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SEARCH

ANALYSIS

Enterprise Verticals

Enterprise Verticals

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Kieran Hines
Head of Industries

“ Enterprises in every industry are facing challenges unique to the market, product, regulatory and competitive situation of their vertical. However, while the journey that each needs to make will be influenced by the specific industry dynamics, the outcome – successfully navigating the route from analogue to digital business – and the core technologies that will underpin this remain the same ”

The Market Challenge

With the economic backdrop of ultra-low interest rates set to continue, achieving top-line revenue growth will remain a challenge and driving efficiency improvement will persist as key driver for driving financial return. However, the industry itself is being disrupted. Regulatory change is forcing banks to expose their systems through APIs, challenging banks as to where they play in the value chain, which is also being cherry-picked by FinTechs benefiting from the cost advantages of cloud and reach of mobile-based models.

This while the imperatives of regulatory compliance and efficiency remain, driving through digital transformation and delivering innovation has shifted from important to critical.



Daniel Mayo
Director, Ovum IT Data Tools
& Insights

How Ovum helps you

Understand how regulatory imperatives and digital transformation strategies will drive ICT investment priorities for 2018.

Maximise your market impact, by using Ovum's independent research to understand exactly what is driving retail bank IT investment agendas at a country and regional level.

Stay ahead of the competition, by understanding how to effectively position technology offerings to the business needs of retail banks.

Key Deliverables

ICT Enterprise Insights – Global survey of retail bank pain points and IT buying intentions for 2018-19

ICT Spending Forecasts – Global 5 year projections for retail bank IT spending, segmented by country, source and line of business

Banking Software Contracts Analytics – Global analysis of packaged software deals, segmented by institution, vendor and solution area

Ovum Decision Matrix – Analysis of the leading vendors solutions in key areas, including digital channel platforms, and financial crime

“

The top 1,000 retail banks will spend over \$125bn on technology in 2018

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Themes for 2018

Delivering the digital customer experience

Attention to the digital experience has focused on mobile and online channels for most banks, however, this has shifted to realization that actual customer experience in the digital economy extends to all channels and customer-facing processes that support these. Delivering a seamless, straight-through experience that supports the wider customer journey is critical, but requires platforms that can manage the user-experience, taking advantage of new technologies in biometrics, augmented reality, natural language processing and AI-based services to enhance both human and direct customer engagement.

Driving through digital transformation

As banks realize digital is about the bank itself rather than a channel, there has been increasing assessment of how culture, governance, processes, and structures enable banks to operate in a digital world. While such transformation must occur at the business level, this is also driving significant change for technology, requiring platform modernization, new approaches to delivery, and ability to source and adopt new technologies and systems more effectively. The ability to leverage cloud and extract value from data will be critical.

Managing risk, security and compliance

The basics of banking – managing risk and providing security – remain core tenets of the digital world, with challenges intensifying as connectivity and external threats increase. Simultaneously, regulatory demands around financial crime and compliance management continue to escalate in breadth and reach with GDPR an important project for institutions with customers in Europe. Technology advances with Big Data, Artificial intelligence, data streaming processing and security offer potential solutions to balance the pressures of mandatory requirements and cost, but understanding real use cases and developing strategies to ensure these fit together effectively is critical for actually delivering potential benefits.

