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inance executives at companies with revenues of \$2 billion or less last year ranked an economic slowdown as their worst fear. As reality has surpassed that, they now worry things will get even worse, according to Treasury & Risk's Middle Market Survey conducted from Dec. 22, 2008 to Jan. 12, 2009. Executives could be overcompensating in the

other direction. While a meager 9% say their companies plan to increase their financial staffs in the next 12 months and 23% see reductions ahead, 68% say they plan to keep staffing levels the same, which could at least be interpreted as not so grim news. On the international front, 70% say they have no plans to expand anywhere whatsoever this year. [MORE SURVEY RESULTS CAN BE FOUND AT WWW.TREASURYANDRISK.COM](http://WWW.TREASURYANDRISK.COM)

## Feeling Rocky And



Treasury  
& Risk's  
2009 Middle  
Market Survey

58% of respondents say they worry most about worsening economic conditions, while 11% are most concerned about liquidity and 9% about the availability of credit.

51% work at companies that have full-time treasurers, up 11% from last year.

IS YOUR COMPANY PUBLIC? {%}

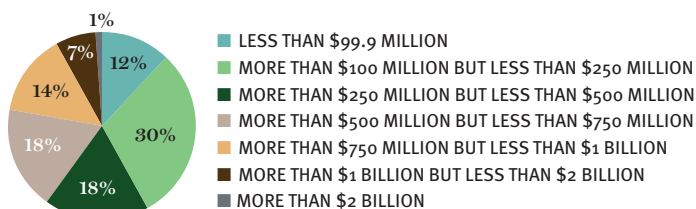
Yes: 25% No: 75%

56% use an enterprise resource planning (ERP) system, up from 43% last year, while 25% have a treasury work station, up 2%.

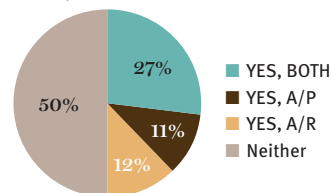
### THE SINGLE BIGGEST CHALLENGE TODAY IS: {%}

Handling work volume with limited resources	28%
Obtaining funding	17%
Finding effective investments for cash assets	14%
Dealing with complicated risk management	11%
Getting real-time picture of financial health	11%

### COMPANY REVENUES:



### WHO HAS AUTOMATED ACCOUNTS PAYABLE AND/OR RECEIVABLE: {%}



**THE TOP BANKS MOST ACTIVE IN DOING BUSINESS WITH THE MIDDLE MARKET:**

BANK OF AMERICA	FIRST
JP MORGAN	SECOND
WELLS FARGO/ WACHOVIA (merged Dec. 31)	THIRD
CITI, FIFTH THIRD, KEYBANK, PNC, SUNTRUST	TIED FOR FOURTH

**THE TOP BANKS MOST EAGER TO PROVIDE CREDIT TO THE MIDDLE MARKET:**

BANK OF AMERICA	FIRST
JP MORGAN	SECOND
WELLS FARGO/ WACHOVIA	THIRD
FIFTH THIRD, HSBC, ROYAL BANK OF SCOTLAND	TIED FOR FOURTH

**THE MOST IMPORTANT QUALITIES IN A CASH MANAGEMENT BANK IN 2009:**

THE BANK'S COMMITMENT TO THE RELATIONSHIP	FIRST
ABILITY TO OBTAIN CREDIT	SECOND
QUALITY OF CUSTOMER SERVICE	THIRD

**THE MOST IMPORTANT QUALITIES IN A CASH MANAGEMENT BANK IN 2008:**

THE BANK'S COMMITMENT TO THE RELATIONSHIP	FIRST
THE PRICE OF CASH MANAGEMENT SERVICES	SECOND
QUALITY OF CUSTOMER SERVICE	THIRD

# Hunkering Down

26% of companies say they do business with more than five banks, while 13% say they do business with just one bank. The rest are in between.

39% say that their company is required to comply with Sarbanes-Oxley.

70% of companies plan no overseas expansion this year.

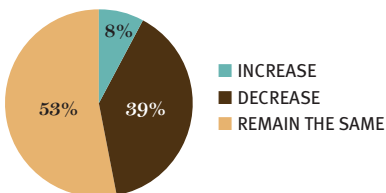
**IN RESPONSE TO THE FINANCIAL CRISIS, MIDDLE-MARKET COMPANIES ARE:**

Squeezing more cash from operations	40%
Taking less risk; accepting lower return on portfolio	36%
Spending more time with credit and investment banks	31%
Decreasing working capital	34%
Postponing technology spending	23%

**WHO'S IN CHARGE OF RISK MANAGEMENT AT YOUR COMPANY? {%}**

CFO	54%
Treasurer/ assistant treasurer	20%
Risk Manager	15%
Chief Risk Officer	4%
COO	4%
Compliance officer	3%

**CAPITAL SPENDING PLANS:**



23% say their company plans to reduce the size of its finance staff in the next 12 months, while 68% expect it to remain the same.

44% grade their company's enterprise risk management effort a solid B, while 30% say C or lower. Only 3% get an A.