



October 2026

What Kind of **Wave Rider** Are You?

A Kyriba Payments Maturity Guide
for Finance Leaders

You're moving more money than ever. You can see less of it than ever.

Finance teams have never approved more payments, managed more banking relationships, or faced more real-time risk. But activity is not the same as control.

And as payment volumes keep climbing, that pressure divides finance teams into two groups: those riding the wave, and those caught in it.

The difference between those two groups is not technology. It's maturity. And maturity has a clear, measurable path: one that most organizations are somewhere in the middle of.

This guide maps that path. We use three archetypes: **Swimmer**, **Surfer**, and **Big Wave Rider**. They are drawn from the real operational profiles of Kyriba's 4,000+ global clients.

Each archetype comes with a clear picture of where you stand today, what it's costing you, and the specific next move that delivers the most value.



Activity at record highs.
Visibility at record lows.

That gap is the risk.



01

The Wave is Here. Why Payments Maturity Matters Now.

The pressure on payment operations is structural, not seasonal. Three forces are converging simultaneously and each one compounds the others.

74%

average payment volume growth

Per Kyriba customer since 2019

79%

of CFOs hit by inadequate visibility

Experienced direct financial impact from not seeing risk in real time

60%

say disruption damages performance

Payment infrastructure failure translates directly to P&L impact

Behind those numbers is a structural challenge: payment complexity now scales with every business decision. Every new banking relationship, new entity, new payment rail, or new acquisition adds another approval layer, another format batch, another point of fraud exposure. 83% of finance leaders cannot quantify their real-time risk exposure as money moves, which means most

organizations are navigating peak season effectively blind. The solution is not more headcount. It is higher maturity. Specifically, it is moving fraud controls upstream, consolidating payment visibility into a single governed payment hub, and building the rail flexibility to handle whatever comes next. The three archetypes below map exactly how that progression works.

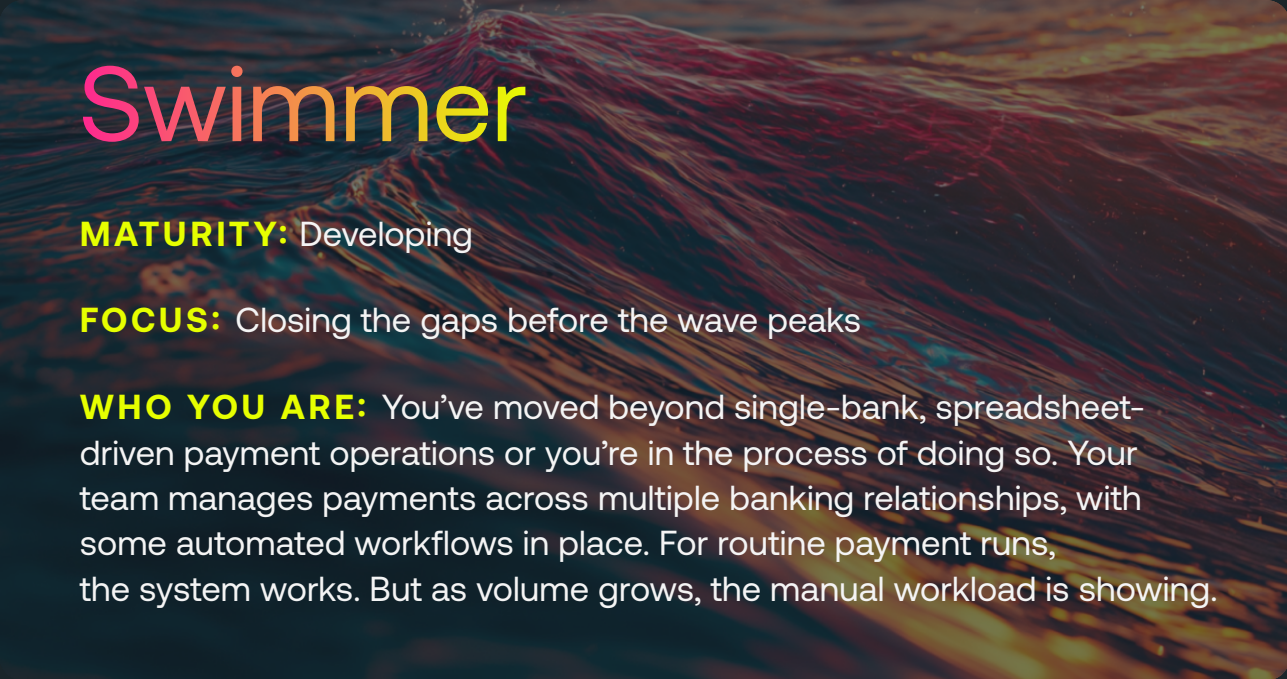
The Three Archetypes at a Glance

ARCHETYPE	WHERE YOU ARE	WHAT'S AT STAKE	ROI HORIZON
Swimmer	Multi-bank, automation underway, manual gaps persist	~256 hrs/yr in manual payment operations above automated peers	Immediate: consolidate the hub, move fraud prevention upstream
Surfer	Payment hub live, centralization underway, FX and netting in scope	~\$447K/yr median net benefit available at the next transition	3-12 months: complete coverage, activate AI-powered fraud detection and FX optimization
Big Wave Rider	Workflows fully integrated in one platform, all entities, all rails	~\$10.4M 5-yr net benefit at best-in-class	Continuous: emerging rails, AI use case evolution, treasury as a value center



