

Perspective by CRF

1st Quarter, 2025

ALSO IN THIS ISSUE:

[E-Invoicing in Europe: Transforming Financial Operations and Collections Introduction](#) Page 14

[Why Collections Partners Are Key to Solving Upstream Payment Challenges](#) Page 15

[Down Economy, Found Money: How to Uncover Hidden Working Capital in Your Receivables](#) Page 17

[How Gen Z is Reshaping B2B Payments—and What It Means for Your Business](#) Page 19

[Issues Credit Managers Need to Consider When a Customer Is Acquired by a Private Equity Firm](#) Page 21

[Building Efficiency into Credit Decisions](#) Page 22

Navigating the Evolving Landscape of B2B Interchange Fees: Strategies for Cost Control and Compliance

By: Bruce Hubbard, InterPayments

Credit card payments drive faster and more efficient cash flow, but with high costs. Interchange fees rank among the largest expenses for businesses that accept card payments. For B2B organizations, where transactions often involve high-value purchases and complex payment terms...

[Read More...](#)

The DSO Disconnect Between CFO & Credit

By: Jordan Esbin, Credit Pulse

Ask any CFO what they track religiously, and "Days Sales Outstanding (DSO)" will likely be high on their list. For finance executives, it's a golden metric – an at-a-glance measure of cash flow efficiency and collections performance. But ask a seasoned credit professional, and you might get a...

[Read More...](#)

Collections Strategies Must Adapt to Modern Credit Risks

By: Chris Woodard, Handle.com

Traditionally, credit professionals have relied heavily on aging reports as their primary tool to manage collections. Aging reports offer clear visibility into overdue balances by categorizing invoices based on days past due, providing a structured approach to prioritize...

[Read More...](#)

The Case of the Diverted Payments: A Lesson in Cybersecurity

By: Mike Bevilacqua, Credit Research Foundation

The information below is from an account that wanted to remain anonymous, however is sharing the experience of how easily it is to potentially have funds misdirected to a fraudulent bank account within the Accounts Receivable process. In this instance, we have a large company fall victim to...

[Read More...](#)





2025 AUGUST FORUM & EXPO



Executive
Education



Networking



Exhibit
Hall



August 18-20, 2025



Austin Marriott Downtown
Austin, TX

Learn More & Register!
crfonline.org/events/august

Navigating the Evolving Landscape of B2B Interchange Fees: Strategies for Cost Control and Compliance

By: Bruce Hubbard, Vice President Product & Delivery, InterPayments

Credit card payments drive faster and more efficient cash flow, but with high costs. Interchange fees rank among the largest expenses for businesses that accept card payments. For B2B organizations, where transactions often involve high-value purchases and complex payment terms, interchange fees can quickly become a major cost center, [second only to labor](#). B2B payments involve commercial cards, purchasing cards, and corporate accounts—each carrying its own cost structures and optimization opportunities.

Adding to the complexity, each card type has unique interchange fees which constantly change. Factors like card type, transaction method, regulatory changes, and card network updates all impact costs. Visa, Mastercard, and American Express regularly adjust their fee structures, while government regulations introduce new compliance requirements.

Unfortunately, there's no way to get around interchange fees. Credit professionals, finance teams, and accounts receivable (AR) managers must understand these fees to find opportunities to minimize their impact. Businesses can manage interchange costs by passing enhanced transaction data, promoting lower-cost payment methods, and strategically implementing surcharging.

Understanding Interchange Fees in B2B Transactions

What Are Interchange Fees?

Credit card interchange fees, or "swipe fees," represent the costs businesses pay when they accept credit card payments. Card networks set these fees, and the card-issuing banks collect them. While interchange fees serve important purposes—such as mitigating risk and covering fraud protection, processing costs, and rewards programs—they also pose a significant expense for B2B businesses.

B2B transactions often involve corporate and purchasing cards, which typically have the highest interchange rates. According to the [Nilson Report](#), interchange fees typically range from 1.5% to 3.5% of the transaction amount. Data from payments [consulting firm CMSPI](#), reveals that swipe fees charged by big banks and card networks totaled \$224 billion in 2023, nearly a third more than previously estimated. These costs add up quickly for a business processing millions in payments. 2.5-3.5% card fees can erode 25-35% of a typical B2B's 10% net profit margin.

How B2B Interchange Differs from B2C

Consumer purchases tend to be lower in value. In contrast, B2B transactions often involve higher-dollar purchases and more complex approval processes, with base interchange rates that typically exceed consumer card rates. Fortunately, card networks allow businesses to materially lower interchange costs by providing enhanced transaction data through Level 2 and Level 3 processing. The enhanced data informs the card networks that the transaction has lower risk, leading to lower costs. Credit card transactions fall into different processing levels, each with varying data requirements and interchange rates.

