SAP Fioneer

The Technology Compass: Transaction Banking 2030

How to deliver what your corporate clients are already expecting.

SAP Fioneer Whitepaper

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Your corporate clients are ready for the future of transaction banking. Are you?

The corporate treasurer sitting across from your relationship manager is not waiting. They want real-time visibility across their enterprise liquidity. They want their banking embedded in their financial operations. They want a bank that handles every form of money without friction.

And some of them are already looking at alternatives.

A 2025 survey of over 350 corporate executives found that client satisfaction with primary banking partners is at record levels – yet 79% of corporates increased the number of banks they work with in the same period. Satisfaction and loyalty have decoupled. Corporates are not leaving their banks. They are adding new ones, quietly, wherever they find a capability gap.

79%
of corporates added more banking relationships last year
CGI Transaction Banking Survey 2025

85%
would switch banks for direct connectivity
AFP Digital Payments Survey 2025

Nearly 7%
of corporate revenue tied up due to inefficient cash management
Capgemini World Payments Report 2025

Banks compete on relationship. Corporates differentiate banks on utility: does it connect to my systems, does it give me real-time data, does it help me act faster? The AFP 2025 Digital Payments Survey found that 85% of financial professionals would switch banks for direct ERP connectivity. At 85%, that is not a preference. It is a market signal.

This paper covers three capabilities corporate clients expect their banks to deliver. They are not three separate technology decisions – they are one holistic investment roadmap, delivered in modules on a single best-of-breed platform. The banks that treat them that way will compound their advantage with every capability they add.

What corporate clients expect – and what most banks cannot yet deliver

Demand 1 of 3

The working capital problem your clients cannot afford to wait on

For the corporate clients banks serve, poor cash management is not an operational inconvenience. It is a working capital problem. According to the Capgemini World Payments Report 2025 – which surveyed 600 corporate treasurers – over 80% still rely on manual, paper-based reconciliation processes, resulting in nearly 7% of corporate revenue tied up within the value chain. Money that could be funding business activity is stuck in process inefficiency instead.

The root cause is fragmentation. According to Deloitte's 2024 Global Corporate Treasury Survey, 62% of corporates identify visibility into global cash positions as their biggest operational challenge, and 46% point to inadequate technology systems as the reason. Cash data sits in a mosaic of ERP systems, bank portals, and treasury platforms that operate with inconsistent and delayed data flows. Corporates are not asking for new payment rails. They are asking for a complete and current picture of their own money.

59% of banks still struggle with legacy payments technology that prevents them from delivering this. The architecture underneath most transaction banking platforms was not built for continuous, real-time data flow – and bolting real-time capability onto fragmented systems produces real-time data in silos, which is not the same thing as a complete picture.

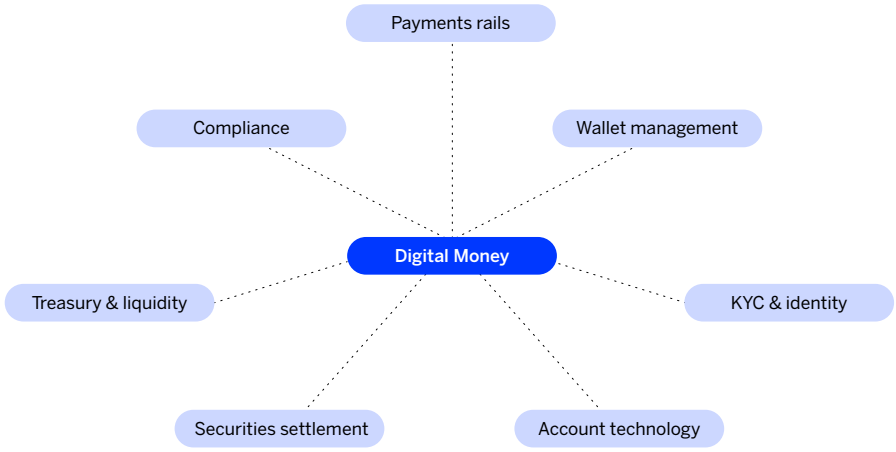
This is where digital money changes the equation. Corporate clients are not asking their banks for digital money by name. They are asking for payments that settle faster, cash management that works across time zones, and cross-border capability without a chain of intermediaries. The technology behind those outcomes is the bank's decision. This is what orchestration means: the corporate treasurer selects the outcome, and the bank chooses the most efficient route to deliver it. Digital money infrastructure is increasingly that route – not because clients demand the technology, but because it is becoming the most efficient way to deliver what clients already expect. In this paper, 'digital money' refers broadly to digitally native forms of value transfer and settlement, including tokenized bank liabilities, regulated stablecoins, CBDCs, and real-time programmable payment infrastructure.