Embracing the API revolution

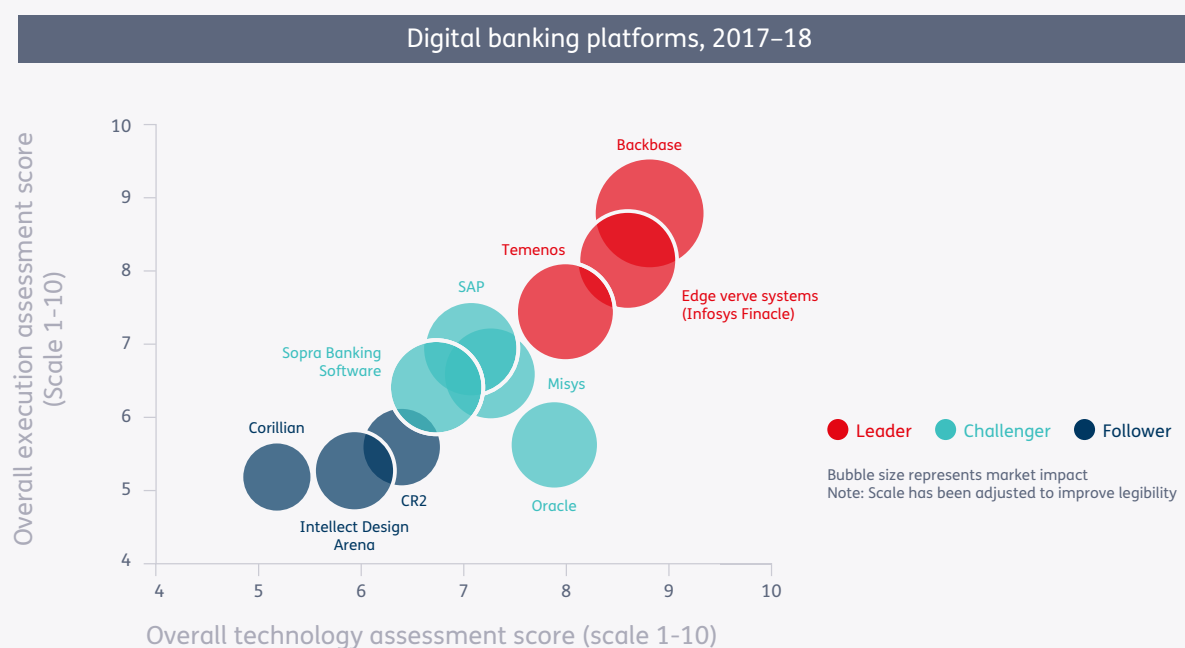
With regulatory interest in driving open APIs in banking quickly pervading across the globe, banks are realizing that open banking is not just another compliance requirement, but one that potentially will have significant impact on the industry itself. At an operational level, there is important considerations to be made around API management, but it is also driving wider focus around potential to create new services and work differently with the emerging FinTech ecosystem.



What's new

Banking ICT Spending Predictor understand institution specific across digital banking, payments and other business function areas

Understand bank focus and priorities for deploying AI across the institution



The Market Challenge

In Ovum's view the global insurance industry is entering a distinct new phase characterized by the emergence of innovative new insurance products, novel ways of interacting with customers, and the threat of new entrants. As an insurer, your organization must respond to these challenges.

Having already experienced major change over the last decade through regulation, radically changed customer expectations and new technology, how do insurers respond as technology change continues to accelerate yet further over the next five years?

The imperatives for today's insurer are to understand the potential threats and opportunities posed by technology, how it can be effectively exploited and who are the most appropriate partners when addressing these challenges?

How Ovum helps you

Understand how key technologies will impact your particular insurance sector, region and organization.

Maximise your market impact, by using Ovum's independent research to understand exactly what is driving insurer IT investment agendas at a country and regional level.

Stay ahead of the competition, by understanding how to effectively align technology offerings to your customers' needs.

Key Deliverables

ICT Enterprise Insights – Global survey of insurer pain points and IT buying intentions for 2018-19

ICT Spending Forecasts – Global 5 year projections for insurance IT spending, segmented by country, source and line of business

Ovum Decision Matrix – Analysis of the leading vendor solutions in key areas, including IoT Insurance Service Providers



Charles Juniper
Principal Analyst

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71% Of north American and European insurers see companies like Google, Amazon and Facebook as a more significant competitive threat than their peer insurers in terms of delivering an IOT-based insurance proposition

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Themes for 2018

IoT and the move to Insurance 2.0

The vehicle insurance sector has used telematics and IoT to offer usage-based insurance (UBI), but now insurers need to build on this to not only enhance today's vehicle offerings, but also to deliver IoT based proposition across other sectors such as home, commercial and life insurance. IoT insurance 2.0 will allow insurers to move from today's product-focused, retrospective compensation offerings, towards that of a proactive and personalized risk management proposition characterized by an ongoing dialogue that adds value for the policy holder.

Value-based engagement and the future of the customer experience

With increasing competition, how can the insurance industry deliver a seamless, convenient and innovative digital customer experience that is seen to be of meaningful value by the customer? Critical to this will be the role played by technologies such as RPA, machine learning , natural language processing, and augmented reality, to deliver a highly personalised and contextually relevant insurance proposition. Small and mid-size insurers in particular need to find ways to effectively exploit new technology and to not get left behind in the 'technology race' by large well-resourced carriers or agile 'insurtech' start-ups.

Becoming the digital insurer

Carriers need to fully utilize technologies such as cloud, SaaS and RPA at the core of their operations to provide the organizational agility needed in response to the changes demanded by customers, regulators, competitors and emerging competitive threats.