The Three Levels of Credit Card Processing

Level 1 Processing	Level 2 Processing	Level 3 Processing
	Enhanced Transaction Data	
The most basic level, used primarily for consumer credit card transactions, and carries the highest interchange fees. • Card number • Purchase amount • Transaction date	Designed for B2B transactions, this level requires data from Level 1 and additional details. • Tax amount • Tax ID • Merchant postal code • Customer code	The most detailed level, used for corporate and purchasing cards. Also includes details from Levels 1 & 2. • Merchant code • Invoice number • Product descriptions • Unit prices • Tax breakdowns

Unique Interchange Considerations for B2B

In addition to the level of data submitted, interchange fees differ based on card type, transaction method (e.g., in-person or remotely), and type of business or industry. Many B2B transactions occur remotely, leading to higher fees because remote transactions typically have higher levels of fraud. Additionally, procurement processes often require businesses to use corporate or purchasing cards, which carry higher interchange rates.

Companies that fail to provide necessary Level 2 and Level 3 data on eligible transactions end up paying more than those that optimize payment processes. Businesses can benefit from understanding how different variables impact their interchange rates and taking steps to mitigate unnecessary costs. Key considerations include:

- **Card Types Matter:** Commercial, corporate, and purchasing cards carry higher interchange fees than consumer cards. Merchants that accept corporate cards from their customer's procurement must factor these fees into their payment strategy.
- **Transaction Method Impacts Rates:** Card-not-present transactions lead to higher fees due to increased fraud risk. If businesses process most payments remotely, they should explore ways to reduce interchange costs. Furthermore, you may incur additional costs for pre-authorizing cards or submitting a payment multiple times.
- **Data Can Unlock Savings:** Enhanced transaction data (Level 2 & 3) reduces interchange rates for qualifying transactions. Card networks typically provide lower rates if businesses tokenize cards or verify addresses using Address Verification Services (AVS). Businesses that properly format and submit data at these levels can unlock significant cost savings.

Strategies to Reduce Interchange Costs

B2B merchants juggle many competing priorities, so payments should be easy. Credit cards offer guaranteed funds, fast settlement, and lower risk. Accepting credit cards leads to better customer experiences, more sales, and lower administrative costs. However, payment fees can quickly take a significant bite out of your net margins. Fortunately, there are options businesses can implement to reduce high interchange fees rather than accepting them as is. By applying the right tools and strategies, companies can reduce costs and improve efficiency. Key strategies worth implementing include:

1. Passing Enhanced Data (Level 2 & 3 Processing) and Tokenizing Cards

Many businesses overpay interchange fees because they fail to take advantage of Level 2 and Level 3 processing. By submitting additional details, companies qualify for lower interchange rates, potentially reduc-

ing fees by 0.5%-1.0% per transaction. Many processors support Level 2 and Level 3 data entry to maximize savings. Using tokenization and verifying addresses reduces risk of card fraud and can net savings from the card networks.

Enhanced data processing does more than just lower costs, it also improves transaction transparency and security. Providing detailed information reduces the likelihood of disputes, chargebacks, and fraud. B2B companies should prioritize training finance and AR teams to properly input Level 2 and Level 3 data, tokenize cards, and use AVS to avoid leaving savings on the table.

2. Encouraging Lower-Cost Payment Methods

Credit cards offer convenience, but they remain one of the most expensive payment methods due to interchange fees. Companies can reduce costs by shifting transactions toward lower-cost alternatives. For example, encouraging ACH and wire transfers in specific lines of business where credit card convenience is less beneficial can lower the total amount of fees. As stated below, surcharging oftentimes encourages use of lower-cost payment methods.

3. Using Surcharging to Offset Processing Fees

Many B2Bs seeking ways to optimize payment costs see surcharging as a useful targeted solution. Surcharging involves passing all or some of the credit card processing fees onto the cardholder in a highly transparent manner. This provides significant benefit to businesses in offsetting processing costs, with the cost of implementing the program often recouped in a matter of weeks. This is why 63% of B2B merchants desire an easy surcharging solution, but only 15% have one. Yet it's important to implement surcharging thoughtfully and in compliance with regulations.

Surcharging is more than just a fee added to a transaction. It's more like sales tax than shipping fees. Compliance considerations are significant. Surcharging also impacts many parts of a business beyond the invoice, from the general ledger to the sales cycle to legal, customer support, and beyond. To ensure full business preparation and avoid a negative impact, look for a surcharging program, not just a feature that adds a fee.