> The corporate treasurer shouldn't have to choose between payment rails. They should choose the outcome they need – instant settlement, liquidity at midnight, seamless cross-border – and the platform should orchestrate the most efficient route to deliver it. That is what digital money infrastructure makes possible.

Anna Koritz
Global Head of Transaction Banking, SAP Fioneer

Understanding why requires stepping back from payments. Digital money is not a payments problem. The Digital Euro pilot made this clear: it touches account technology, wallet management, KYC and identity, treasury, compliance, and settlement simultaneously. A bank that approaches digital money as a payments upgrade will underestimate the scope by a wide margin.

Digital money: systems impact map



The banks that have understood this are already moving. JPMorgan's Kinexys platform is processing $2-3bn per day in live payments for institutional corporate clients. Siemens, BlackRock, and Ant International are on it. JPMD – a deposit token using digital currency technology on public blockchain – has gone live for institutional clients following a successful proof of concept with Coinbase and Mastercard. Citi's token service is on track to support $100-140tn in transaction traffic by 2030. Monthly real B2B payment volume using digital money infrastructure grew from $5bn in January 2024 to over $30bn by early 2026 – a sixfold increase in 24 months, driven by cross-border vendor settlement and supply chain payments.

6×
Growth in real B2B digital money payment volume in 24 months
McKinsey/Artemis Analytics 2026

8
Central banks + 40+ private firms designing the unified future architecture
BIS Project Agorá 2025

The banks that handle this well treat digital money readiness as part of their core platform – not a separate innovation project. Corporate treasurers will ask operational questions: counterparty risk, fraud controls, cross-border channels. They need clear answers. But their benchmark is simpler – does it deliver faster settlement, better liquidity management, and seamless cross-border capability? Banks that can answer both will win the relationship.

Demand 2 of 3

Your clients want their bank inside their business

For a corporate treasurer, the bank is only useful if it talks to the systems that run their business. Payment instructions flow from ERP systems. Cash positions need to land in treasury management platforms. Reconciliation runs through financial systems. A bank that requires manual steps at any of these junctions creates friction, delay, and error.

88% of midsize and large corporates say that running banking operations directly from their enterprise system is important. 85% say they would switch banks to get it. Banks that cannot deliver this are not falling short on features. They are falling short on fundamentals.

Without it, everything else is manual. A bank that cannot connect to a corporate's ERP systems cannot deliver automated, real-time cash visibility – not across multiple banking relationships, and not directly into the systems where treasury decisions are made. It cannot deliver AI-assisted liquidity management, because the AI has no reliable source of truth. ERP connectivity is the foundation. Without it, real-time and AI cannot function as corporate clients need them to.