02

The Three Rider Archetypes



Swimmer

MATURITY: Developing

FOCUS: Closing the gaps before the wave peaks

WHO YOU ARE: You've moved beyond single-bank, spreadsheet-driven payment operations or you're in the process of doing so. Your team manages payments across multiple banking relationships, with some automated workflows in place. For routine payment runs, the system works. But as volume grows, the manual workload is showing.

What This Looks Like in Practice

- Your team logs into individual bank portals to check payment status and approve transactions.
- Urgent, one-off payments come in by phone or email; your team validates them manually and inputs them to the bank portal. A systematic workflow or audit trail is absent.
- Payment file formats vary by bank. Some connections are automated, others require manual touchpoints.
- Fraud controls are mostly downstream: you catch issues during reconciliation, or after payment release.
- User access rights for payment approvals are managed ad hoc without a central record of who can approve what, and limited ability to produce an audit trail.
- When payment volumes surge, you add headcount hours to absorb it.
- The CFO asks for cash positioning, and you need to assemble it by pulling data from multiple systems.

The Cost of Staying Here

The Swimmer stage feels manageable because the pain accumulates gradually. Individual bank portals, manual approvals, and downstream fraud controls are each a small tax, but they compound. The 256 hours per year that Swimmers spend above their automated peers represents just the labor overhead. Add possible fraud losses from payments and format rework from bank-by-bank manual handling, and the real cost is substantially higher.

The structural risk is capacity. A treasury team that depends on portal logins and manual approval chains has set a ceiling on the volume it can process, the controls it can enforce, and the visibility it can offer.

~256
hours/year

lost in manual
payment ops,
when comparing to
automated peers

Your Next Move



CONSOLIDATE BANK CONNECTIVITY

Replace individual portal logins with a unified payment hub connected to all your banks. One system, standardized approval layer, consolidated monitoring view. This is the foundation everything else builds on.



MOVE FRAUD CONTROLS UPSTREAM

Sanctions screening, anomaly detection, and beneficiary bank account validation need to happen before payment release. Downstream controls are too slow and too costly for today's fraud.



AUTOMATE APPROVAL WORKFLOWS

Mobile-enabled approvals, routing for pre-approved files, and smart routing for exceptions eliminate the desk-dependency that creates bottlenecks during any payment volume surges.

Surfer

MATURITY: Advanced

FOCUS: Completing centralization, activating FX optimization

WHO YOU ARE: You're operating with real sophistication. Cross-border payments, multi-currency flows, and complex approval hierarchies are daily realities. Your payment hub is live for core payment flows. But not everything runs through it. Where it doesn't, the gaps show.

What This Looks Like in Practice

- Payment hub is live for most flows, but some entities or banking relationships still sit outside it.
- Fraud detection is deployed with structured rules, but not yet adaptive; static rules miss emerging threats.
- FX is on the treasury radar but optimization is ad hoc: spot transactions without end to end FX management workflows.
- Cash visibility is strong for core banks but incomplete across all entities and rails.
- Intercompany payments still flow through external banks, carrying unnecessary cost and FX exposure.
- If you're mid-ERP cloud migration, bank onboarding is likely the bottleneck. Internal IT is coordinating with banks directly, and only a portion of your banking relationships are live in the new environment.

The Cost of Staying Here

Surfers have built real capability, which makes the remaining gaps more expensive, not less. Every entity outside the payment hub is a governance gap. Every FX flow that settles through an external bank without netting leaves spread on the table for your counterparty. Every fraud detection system running on static rules is a step behind the threat actors who are using adaptive AI.

At this stage, the value drivers shift from efficiency to optimization. The biggest unrealized opportunities are systematic FX netting, AI-driven fraud detection trained on your own payment history, and completing payment hub coverage so every entity operates under unified governance.



~\$447K
/year

median annual
net benefit

Your Next Move



ACTIVATE FRAUD DETECTION AI

Move from static rules to machine learning trained on your own payment history. Adaptive detection catches the abnormal patterns that rule-based systems are too slow to find.



DEPLOY MULTILATERAL NETTING

Net intercompany FX flows before they reach external banks. Automated settlement cycles eliminate unnecessary transfer costs and capture spread that currently goes to your counterparties.



COMPLETE HUB COVERAGE

Every entity or payment type outside the governed hub is a risk and a cost. Completing coverage, including self-service format management for new banking relationships, closes the gap.