How Surcharging Can Be Used Strategically:

- **Increase Sales Without the Cost:** Offering multiple payment options is proven to increase sales by up to 30%; you make transactions easier if a customer has many ways to pay for them. Surcharging solves the dilemma for B2Bs that avoid credit cards due to the cost, even though their customers request the option.
- **Apply Selective Surcharging:** Businesses can apply surcharges only to certain business lines or transaction types where card fees have the largest impact.
- **Influence Payment Behavior:** By adding a surcharge to credit card transactions while promoting no-fee ACH options, businesses encourage customers to consider cost against convenience, moving some to use lower-cost payment methods. Over time, this shift can lead to substantial savings.
- **Enable Flexible Implementation:** Surcharging allows businesses to maintain margins while still offering credit card payment options. Rather than absorbing rising interchange costs, companies can strategically apply surcharges in limited and customized ways to protect profitability where it matters most.

Regulatory Landscape & Compliance

Understanding Visa, Mastercard, and Amex Rules

Each card network enforces specific guidelines for interchange rates and surcharge compliance. Businesses must stay updated on rule changes to avoid non-compliance penalties and ensure cost-efficient pro-

cessing. Visa, Mastercard, and American Express frequently update their interchange rates, introduce new processing requirements, and impose limits on surcharge amounts.

Average [Interchange Fees](#) by Card Type (as of February 2025):

Visa: 1.23% to 3.15% per transaction

Mastercard: 1.15% to 3.15% per transaction

American Express: 1.10% to 3.15% per transaction

These rates can vary depending on factors like the transaction method, merchant category, and cardholder rewards programs. Businesses should regularly audit their payment processing strategies to ensure they remain aligned with network rules and take advantage of cost-saving opportunities.

Regulatory Considerations for Fee Reduction Strategies

To be a compliant, certified surcharge, all applicable laws and regulations must be adhered to. While state laws often take precedence over network rules wherever they conflict, this can vary, and it is recommended that an expert handle compliance down to a state and regional level for any surcharging program. Non-compliance is aggressively enforced with \$25,000 fines from card networks and even more from state attorneys general.

- **State and Regional Laws:** Some U.S. states and territories regulate surcharging, imposing restrictions or requiring additional disclosures, while others prohibit surcharging entirely. In some cases, they regulate the amount that can be surcharged.
- **Fee Transparency:** Businesses must clearly inform customers about surcharges before processing payments. Payers must be able to avoid a surcharge by either choosing a different payment method or terminating a surcharged transaction.
- **Compliance with Card Network Rules:** Each network caps surcharge amounts to your cost of accepting payments and requires specific disclosure practices.

The Future of Interchange Fees

As technology evolves and regulatory oversight grows, interchange fees and B2B payments will keep changing. The B2B payments landscape is experiencing one of its biggest disruptions in decades—driven not only by technological advances but also by a new generation stepping into decision-making roles and redefining expectations. To stay competitive, companies must remain informed and proactive in navigating this shifting landscape. Key developments to watch include:

- **Emerging Payment Methods:** Real-time payments, blockchain solutions, and virtual cards have entered the payments mix alongside traditional credit card payments. If a business sees their customers adopting these methods, they should evaluate whether accepting them can help reduce processing costs.
- **Potential Regulatory Changes:** Governments worldwide assess interchange fees and surcharging practices, potentially leading to stricter regulations or fee caps. Companies should monitor regulatory updates to stay ahead of changes.
- **Advancements in Automation:** Modern payment solutions and integrated payment gateways help businesses optimize interchange rates and reduce costs. Businesses that embrace automation gain efficiencies while minimizing expenses.

Taking Control of Interchange Fees

Managing interchange fees requires an active approach, but businesses that understand the landscape and implement the right strategies can significantly reduce costs. Whether through Level 2 and Level 3 data submission, surcharging, or promoting lower-cost payment options, B2B companies can take control of their payment processing expenses. Staying ahead of regulatory changes and embracing payment innovation will ensure long-term success in an increasingly complex financial environment.

About the Author



Bruce Hubbard is the VP of Product and Delivery at InterPayments Inc., the leading Managed Surcharge Provider. Prior to his 7 years of experience in the surcharging space, he spent 20 years developing online banking, pioneering the first online bank and white-label banking systems at S1. He also has 14 years of experience in the aerospace sector, developing jet technology at Lockheed Martin and McDonnell Douglas.



