Home

CGI and BAFT 2025 survey results

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CGI | BAFT

Introduction

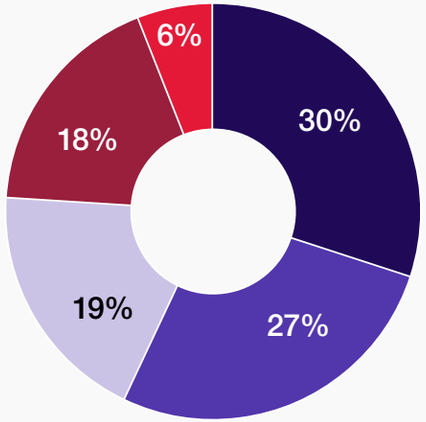
In 2025, we have seen some notable shifts in responses to the CGI and BAFT survey on technology priorities and investments within the trade finance organizations of banks. Revenue sources, for example, are shifting more toward **open account and supply chain finance** as each **continues to grow** while traditional trade finance decreases.

With limited resources, budget constraints, and increasing customer and regulatory demands, banks are **exploring a myriad of solutions**, including increased compliance scrutiny, systems modernization, and intelligent process automation while also facing the challenge of how to prioritize their focus. They continue to work with existing **technology providers**, **fintechs**, **and third parties** to offer a more unique value proposition to customers via integration and interoperability within the wider trade ecosystem.

This report brings you results and insights from the 2025 BAFT Survey Report. For more information, contact us at info@cgi.com, or visit cgi.com/trade.

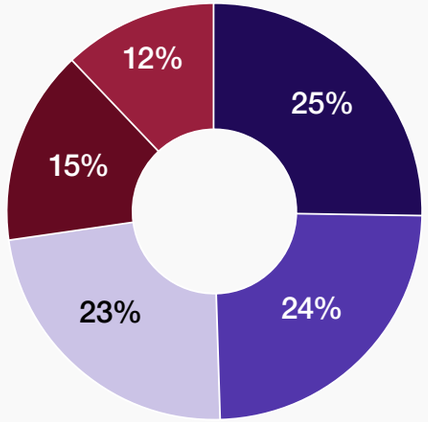
Survey participants

Respondent profile



Title/level

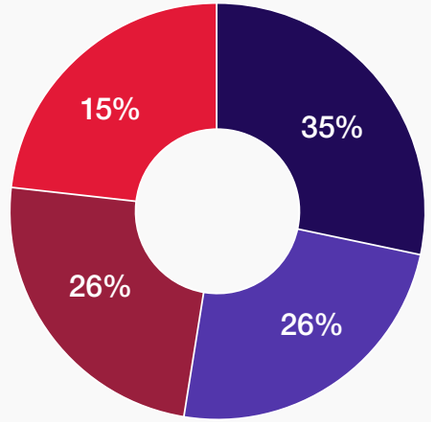
- Vice-president
- Other (e.g., CXO, SVP, manager)
- Director
- Managing director
- Assistant vice-president



Primary focus and role

- Trade operations
- Other (e.g., strategy, regulatory, treasury)
- Project management
- Trade sales
- Technology