As the market dynamics continue to exert pressure on insurers, resolving the perennial issue of legacy modernization becomes even more critical. Ovum's research can help insurers to understand how best to deploy these technologies and map a route to becoming a digital insurer.

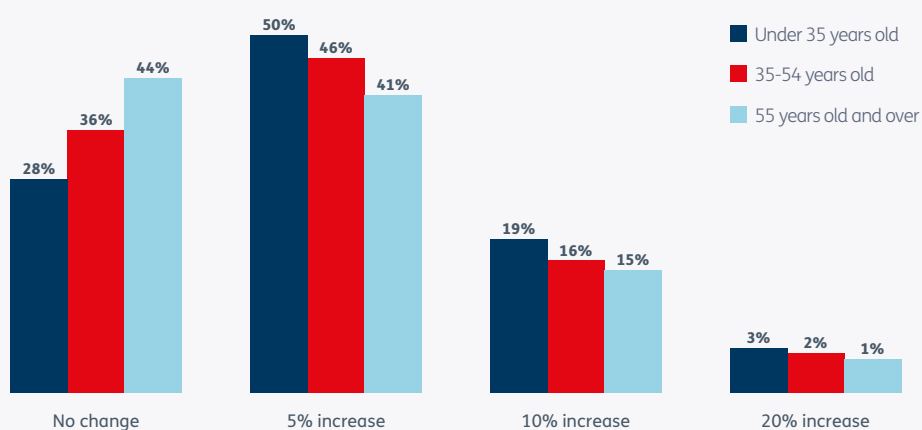


What's new

Deep focus on the opportunities presented by artificial intelligence and IoT technology; the biggest drivers for change across the global insurance industry

Insurance Software Contracts Analytics – monthly analysis of insurer and vendor partnerships

If an insurer provided the most important services you selected, how much additional premium would you be prepared to pay?



The Market Challenge

Retail is an industry undergoing rapid transformation. The impact of digital commerce pure-plays has been felt both at the top line and also in growing customer expectations around the digital experience and its role in-store. In turn, this is driving rapid change in the products, services and shopping experience retailers must deliver.

The need to deliver a personalized customer experience alongside a streamlined and responsive purchasing journey will create opportunities across the ecosystem. The need for support in wholesale digitalization will drive a need for solutions across all areas, but particularly digital commerce and payments, CRM and customer lifecycle management, and an integrated real-time view of orders and inventory.



Kieran Hines
Head of Industries

How Ovum helps you

Understand how customer engagement and digital transformation strategies will drive ICT investment priorities for 2018.

Maximise your market impact, by using Ovum's independent research to understand exactly what is driving retailer IT investment agendas at a country and regional level.

Stay ahead of the competition, by understanding where and how new entrants, digital service providers and established vendors are bringing new products and services to market.

Key Deliverables

ICT Enterprise Insights – Global survey of retailer pain points and IT buying intentions for 2018-19

ICT Spending Forecasts – Global 5 year projections for retailer IT spending, segmented by country, source and line of business

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The need to deliver a truly personalised and integrated cross-channel customer experience will see global ict spend by retailers reach \$226 Billion by 2021

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Themes for 2018

Changes in Store: The future of the physical outlet

While the growth of ecommerce has created a challenge to the role of traditional physical outlets in the future distribution mix, reports of the

demise of this channel are exaggerated. The opportunity to transform both how customers experience the store as part of a cross-channel purchasing journey, and also how value is returned to the retailer are substantial. IoT, AI, augmented reality and customer analytics will be core topics on the customer experience side, while the ability to more intelligently manage inventory will be equally transformational for the role of store employees.