Scale trade partnerships with speed & confidence

- ✓ Configurable, intuitive, high-converting application workflows
- ✓ Built in verifications with IRS, Secretaries of State, licensing agencies
- ✓ Real-time bank references from 16,000+ banks
- ✓ Automated trade reference collection

CHASE
Current Balance
\$133K

TRADE REFERENCE
Days Beyond Terms: **0**

Experian
Business Credit Score
60

Apex Direct
Apex Direct, LLC

EIN Verified

Status	Applicant
Application Type	Net Terms
Last Action	Submitted 2m
Reviewer	DF Dave F
Sales Rep	AR Allie R
State Reg.	Texas
Fraud Signals	Domain Score: High Address Match: 3 of 4

Activate Customer →

Upgrade to the B2B commerce acceleration platform trusted and preferred by over 40,000 companies.

nuvo.com



30%

Credit Limits Increased



2x

Guaranty Coverage

Knockaround

1h 40m

Median Approval Time

QUARTZY

50%

Accelerated Time to Sale

Fender

Soligent

2m 30s

Fastest Approval

The DSO Disconnect Between CFO & Credit

By: Jordan Esbin, Founder & CEO, Credit Pulse

Ask any CFO what they track religiously, and “Days Sales Outstanding (DSO)” will likely be high on their list. For finance executives, it’s a golden metric – an at-a-glance measure of cash flow efficiency and collections performance. But ask a seasoned credit professional, and you might get a sigh, an eye roll, or a knowing smile.

Because the truth is, DSO doesn’t tell the full story.

A high DSO doesn’t necessarily mean collections are slow, just like a low DSO doesn’t mean a company is in great financial shape. It’s an incomplete metric—one that doesn’t account for contract terms, customer mix, industry norms, or economic conditions.

So, if DSO alone isn’t the answer, what should credit teams focus on?

This article is only available to members of the Credit Research Foundation (CRF).

Interested in reading more? Join CRF to gain access to this and hundreds of other resources! [CLICK HERE](#) for membership information.

About the Author



Jordan Esbin, Founder & CEO of Credit Pulse, has a proven track record of helping Fortune 500 companies design and execute robust risk management programs. With expertise in credit, financial reporting, reputational, and political risk, he now brings his experience to the credit space through Credit Pulse, an AI-driven platform revolutionizing credit risk management.

On the Leading Edge of Technology for Receivables Management

We partner with our clients to seamlessly integrate with their AI/AR collection cloud platform for “point and click” transfer at no cost.



CAB

Creditors Adjustment Bureau

YOUR FIRM OF CHOICE FOR:

- ***3rd Party Commercial Collections***
- ***In-house Attorney Representation***
- ***1st Party Receivables Management***
- ***Library of Education for Your Continued Success***

Creditors Adjustment Bureau
4340 Fulton Ave., Third Floor
Sherman Oaks, CA 91423

Toll Free: 800-800-4523
Telephone: 818-990-4800
FAX: 818-990-3904
E-mail: info@cabcollects.com
<https://cabcollects.com>

Proud to support the Credit Research Foundation!

Collections Strategies Must Adapt to Modern Credit Risks

By: Chris Woodard, CMO and Co-Founder, Handle.com

Traditionally, credit professionals have relied heavily on aging reports as their primary tool to manage collections. Aging reports offer clear visibility into overdue balances by categorizing invoices based on days past due, providing a structured approach to prioritize follow-up actions. These reports are valued for their simplicity, efficiency, and ease of interpretation, making them indispensable in day-to-day collections operations. They quickly identify high-risk accounts and enable credit managers to efficiently allocate their limited resources toward customers requiring immediate attention.

However, today's increasingly complex business environment demands a broader, deeper understanding of customer risk profiles. Aging reports alone, while effective at highlighting current overdue balances, don't fully capture the nuanced indicators of financial distress or predict emerging payment issues. Exclusive reliance on aging reports risks overlooking early warning signs of customer instability, potentially causing credit teams to miss critical intervention points. By the time an account becomes visibly overdue on an aging report, the customer may already be experiencing financial difficulties that could have been identified and addressed proactively through earlier detection.

This article is only available to members of the Credit Research Foundation (CRF).

Interested in reading more? Join CRF to gain access to this and hundreds of other resources! [CLICK HERE](#) for membership information.

About the Author



Chris Woodard is the CMO and Co-Founder of Handle.com. Handle's software powers the largest credit and finance teams in construction. Fortune 500 material suppliers and contractors trust Handle on a daily basis to provide their credit and collections departments with an end-to-end solution that saves their staff 10-12 hours per week.

The new approach to lien management and online payments for construction.