Bank profile

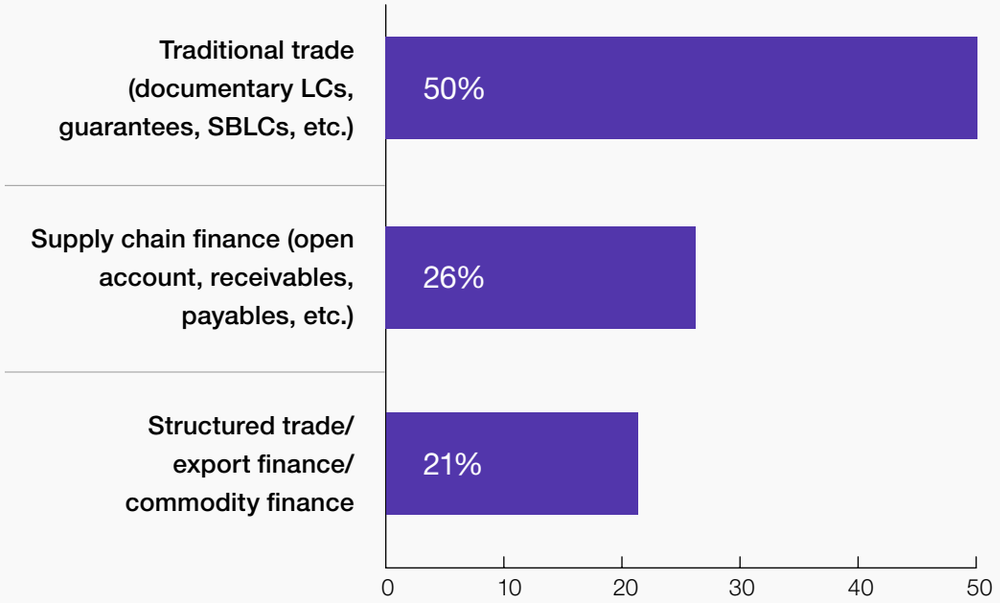


Type of bank

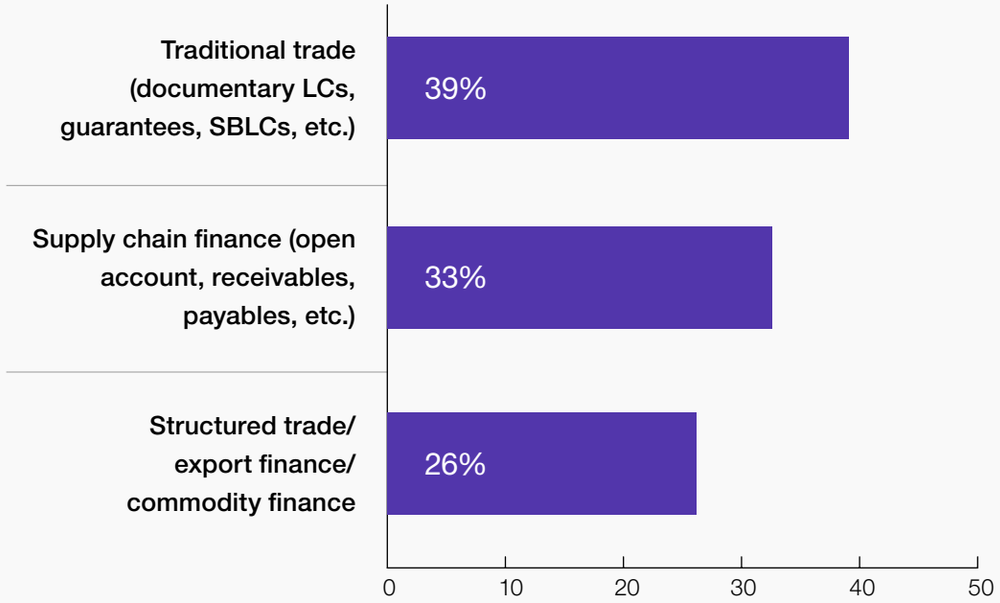
- Regional (less than $250 billion in assets)
- Global (more than $1 trillion in assets)
- Other/non-bank
- Super-regional (between $250 billion and $1 trillion in assets)

Volume breakdown (current and forecast)

What is the approximate volume (revenue-based) breakdown by percentage across your international trade portfolio?



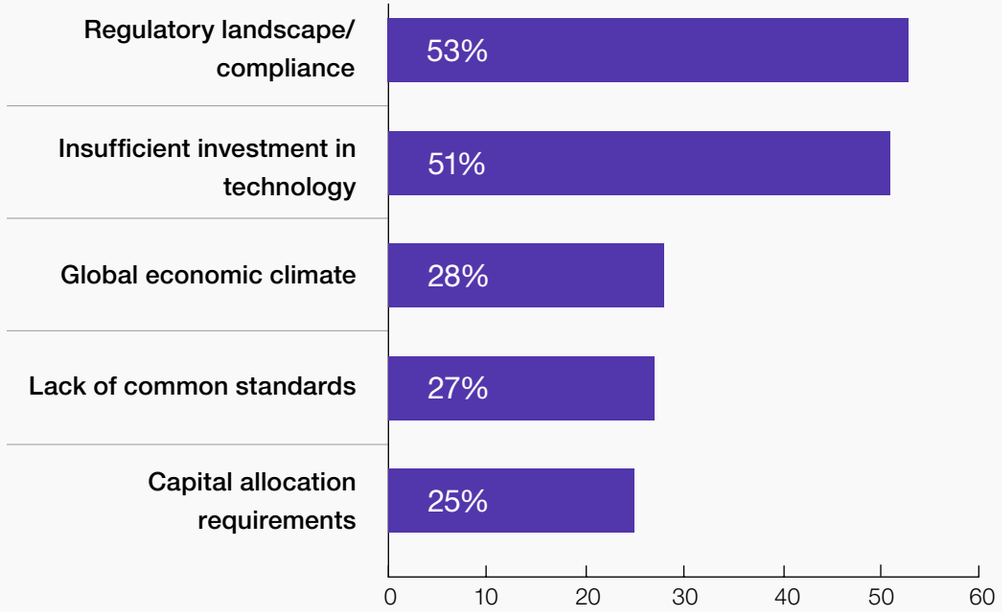
What do you expect the percentage allocation to be in five years?