Big Wave Rider

MATURITY: Best-in-Class

FOCUS: Leading and preparing for tomorrow's payments

WHO YOU ARE: You operate where most organizations aspire to be. Every banking relationship runs through a unified payment hub. No entity operates outside it. No standard payment type requires a manual touchpoint. Fraud defense is multi-layered and adaptive. Cash visibility is instantaneous and global. Your treasury team doesn't manage payment risk reactively, but governs it before money moves.

What This Looks Like in Practice

- All banking relationships are governed through one hub.
- Fraud detection runs both rule-based and AI-powered anomaly detection, continuously trained on your payment history.
- Multilateral netting runs automated settlement cycles; In-House Bank is fully operational.
- Consolidated cash position is available on demand directly by live payment and transaction data across all entities and rails.
- FX optimization is algorithmic: timing, netting, and multi-bank routing linked to live hedge positions.
- Beneficiary bank accounts are validated in real time before payment release.

The Only Constant Is Change

You've built what most organizations are still working toward. The question now is how to stay here. The threat landscape keeps shifting, new rails keep emerging, and CFO expectations keep rising. Best-in-class isn't a fixed bar; it's a moving one.

The organizations that hold this position do so because they treat continuous evolution as part of the operating model, not as an exception to it.



~\$10.4M

5-year net benefit
at best-in-class

Your Continuous Investment



EMERGING RAILS

Real-time payment network expansion, ISO 20022 XML enhanced data richness, and stablecoin treasury operations for cross-border settlement are moving from curiosity to infrastructure. Your platform needs to be ready before your counterparties ask.



AI DEFENSE EVOLUTION

Your fraud model needs to retrain as threats evolve, including AI-generated attacks that mimic normal payment patterns. Continuous model improvement is what keeps detection ahead of the threat.



TREASURY AS A VALUE CENTER

Your payment data is already one of the richest real-time signals in the enterprise. The next move is extending it into working capital optimization and smart investment decisions, turning treasury from a cost center into a direct P&L contributor.



03

Identify Your Archetype with Five Diagnostic Questions

Use these five questions to calibrate where your organization sits today.

01 When payment volume spikes, your team's first move is...

SWIMMER

Log into bank portals and add manual hours to manage approval queues

SURFER

Route to payment hub, use of mobile approvals; manual oversight for exceptions

BIG WAVE RIDER

Scale with minimized added effort, automated routing absorbs volume surge

02 Your fraud controls today look like...

SWIMMER

Only post-release review during daily manual cash reconciliation; no systematic pre-release screening in place

SURFER

Sanctions screening active; fraud rules deployed but static; coverage is incomplete and some payment types still unscreened

BIG WAVE RIDER

AI-powered anomaly detection live and continuously improving; all payments pre-screened before release

03 Your bank connectivity and payment visibility look like...

SWIMMER

Mix of portals and file transfers; no unified monitoring view; user access rights managed manually with no central entitlement record or audit trail

SURFER

Hub active for most banks; some entities or payment types still outside it; visibility mostly complete

BIG WAVE RIDER

All banking relationships in one hub; 24/7 connectivity monitoring; real-time visibility across all entities

04 Intercompany payments and FX optimization look like...

SWIMMER

Intercompany flows through external banks; FX handled reactively at point of payment; no netting

SURFER

Netting and In-House Bank being scoped; some FX timing awareness but not systematic

BIG WAVE RIDER

In-House Bank operational; automated netting cycles; FX optimization linked to hedging positions

05 When you need to add a new bank, payment format or rail, your process looks like...

SWIMMER

Manual or ad hoc format handling; new banks or rails require IT involvement

SURFER

Automated format transformation; new formats and rails still need implementation support

BIG WAVE RIDER

Self-service format management; access to pre-built bank library; new banks and rails onboarded in days or weeks

Mixed results?

This means you're in transition, and that is the most common and most valuable place to be, because the next moves have maximum impact.



04

Ready to Find
Your Archetype
and Move Forward?

The wave is here. It arrives with every new banking relationship, every new jurisdiction, every new payment rail your counterparties adopt.

The organizations that thrive are not the ones that react, but the ones that build the infrastructure, governance, and capability to ride it. Every Swimmer can become a Surfer. Every Surfer can become a Big Wave Rider.

The path is proven, the ROI is quantified at every step, and the capability to take that step is available right now.

Trusted transformation starts before money moves.

You know your archetype.
Now find out what your
next move is worth.

[Get my custom ROI model](#)

See Kyriba's Payment Hub in action

[Watch the tour](#)

Hear it from Big Wave Riders

[Read peer reviews](#)

Sources:

- Kyriba customer transaction database, 2019–2025.
- Benchmark values based on Kyriba's Business Value Engineering data.
- CFO statistics: Kyriba CFO Risk Radar Survey 2026 (n=1,354 CFOs, 9 countries)