Trusted by the biggest names in construction



The Case of the Diverted Payments: A Lesson in Cybersecurity

By: Mike Bevilacqua, Chief Content & Education Officer, Credit Research Foundation

The information below is from an account that wanted to remain anonymous, however is sharing the experience of how easily it is to potentially have funds misdirected to a fraudulent bank account within the Accounts Receivable process.

In this instance, we have a large company fall victim to a payment diversion scheme that could have cost them \$750,000 and nearly ruined their relationship with one of their largest customers.

The Incident

The Company had been working with a long-standing customer, and they communicated via email to handle invoices, purchase orders, and payment confirmations. This routine interaction created the perfect opening for a sophisticated cybercriminal group.

This article is only available to members of the Credit Research Foundation (CRF).

Interested in reading more? Join CRF to gain access to this and hundreds of other resources! [CLICK HERE](#) for membership information.

About the Author



Mike Bevilacqua is the Chief Content & Education Officer at the Credit Research Foundation (CRF), where he curates educational content. Mike focuses on innovative tools and methodologies that enhance Revenue Cycle Management efficiency while developing leadership and change management skills. Previously, Mike was the Sr. Director of Commercial Credit and Supply Chain Risk at PepsiCo, overseeing commercial credit risk across the U.S. and Canada \$68 billion customer portfolio, as well as global supplier risk mitigation. He led a 70-person team managing an \$18 Billion-dollar Direct Store Delivery Accounts Receivable operation for PepsiCo along with a \$68 billion dollar commercial customer portfolio.

**INTEGRITY PLUS EXPERIENCE**

GLOBAL COMMERCIAL DEBT COLLECTIONS

Since 1981 Jonathan Neil & Associates has been one of the most respected names in our industry with a proven record of performance exceeding industry standards. Our state-of-the-art technology coupled with a highly-tenured staff of Certified Collection Specialists and customized collection programs make JNA the logical choice for your collection needs.

- **3rd Party Collections**
- **Account Receivable Management**
- **Outsourcing**
- **Assets Searches**
- **Legal Services**
- **Custom Letter Writing**

Offices Nationwide to Service Your Needs

**Certified and Endorsed By:**

E-Invoicing in Europe: Transforming Financial Operations and Collections

Introduction

By: Sarah-Jayne Martin, Director, ICA Global AR Practice, Quadient

E-invoicing, or electronic invoicing, refers to the exchange of invoice documents in a structured electronic format between a supplier and a buyer. Unlike traditional paper-based or PDF invoices, e-invoices are transmitted digitally and processed automatically, adhering to specific formats and standards. This innovation has gained significant traction across Europe due to regulatory changes, advancements in technology, and the broader push for digital transformation.

In recent years, European governments and businesses have embraced e-invoicing as a tool to enhance transparency, reduce fraud, and streamline operations. For businesses, particularly those involved in collections, the shift to e-invoicing represents a profound change in how invoices are managed and payments are tracked. This article explores the concept of e-invoicing, why it is essential, and its implications for businesses—especially from a collections perspective.

This article is only available to members of the Credit Research Foundation (CRF).

Interested in reading more? Join CRF to gain access to this and hundreds of other resources! [CLICK HERE](#) for membership information.

About the Author



As the Director of the ICA Global AR Practice at Quadient, Sarah-Jayne draws on her 20+ years of experience in the accounts receivable space to leverage technology and process improvement strategies to solve her clients' credit, collections, and payment challenges. A former finance professional herself, SJ has managed global teams and owned many AR-related initiatives, including implementing credit and collections software and partnering with fintech solution providers to improve the customer payment experience. Sarah-Jayne is considered an industry expert and is a frequent featured speaker on panel discussions and webinars, as well as in-person events.

Why Collections Partners Are Key to Solving Upstream Payment Challenges

By: Aaron Nelson, SVP of O2C Solutions at Cadex Solutions

Credit teams are stretched, bad debt is rising, payments are getting delayed, and commercial compliance is growing increasingly complex. These issues aren't new, but they are becoming more difficult to manage. Credit-to-cash (C2C) and order-to-cash (O2C) challenges don't just affect operations; poor revenue cycle management and inconsistent cash flow directly impact customer relationships, company reputation, growth, and profitability.

Businesses lose an average of **\$4 million monthly** due to unpaid invoices caused by customer inconvenience, disputes, and communication breakdowns.¹ For many companies, that figure is even higher. It's more than just a statistic—it reflects real challenges that require immediate attention.

Today, first-party (1P) and third-party (3P) collections partners intervene earlier in the O2C lifecycle, using their expertise to improve credit applications, accounts receivable, and collections processes. Rather than only focusing on recovery, they help companies proactively address payment issues. Today, collections experts are not just a last resort to recoup at-risk revenues; they are integral to streamlining the entire O2C process.