ERP connectivity: what changes

Without ERP connectivity	With ERP connectivity
Manual data exports from ERP to bank – daily or weekly	Automated, continuous data flow between ERP and bank
Cash position reviewed at end of day — based on yesterday's data	Real-time cash visibility directly inside the corporate's financial system
Payment instructions keyed manually into the bank portal	Payments triggered directly from ERP workflows – no manual step
Reconciliation done manually at end of day – errors found late	Continuous automated reconciliation – exceptions flagged in real time
AI forecasting works on incomplete, delayed data – unreliable outputs	AI operates on a clean, current data foundation – forecasts the treasurer can act on

Demand 3 of 3

Intelligent cash management: ambition ahead of reality

74% of organizations are now expanding or actively using AI for treasury functions, according to PwC's 2025 Global Treasury Survey. Only 26% rate their AI capabilities as mature. 76% cite poor data quality as the primary barrier to better forecasting. The intent is there. The technology to back it up is not.

74%
expanding or actively using AI for treasury functions

26%
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76%
say poor data quality is their biggest forecasting barrier

PwC Global Treasury Survey 2025

The barriers are not about AI capability. They are systems integration complexity, data quality, and lack of in-house expertise – the same structural problems that prevent real-time delivery. Banks that have not solved for a unified, real-time data foundation have not solved for AI. The two problems share the same root.

The difference between rule-based automation and agentic AI is worth being direct about. Rule-based automation makes the same decision in the same situation every time – reliably, but without context. Agentic AI connects context across balances, payments, liquidity positions, cut-off times, and customer behavior simultaneously. It can look at an incoming payment and weigh the FX implications, the customer's history, and the most cost-efficient rail – in milliseconds, without a predefined rule for that exact combination.

> The real step change is moving from rule-based execution to context-aware orchestration. Rule-based automation reaches its limits when situations are ambiguous, data is fragmented, or several systems and business rules need to be interpreted together.

Carlos Figueredo
Global Head of Payments, SAP Fioneer

For the corporate treasurer, this changes the nature of the job. Today, treasury is largely reactive: reviewing positions at set points in the day, issuing manual instructions, making hedging decisions on incomplete data. With agentic AI embedded in cash management, AI agents analyze transfer speed, finality, cost, and forecasted flows – and act on them intraday, without manual instruction for every movement.

In fraud detection and AML screening, the case is equally clear. Instant payment environments leave a detection window measured in milliseconds. Agentic AI detects anomalies in real time, across the full context of a customer's behavior – not by matching against a predefined threshold.

Treasurer's day: before and after

Today	With agentic AI
Manual position reviews at set times during the day	Continuous intraday liquidity positioning
Manual FX and sweep instructions	Automated sweep and hedge optimization
Batch reconciliation – results at end of day	Real-time reconciliation and exception alerts
Fraud flagged in review – hours after transaction	Fraud detected in milliseconds, at point of transaction
AML cross-referenced manually against watchlists	AML screening automated across full transaction context

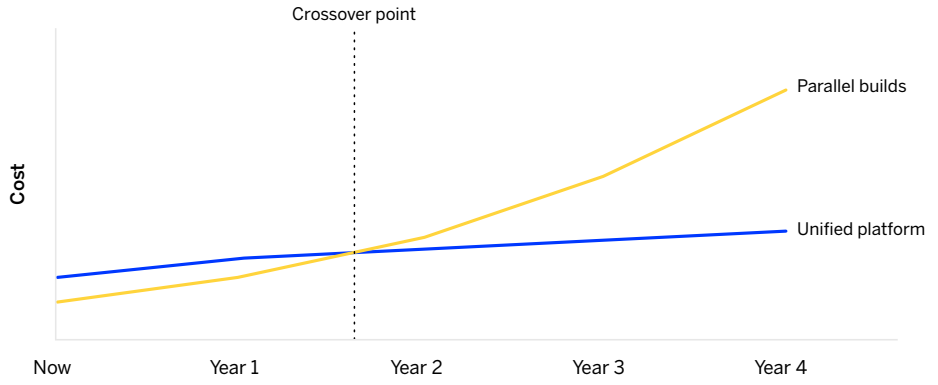
What not to do

The cost of building alongside

Banks responding to each of these three capabilities tend to make the same first move: build something new, quickly, alongside what already exists. A proprietary integration layer for ERP connectivity. A standalone AI layer. An additional payment rail for digital money. Each addition looks manageable in isolation. The problem accumulates invisibly.