Insights: We noted a continued shift in revenue away from traditional trade with growth going to structured trade and supply chain finance products. For the first time in our surveys, traditional trade has fallen below a majority of revenue, sitting at 50% with future declines predicted.

Greatest challenges and barriers

What are the greatest challenges you face in meeting any expected shifts in business?



Insights: Compliance pressures and sanctions monitoring have overtaken technology investment as the top challenge, reflecting the rapid pace of geopolitical change and shifting regulatory expectations. We believe banks should be prepared for a continued environment of shifting priorities and fragmented regulatory approaches geographically.

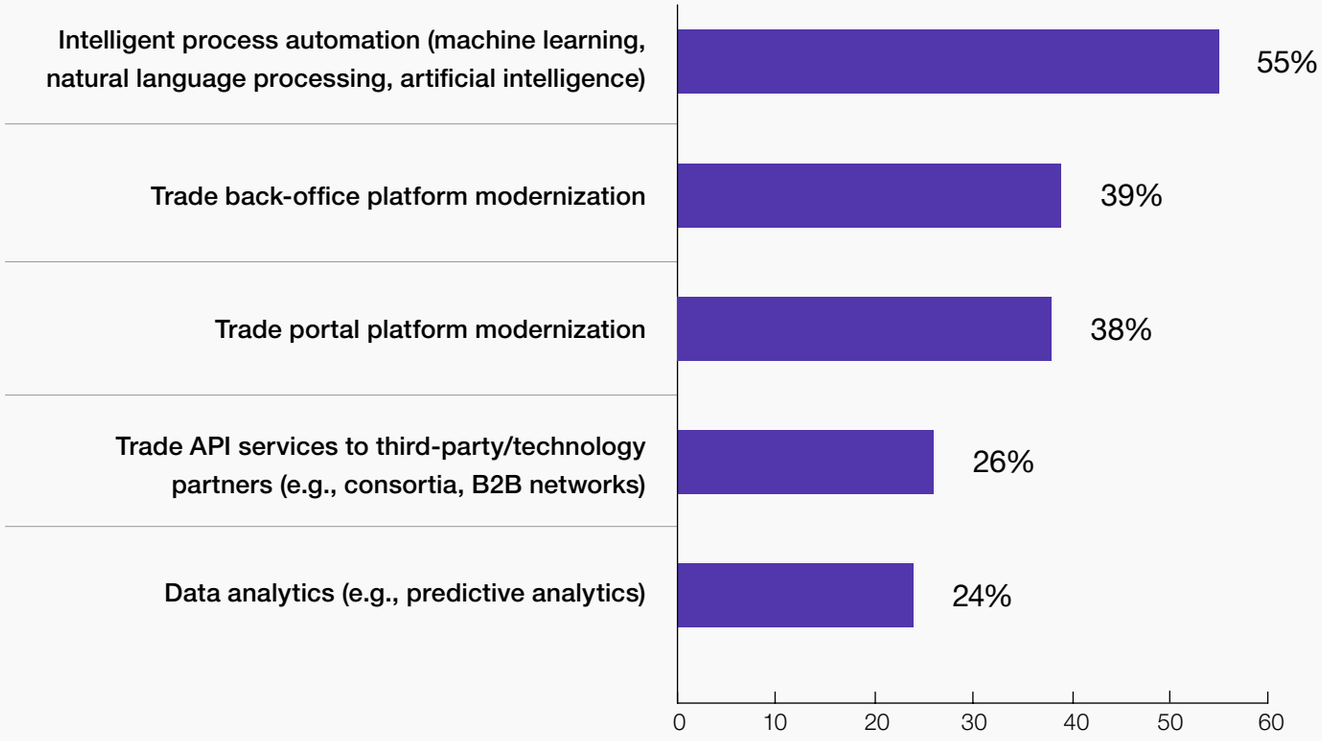
What are the greatest barriers to embracing innovation in your institution?

	2024 survey	2025 survey	% point(s) increase/ decrease from prior year's survey	
Budgetary	37%	**39%**	**+2 pp**	↑
Competing internal priorities	35%	**34%**	**-1 pp**	↓
Resource limitation	38%	**29%**	**-9 pp**	↓

Insights: Budget constraints continue to be a key barrier to innovation, surpassing internal priorities. We recommend banks adopt a "do more with less" mindset, focusing on lean technology investments and cross-departmental alignment to advance innovation despite financial pressure. Banks should also consider doing lightweight PoCs or deeper demos with fintechs prior to committing fully to projects.

Technology solutions

What are the technology solutions you are most likely to invest in over the next 5 years?