1 Versapay - State of Digitization in B2B Finance

This article is only available to members of the Credit Research Foundation (CRF).

Interested in reading more? Join CRF to gain access to this and hundreds of other resources! [CLICK HERE](#) for membership information.

About the Author



Aaron Nelson, SVP of O2C Solutions at Cadex Solutions, has extensive experience developing innovative collections and O2C strategies.

He partners with clients to modernize AR processes, optimize collections, and enhance customer experiences, ensuring long-term financial health through prevention-focused solutions and technology integration.



Comprehensive Commercial Order-to-Cash (O2C) Coverage

We're paving the way for a smoother road from order to cash.



Cadex is How Order-to-Cash Leaders Get Difficult Done.

In a world where the path from order to cash is often fraught with complex challenges and interactions, someone had to make it easier to manage every process, payment, and exchange.

Cadex leverages its proprietary technology and 200+ years of combined order-to-cash experience to deliver efficient and effective, custom solutions, worldwide. Let us help improve your company's O2C lifecycle and optimize your financial outcomes.

- ✓ Trusted by 2,200+ Clients
- ✓ Enabled by Award-Winning Technology
- ✓ Expertise in 20+ Industries
- ✓ 30+ Years of O2C Experience



Order-to-Cash BPO



Accounts Receivable Management



Insurance Recovery Services

Comprehensive O2C Coverage

Cadex offers solutions to make your job easier at all phases of the order-to-cash lifecycle. From cash application to dispute management, we simplify business processes while providing outstanding customer service and enhanced analytics.

- 20%+** DSO Improvement
- 40%** Self-service Click Rate (versus 4% industry benchmark)
- \$1M** Cash Increase in < 30 days



Why Cadex?



BETTER REACH

5 international network of offices in 5 continents servicing 170+ countries



BETTER GUIDANCE

95 years; 1929 legacy founding, seasoned expertise. Work with industry experts



BETTER TOOLS

Proprietary, customizable technology makes O2C management easier

Down Economy, Found Money: How to Uncover Hidden Working Capital in Your Receivables

By: Jim McDermott, Chief Operating Officer & Rudy Schatzmann, National Account Manager, Altus Commercial Receivables

5 Proven Methods for Optimizing Cash Flow

This article explores five critical building blocks for improving A/R performance—leveraging technology, enhancing analytics, addressing upstream processes, shifting company culture, and aligning A/R with Sales. By transforming A/R from a back-office function into a vital driver of cash flow and customer satisfaction, businesses can accelerate their order-to-cash cycle and strengthen financial resilience in uncertain times.

It's no great insight to note that the business world has been rocked by a series of unprecedented shocks in recent years. From the global pandemic and its continuing aftereffects to international conflicts, supply chain disruptions, and inflationary spikes, the drumbeat of concerning economic news seems unrelenting. Media pundits underscore the challenges with grim headlines: "Stubbornly high inflation persists." "Supply chain bottlenecks show little improvement." "Rising interest rates threaten economic growth."

This article is only available to members of the Credit Research Foundation (CRF).

Interested in reading more? Join CRF to gain access to this and hundreds of other resources! [CLICK HERE](#) for membership information.

About the Authors



Jim McDermott is the Chief Operating Officer of Altus Commercial Receivables. Over his 30-year tenure, Jim has distinguished himself as an innovator in the commercial collections sector. He has guided a strategic transition from conventional collection practices to a modern, technology-driven framework. By integrating predictive analytics, process automation, and AI-powered tools, Jim has achieved streamlined decision-making, heightened operational efficiency, and a notable improvement in recovery outcomes. His commitment to forward-looking technologies has solidified Altus's competitive position and expanded its capacity to meet clients' evolving needs.



Rudy Schatzmann has spent nearly 20 years in AR Credit Collections, all with Altus Commercial Receivables, where he's widely regarded as an expert in Commercial Collections, Risk Management and Loss Mitigation. His deep industry knowledge is bolstered by a diverse career in sales, sales management, training, and business ownership across multiple industries. Rudy attributes his success to the broad range of experiences he's gained over the years, which provide valuable insights into his current role.

Certification Counts!

That is why ALL of our members are certified for your protection.

Commercial Collection Agencies of America is the **ONLY** collection industry association in which ALL agency members are certified!

