LET'S KEEP TALKING!

They Didn’t Leave. They Just Stopped Calling.

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If ghosting your bank were a corporate sport, treasurers would be world-class athletes. The silence doesn’t come with a complaint— it comes with a slow migration of flows, missed calls and a new fintech on the side. And just like that, your high-value client becomes someone else’s onboarding success story.

A global treasury director at a Fortune 500 corporate recently shared her experience with a top-tier bank. After months of delays onboarding a new liquidity solution, she resorted to spreadsheets and workarounds while awaiting updates via email. Frustrated by the lack of transparency, she began exploring digital-first alternatives. Though she never closed her accounts, she quietly shifted the bulk of her company's flows to a fintech competitor offering a streamlined, self-service model. Her bank never saw it coming.

Why Treasury Expectations Have Changed

Corporate treasurers and finance leaders now expect the same ease, speed and personalisation they experience in consumer apps. Whether it's onboarding a new liquidity solution or resolving a payment issue, they want intuitive journeys, proactive communication and real-time insights.

Banks that continue delivering paper-heavy, siloed and opaque services risk losing clients—not through loud exits, but silent disengagement.

The Risk of Silent Attrition

Unlike retail churn, corporate client disengagement is difficult to detect:

- Relationship managers report fewer interactions
- Clients increasingly self-serve or turn to fintechs
- Cross-sell opportunities are missed
- Satisfaction scores quietly fall

This disengagement is often the result of poor experiences:

- Long onboarding processes
- Lack of cash visibility
- Manual service requests
- Reactive client management

According to Accenture, banks lose up to 15% of potential revenue due to weak CX and poor engagement. EY reports that 60% of corporate clients are willing to switch banks over inconsistent digital servicing. And McKinsey & Company finds that manual interventions in onboarding cost 40% more than digital-first alternatives.

The European Shift

EY's 2023 European Banking Barometer revealed that over 70% of corporate banking clients in Europe feel their primary bank does not fully understand their needs. In the UK, a British Board of Agrément (BBA) survey found 58% of mid-sized treasurers were considering alternative providers due to delayed onboarding and weak digital support.

As one senior UK banking executive noted, "We've spent years digitising the front end, but it's the middle and back office that's now losing us clients."

Alison Rose, former CEO of NatWest Group, stated: "Customer expectations are evolving at pace and we must adapt by delivering more personalised, digital-first services." Noel Quinn, former HSBC CEO, noted: "We are investing in digital tools to make our services faster, more efficient and more responsive." And Deutsche Bank CEO Christian Sewing put it simply: "We must become a technology company in order to remain a bank."

Why Action is Urgent

Banks are under pressure from multiple directions. Corporate clients increasingly expect digital experiences on par with what they receive as consumers—fast, transparent and highly personalised. Meanwhile, fintechs and new digital challengers are raising the bar by offering sleek user interfaces, faster onboarding and proactive service.

At the same time, many banks remain reliant on inefficient manual processes that drive up operating costs and frustrate clients. Data volumes are growing rapidly, yet much of this information remains untapped or poorly integrated, limiting its potential to support proactive client engagement.

Regulators are also intensifying their expectations around operational resilience, transparency and auditability. Institutions must be able to demonstrate not only how they serve clients, but how they anticipate and manage risks.

The good news is that the technology required to meet these demands—cloud platforms, artificial intelligence, open APIs—is now mature and widely available. Banks have the tools they need. What's required now is the commitment to act.

What Good Looks Like

For corporate treasurers, this transformation delivers tangible, daily benefits. Faster onboarding means new accounts and services are live in days, not weeks. Automated processes reduce the reliance on back-and-forth emails and manual data entry. Real-time visibility into cash positions and transactions empowers treasurers to make better, faster decisions. And proactive service notifications help teams stay ahead of issues rather than reacting to them. Ultimately, a better experience gives treasurers more control, less administrative burden and the confidence that their bank is a true partner in strategic financial management.

To stay competitive, banks must deliver seamless, insight-led client experiences. That requires investment in key capabilities:

- *Journey Design and Automation:* Design and automate end- to-end onboarding and servicing for complex cash products
- *Unified Data and Real-Time Integration:* Create a single view across treasury, servicing and relationship channels
- *AI and Predictive Analytics:* Anticipate client needs, detect patterns and personalise interactions
- *Omnichannel Experience:* Deliver consistent service via portals, mobile, chat and RM tools
- *Proactive Alerts and Triggers:* Act on key events (e.g. cash thresholds, risk signals) to serve clients before issues arise
- *Voice of the Customer Insights:* Capture feedback and adapt service in near real time

Choosing the Right Partner

Choosing the right technology partner is essential to enabling a true transformation of the corporate client experience. Banks should look for providers that offer scalable, cloud-native architectures capable of supporting future growth and integration needs. Embedded artificial intelligence is critical to delivering proactive insights and personalising interactions in real time. Equally important is the ability to integrate data from multiple systems to form a unified client view, enabling intelligent orchestration across touchpoints.

To keep pace with change, the platform should allow for rapid customisation of client journeys through low-code tools, reducing dependency on long development cycles. Compliance and governance must be built into the solution, ensuring enterprise- grade security and regulatory alignment. Finally, a partner that supports open APIs and flexible integration with fintechs and ERP systems will help banks stay agile and extend their service ecosystem.

Conclusion: From Risk to Opportunity

Corporate banking is being reshaped by experience. Treasurers are deciding which banks to trust with their cash based on service—not just products. Modern platforms enable a shift from product-centric to experience-led delivery, helping banks retain, grow and deepen relationships.

Now is the time to modernise your corporate client experience strategy—before the most valuable clients become the hardest to see.

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