Intelligent forecasting: Leveraging data as a strategic asset

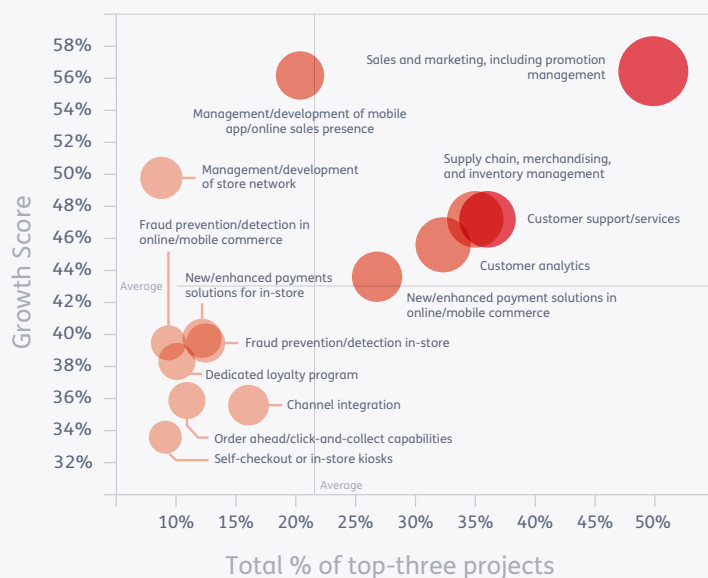
Turning data into strategic insight is at the core of all retailers digital journey. The opportunity for retailers is no longer in applying data analytics to pools of data within retail channels but rather looking for innovative and disruptive opportunities to drive operating efficiencies and customer engagement across all retail channels equally. By establishing a omni-channel data analytics strategy retailers can combine store, channel, logistics, staffing, and sourcing dynamics together to identify new revenue generating opportunities for retail growth.

Payment innovation: Delivering a frictionless transaction experience

As retailers invest in transforming their customer experience, the ability to offer a frictionless payment process has become increasingly important. Integral to both delivering on customer expectations in the online and mobile channels, this will grow in importance within the store environment too. Investments in payment technology, to take advantage of regulatory changes, and particularly where providers can deliver incremental sales growth and deliver valuable customer data, will be high on the agenda.



IT prioritization



Sample size:
348

Question:
X-axis - What are the top-three IT projects (in terms of total investment value) for the next 18 months?

Y-axis - What are your IT spending plans for each of the above technologies during the next 18 months? (Growth score = % increasing - % decreasing)

The bubble size represent the relative investment priority.

Vertical:
Retail

Type of retail organisation:
All

Country:
All

Enterprise:
All

The Market Challenge

The adoption of digital services has been driven out of necessity rather than choice due to the fiscal challenges that have shaped the world since 2008. As the fiscal pressure eases a new challenge has risen, that of an electorate that is increasingly dissatisfied with the value that is being delivered by their governments. In response, governments are looking for improvements into the way services are joined up across the back office, increasing the use of analytics to help focus resources, and allowing for greater automation and self-service. The time has come for digital government to deliver more substantial outcomes for citizens.



Kevin Noonan
Lead Analyst

How Ovum helps you

Understand how automation, analytics and cloud strategies will drive ICT investment priorities for 2018.

Maximise your market impact, by using Ovum's independent research to understand exactly what is driving government IT investment agendas at a country and regional level.

Stay ahead of the competition, by understanding how to effectively position technology offerings to the policy and service needs of government agencies.

Key Deliverables

ICT Enterprise Insights – Global survey of payment provider pain points and IT buying intentions for 2018-19

ICT Spending Forecasts – Global 5 year projections for payments IT spending, segmented by country, source and line of business

Ovum Decision Matrix – Analysis of the leading vendors solutions in key areas

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The three biggest barriers to agencies undertaking digital programs are security, lack of internal skills, and too many other programs on the go
”

Themes for 2018

AI and automation: Making government smarter

Adoption of AI and automation technologies is increasing, and not just within large federal departments; smaller agencies are experimenting

with these emerging technologies to aid improvements to service delivery. Yet, many agencies struggle to know where to start, and are held back by concerns on where to make investments that drive efficiencies and productivity change. Uncovering the hidden insights requires agencies to better understand and manage their data, ask the right questions, and augment existing data with new information.

Building the foundations for change: Digital transformation 2.0

As governments digital agendas move from the front office to the back office the use of automated, flexible open, cloud-native platforms is becoming increasingly widespread. Integrating these with existing IT architecture, managing security and user access is a challenge for government agencies. Strategic picks on which platform to adopt have to be made. Help is needed with identifying which service is best suited to which platform and how agencies develop a culture that supports agile approaches to development of cloud services.

Journey to the cloud: The cloudification of government networks

Thanks to the connected world of today, government networks can no longer be viewed simply as the plumbing that transports data from one data centre to another. In the digital world, networks built with rigid architectures to support legacy systems and are no longer fit for purpose. CIO's and CTO's are having to consider how the network can support transformation of public services, while addressing the demands for better performance, agility, security and delivering efficiencies.