- Qualify for a **Certificate of Accreditation and Compliance** granted by an Independent Standards Board
- Practice professionally to **maximum dollar recovery**
- Adhere to a **strict Code of Ethics**
- Carry a minimum of **\$300,000 surety bond coverage**
- Operate in business for a minimum of **four (4) years**
- Maintain separate trust accounts for collected funds
- Fulfill **continuing education** annually
- Promptly remit funds
- Engage a vetted field of **creditors' rights attorneys** if necessary
- Submit to a **financial and procedural review** to ensure ongoing adherence to requirements
- Certify individual collectors through **Commercial Collection Training Institute**



For additional benefits and to learn more, please visit us at
www.commercialcollectionagenciesofamerica.com/member-directory/agency-members

How Gen Z is Reshaping B2B Payments—and What It Means for Your Business

By: Amanda Wilson, Senior Vice President, Sales, Billtrust

The paper check isn't dead yet, but it's certainly on life support. And the generation hastening its demise? The digital natives now reshaping our workforce. What was once standard financial practice has rapidly transformed from a routine back-office function into a strategic business priority precisely because Generation Z professionals—who've never known a world without instant digital transactions—are now climbing into decision-making roles. Their expectations, shaped by seamless consumer payment experiences, aren't just influencing B2B payments—they're completely redefining what's acceptable in business financial interactions.

For credit and accounts receivable professionals, this shift presents both challenges and opportunities. Our research at Billtrust, based on responses from 1,000 Gen Z professionals, reveals a clear shift in the business payments landscape. Payments are no longer just about moving money from one account to another—they've become critical elements of brand perception and relationship building. Finance departments clinging to outdated payment systems aren't just risking operational inefficiencies; they're jeopardizing their organization's competitive position in a marketplace increasingly influenced by digital natives.

This article is only available to members of the Credit Research Foundation (CRF).

Interested in reading more? Join CRF to gain access to this and hundreds of other resources! [CLICK HERE](#) for membership information.

About the Author



Amanda Wilson, Senior Vice President, Sales at Billtrust, is a SaaS subject matter expert and sales executive with over 15 years of experience in building relationships and driving tangible results for her clients.

Unleash the Star Power of Finance

Join your peers in Dallas to network and discover strategies that maximize your impact.

Billtrust Insight 2025 offers an array of AR-focused educational sessions, user groups, and workshops, with tracks for leaders and practitioners.



KEYNOTE SPEAKER

Emmitt Smith

Pro Football Hall of Fame Running Back, Speaker, Entrepreneur

TOPICS INCLUDE:

Revolutionizing AR with AI

Outsmarting Fraud with AR Smarts

Optimizing Cash Application with AI

Predictive and Prescriptive Analytics

Improving Customer Engagement with AR

The Power of Integration
Between Credit and Collections

The Future of Work for Finance Teams

...AND MORE!



MAY 13-15, 2025 | DALLAS, TX
OMNI FRISCO AT THE STAR

**Register and get more information
at insight.billtrust.com.**

Use discount code **CRFVIP to save 30%.**

Issues Credit Managers Need to Consider When a Customer Is Acquired by a Private Equity Firm

By: Bradford J. Sandler and Jonathan J. Kim, Pachulski, Stang, Ziehl & Jones LLP

I. Introduction

If your customer is now owned by a private equity (PE) firm ("PE Customer"), credit managers can expect at least some changes in the PE Customer's business strategy, increased focus on profitability/growth and possibly expansion, and potential cost-cutting efforts, as PE firms ("PE Investor") commonly seek to maximize returns in short order by optimizing operations and scaling the business quickly.

As discussed further herein, private equity investments can take various forms, including stock purchases, and so in some cases, credit managers may be unaware the customer has been acquired by a PE Investor. Often, depending on the sector and circumstances, PE firms view target companies as attractive candidates based on various factors such as steady cash flow, substantial asset base (to serve as collateral or for later sale), potential for cost reductions, undervalued equity, and manageable ongoing working capital requirements.

This article is only available to members of the Credit Research Foundation (CRF).

Interested in reading more? Join CRF to gain access to this and hundreds of other resources! [CLICK HERE](#) for membership information.

About the Authors



Brad Sandler is a distinguished figure in bankruptcy law and complex reorganizations, celebrated for his extensive expertise and innovative approach to finding value-maximizing solutions to financially distressed situations. As a prominent member of PSZJ's management and long-term planning committees and co-chair of its renowned creditors' committee practice group, Brad has built a reputation as a leading authority in efficiently handling financially distressed situations in and out of court across the United States. With over 25 years' experience, Brad is a trusted advisor to a wide range of clients, including debtors, equity holders, creditors' committees, acquirers, and fiduciaries such as directors, receivers, and trustees.