Within two or three years, the bank is running multiple disconnected systems – each with different logic, different data models, and different operational processes. Every new use case requires integration across multiple silos. The cost of maintaining that complexity grows each year, consuming engineering resource that should be building new capability.

Two cost trajectories



The hidden cost is not just financial. Every parallel system adds operational overhead, fragments the customer journey, and multiplies reconciliation complexity. And it narrows future options. The more complex the technology stack, the harder it becomes to change direction – which is exactly the moment when clients are asking for something new.

> The more complexity you create in your technology, the more difficult it becomes to make changes in the future. Enabling your existing technology to carry new capabilities builds not just cost efficiency – but future agility.

Carlos Figueredo
Global Head of Payments, SAP Fioneer

When in-house builds fail

The case for building in-house is real for some banks. The largest institutions – those with 10,000 or more developers, deep engineering culture, and the financial capacity to sustain a decade-long platform investment – have built proprietary technology that genuinely differentiates them. JPMorgan's Kinexys is the clearest example. At that scale, with that resource, the argument holds.

For most banks, it doesn't.

The technology that transaction banking runs on has been built by specialists over decades, tested across hundreds of institutions, and refined through every regulatory change and edge case the industry has produced. A bank attempting to replicate that from scratch is not just writing software. It is absorbing a learning curve the specialist has already completed, at full cost, alone.

In our experience, without genuine collaboration from the business side – a clear definition of what good looks like, what the real use cases are, what the system must do for the people using it daily – the result misses the mark. Engineering teams build to a level of technical completeness. Business teams use it and find it wrong. The pattern repeats.

Packaged and vendor-delivered solutions reach minimum viable deployment significantly faster than custom builds. In our experience across banking implementations, a custom build typically takes 12 to 18 months to reach MVP – time in which competitors using established platforms have already gone to market and built client trust.*

**SAP Fioneer expert assessment, based on experience across banking implementations.*

> Technology built inside a bank costs more and takes longer than it should – because the bank's own complexity gets built into every decision from day one.

Maximo Diez
Partner Banking Solutions
EMEA South, SAP Fioneer

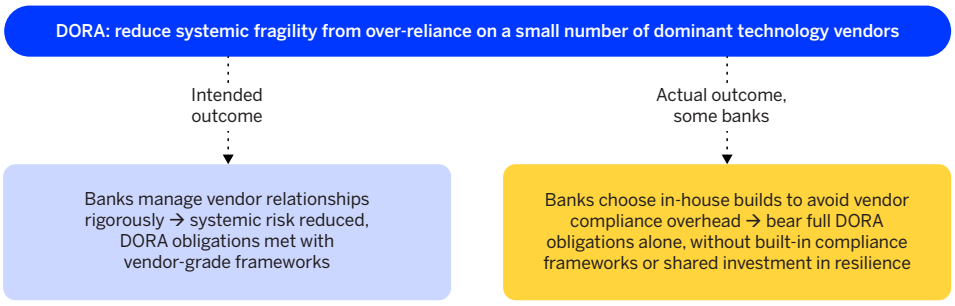
DORA adds a new layer – but not a new argument

A new variable has entered the calculation in Europe. The Digital Operational Resilience Act requires banks to actively manage and evidence critical third-party dependencies. The compliance overhead for vendor onboarding has grown substantially – in some cases, supplier approval processes now take over a year.

Some banks, facing that overhead, are choosing in-house builds specifically to avoid vendor dependency. The intent is to reduce third-party risk. The unintended consequence is a different kind of risk: dependency on an internal IT organization that carries its own fragility – less documentation, less upgrade continuity, less tested resilience.