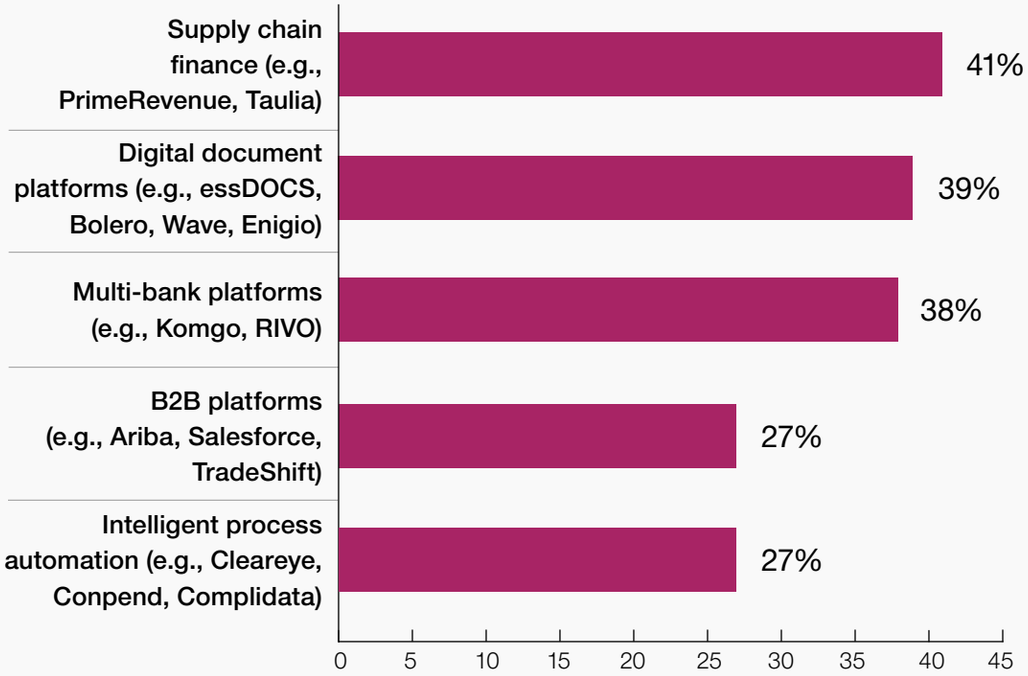




Insights: Data analytics has risen into the top five investment areas, while ESG has dropped out. AI as a part of intelligent process automation continues to be a critical focus, particularly as a means for “doing more with less.” Further opportunities may also be realized with generative AI and large language model advances, but we believe banks should also consider modernizing their core back- and front-office solutions. These enablers will support a bank in driving efficiency and unlocking access to the broader ecosystem of partners and products in trade.

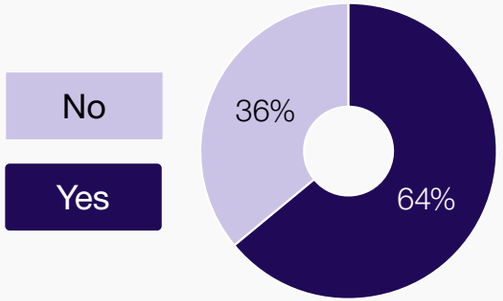
Fintech collaboration

What types of fintechs are you working with?



Insights: Fintech partnerships continue to be focused on a blend of top-line revenue drivers (supply chain finance) and multi-bank platforms, as well as broader digitization initiatives like digital document platforms.

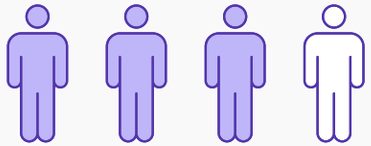
Are you happy with the overall performance and progress engaging with fintechs?



Insights: Satisfaction with fintech performance has declined, signaling the need for clearer KPIs and stronger governance. We recommend banks formalize expectations early to ensure collaboration drives measurable outcomes based on clearly defined use cases.

Are you planning to work with additional fintechs?

3 out of 4 respondents anticipate working with additional fintechs



Insights: Banks expect to work with additional fintechs, even though their satisfaction with fintechs has dropped. This reinforces that the symbiotic relationship among banks, trade finance technology providers, and fintechs in working together to address customer challenges remains valuable.

About BAFT

BAFT, the leading global financial services association for international transaction banking, helps bridge solutions across financial institutions, service providers, and the regulatory community, promoting sound financial practices that enable innovation, efficiency, and commercial growth. BAFT engages on a wide range of topics affecting transaction banking, including trade finance, payments, and compliance. Learn more at **baft.org**



About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across hundreds of locations worldwide, we provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

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