent desired at least an intraday update, and about a third (32%) wanted real-time updates. Comparing to actual frequency, the reality shows a significant gap across the “daily/intra-day/real-time” of 25 points. Nearly one-quarter of respondents want real-time cash positioning but aren’t receiving it (32% less 8%).

Frequency	Desired	Actual	Gap
Daily/intra-day/real time	83%	58%	25 points
Intra-day/real time	40%	20%	20 points
Real time	32%	8%	24 points



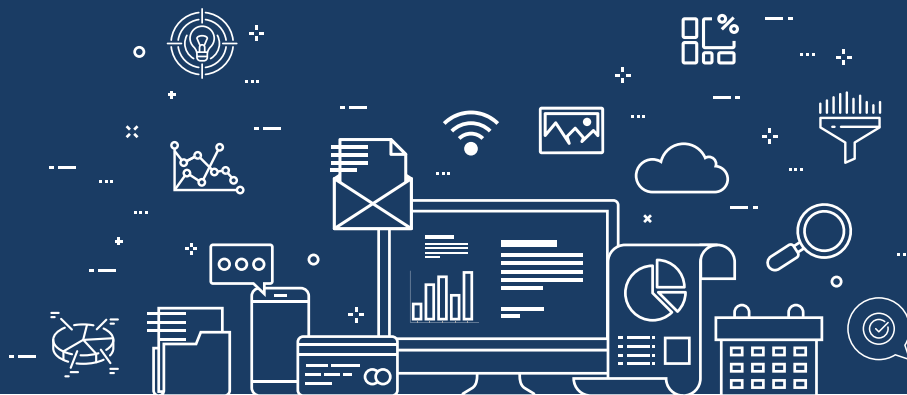
Survey Methodology

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.



About the Firms



TIS helps CFOs, Treasurers, and Finance teams transform their global cash flow, liquidity, and payment functions. Since 2010, our award-winning cloud platform and best-in-class service model have empowered the entire office of the CFO to collaborate more effectively and attain maximum efficiency, automation, and control. By streamlining connectivity between our customers' back-office systems and their worldwide banks, vendors, and business partners, TIS enables users to achieve superior performance in key areas surrounding cash forecasting, working capital, outbound payments, financial messaging, fraud prevention, payment compliance, and more.

With over 11,000 banking options, \$80 billion in daily cash managed, and \$2.5 trillion in annual transaction volume, TIS has a proven track record of combining our unparalleled market expertise with tailored client and community feedback to drive digital transformation for companies of all sizes and industries. As a result, hundreds of organizations and thousands of practitioners rely on TIS daily to gain strategic advantage, monetize data, improve operational efficiency, and better manage risk. Learn more at www.tispayments.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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