DORA's intent is sound. Reducing systemic fragility from over-reliance on a small number of dominant technology vendors is a legitimate regulatory goal. But choosing to build in-house does not reduce DORA obligations – governance, resilience testing, and incident reporting requirements apply to the institution regardless of whether systems are vendor-provided or internally built. What changes is who carries the compliance burden. A specialist vendor operating across hundreds of institutions has built DORA-aligned frameworks into its platform as a matter of commercial necessity. An internal IT team builds and maintains those frameworks from scratch, alongside everything else it is responsible for. DORA does not make the in-house path easier. In many cases it makes it harder.

The DORA paradox



The answer is not to avoid vendor governance. It is to recognize that the right specialist partner – one who operates at financial services grade, is subject to the same regulatory environment, and whose platform investment is spread across hundreds of clients – addresses DORA's intent more effectively than an in-house build that places all dependency in a single organization's IT department.

> One unintended effect of DORA is that banks are steering away from third-party dependency and creating instead a dependency on their own IT teams – which is not necessarily less risky, and loses the benefit of a vendor who invests continuously in the platform for all its clients.

Anna Koritz
Global Head of Transaction Banking, SAP Fioneer

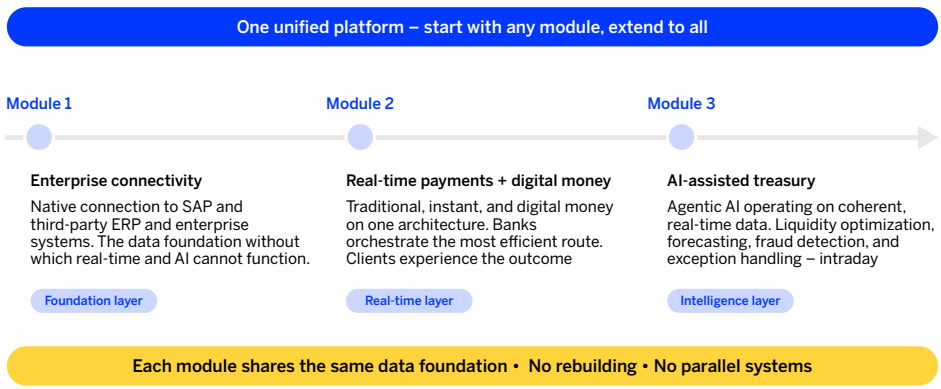
The platform built once for everything that follows

The three capabilities corporate clients expect share one foundation – but each has its own prerequisites that need to be in place before it can deliver reliably. AI requires clean, structured, real-time data. Digital money requires wallet infrastructure and ledger models. Real-time operations require processing architecture that has moved beyond batch. On a unified platform, each prerequisite built for one capability strengthens the foundation for the next. The bank moves at its own pace – and what it builds does not need to be rebuilt.

Most banks already have a starting point. The question is whether what comes next is built on the same foundation – or alongside it.

Each capability added costs less than it would as a standalone project. Each one compounds the value of those already live.

The modular platform: start anywhere, extend everywhere



The platform described here is built for banks that have addressed – or are ready to address – the foundational prerequisites each capability requires: data quality and real-time data access for AI, and wallet infrastructure and ledger models for digital money.

SAP Fioneer's transaction banking platform is built for this. Our payment capabilities manage traditional, instant, and digital money in one solution – including live Digital Euro integration, where digital currency technology was tested during the ECB's preparation phase. Our cash management module delivers real-time, AI-assisted liquidity management. AI agents are built specifically for financial services, embedded into existing workflows, and governed within banking-grade permission and auditability frameworks. The platform connects natively to SAP and third-party ERP systems – the foundation without which real-time and AI cannot function as corporate clients need them to.

One platform. Built in modules. Prerequisites in place. Ready to extend.

> The banks that will lead transaction banking in 2030 have already started today – trimming their systems for real time, connecting to their clients' ERP systems, and building the foundation that makes everything else possible.

Marko Wenthin
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SAP Fioneer

About SAP Fioneer

SAP Fioneer is a global provider of financial services software, delivering modern, SAP-based platforms that help banks and insurers run core operations, drive innovation, and meet regulatory demands with confidence.

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