Jonathan Kim, resident in the firm's Los Angeles office, has more than twenty-five years' experience representing and advising debtors, creditors' committees, examiners, trustees, and other key parties in numerous chapter 11 cases throughout the country, as well as out-of-court workouts, involving a wide range of industries. Jonathan has extensive experience in all aspects of bankruptcy cases, notably in plan and confirmation matters, as well as bankruptcy litigation and transactional experience. Jonathan has authored or co-authored dozens of articles and other publications on a wide range of bankruptcy topics. Jonathan holds a bachelor's degree from Duke University (magna cum laude, Phi Beta Kappa), and a JD from Harvard Law School (cum laude).

Building Efficiency into Credit Decisions

By: *Erikk Kropp, Solutions Consultant, Experian BIS*

Enjoy this “Digital Article” powered by Experian!

As a credit manager or risk manager, you need real-time data to determine the right credit terms for each customer. Does the company pay its bills on time? Is it growing, or is it in danger of going out of business? What debts are outstanding? It's easy to see how granting credit to the wrong customer can harm your business but limiting credit to financially solvent customers also limits the growth of your own company. We're going to talk about automating credit decisions in this post and some action steps you can take toward greater efficiency and profitability.

The importance of credit decisions is especially urgent now as we enter a bear market following some significant turbulence in the regional banking space. The decisions companies make when times are good determine their ability to stay in business through the next recession. Your business simply can't succeed unless you consistently make smart credit decisions. And the secret to making the right credit decisions efficiently starts with modernizing your credit approval process.

To access the full article, [CLICK HERE](#)



About the Author



Erikk J. Kropp, Expert Product Manager and Product Owner at Experian BIS has spent the last 17 years in the business credit industry, helping clients mitigate risk through the use of Experian data, analytics, software, and consulting services. He currently manages the day-to-day operation and strategic road map for DecisionIQ, an automated decisioning and application processing software used for B2B credit approvals.

The Risk Management Organization 2025

A CRF Functional Comparative and Benchmarking Survey

Why Participate?

Your input will contribute to an expanded update of one of our **most frequently** requested and utilized research documents. Your contributions are **instrumental** in providing valuable insights into how risk management functions have evolved over the past three to five years and will help you benchmark your department against industry peers.

Survey Details

- **Time Commitment:** Approximately 30 minutes
- **Structure:** Six sections covering key areas of risk management
- **Question Format:** Primarily multiple-choice with some detailed responses
- **Confidentiality:** All company-specific account information will remain **confidential**

How to Complete the Survey Efficiently

- **Directional Answers are Good!** Providing approximate responses rather than exact figures helps speed up completion while still delivering valuable insights.
- **Preview & Plan:** A hard copy of the survey is provided to help you prepare answers in advance, allowing for a quicker and smoother response process.

The Value of Your Participation - by completing this survey, you will receive:

- **Comprehensive Benchmarking Data:** Understand how your department compares to others in the industry.
- **Industry Trend Analysis:** Gain insight into how risk management functions have changed since our last survey three years ago.
- **Exclusive Access to Results:** Participants will receive a full analysis of the findings.

Thank you for your time and participation!

For questions or assistance, please contact Mike Bevilacqua mikeb@crfonline.org

<https://www.surveymonkey.com/r/TSBC6VM>

2025 Platinum Partners



The Credit Research Foundation is very fortunate to receive support from our Platinum Partners. Their contributions and collaborative efforts help the Foundation maintain activities at the level at which our members have become accustomed.

While these firms and the services they provide are very familiar to our members, you can learn more about them by clicking [HERE](#).

2025 Friends of the Foundation



This group of attorney firms, in addition to their intellectual contributions, has stepped forward to offer financial support to the Foundation, for which CRF and its members are very grateful.

Board of Trustees

Officers

Bob Anderson
Hubbell Incorporated
Chairperson

Chris Arrington
SRS Distribution
Vice Chair, Membership

Andrew Malueg
Amcor Flexibles North America
Vice Chairman, Finance

Trustees

Paul Catalano
ABC-Amega Inc

Toni-Marie McLean
Johnson & Johnson

Nancy Topich
ArcelorMittal Pittsburgh

(Position to be filled)

Credit Research Foundation Staff

Matt Skudera
President & COO

Mike Bevilacqua
Chief Content & Education Officer

Cheryl Weaverling
Chief Financial Officer

Angela McDonald
Vice President of Membership, Events & Marketing



Credit Research Foundation

1812 Baltimore Boulevard
Suite H
Westminster, MD 21157
443-821-3000

Copyright 2025 ©
[Credit Research Foundation](#)