Smart Cities – The power to transform the citizen experience

Cities must combine data from devices and services with citizen engagement if they are to realise the potential of smart city projects. The platforming of cities is tied to the adoption of “as-a-service” approach to IT that can support an array of sensor and information sources, such as from the IoT, to create new models for providing services. Success in platforming cities requires a measured approach that allows agencies to develop good practice, retain security over data and access, and supports the deliver of unified view of services within vertical towers such as transport, lighting, and environmental services.



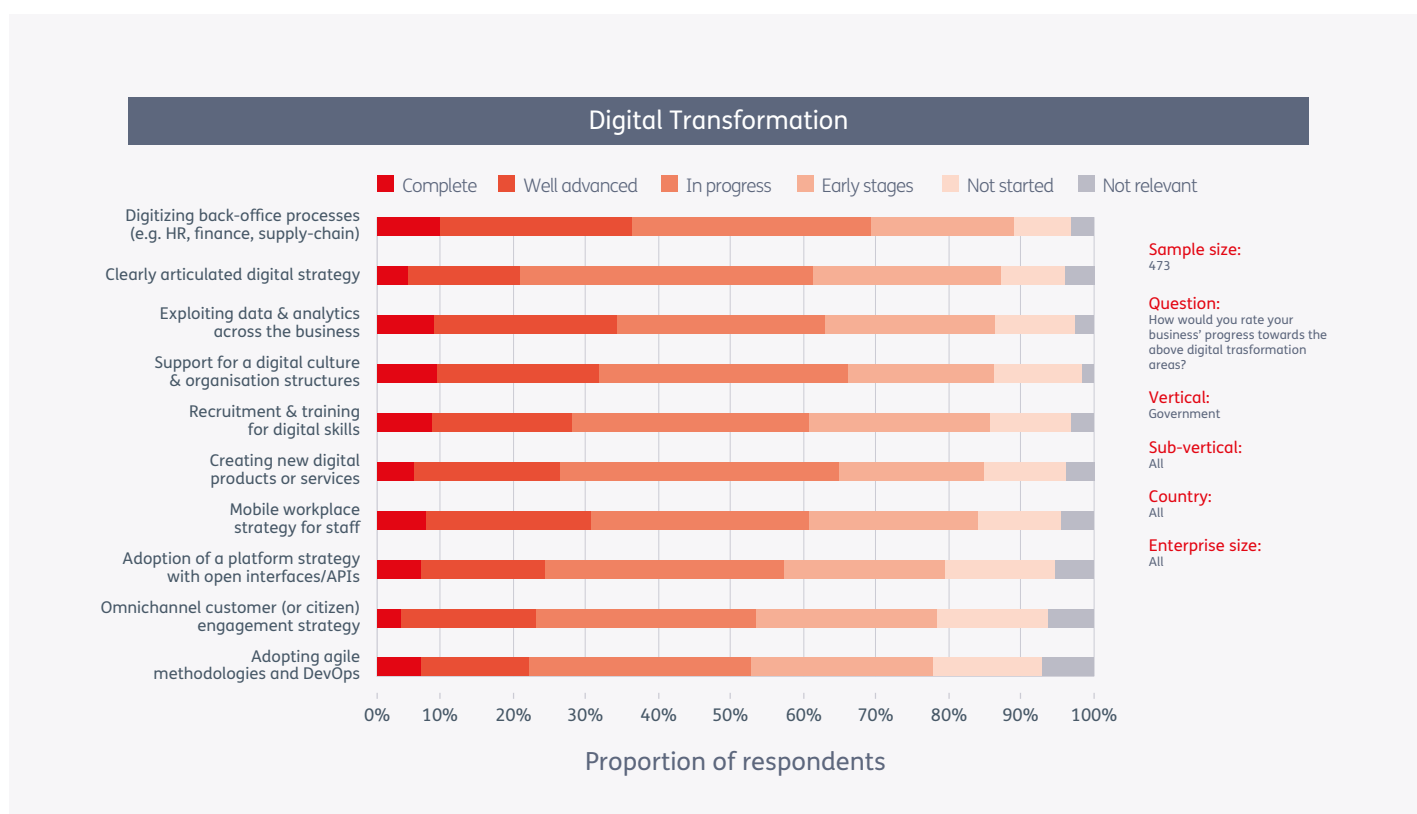
What's new

Digital Transformation Maturity Framework a structure that allows agencies to benchmark current and future strategies, and helps getting the balance right between people, process, technology

Strategic reports that provide insight into how digital government policy is helping to drive improvements to service delivery

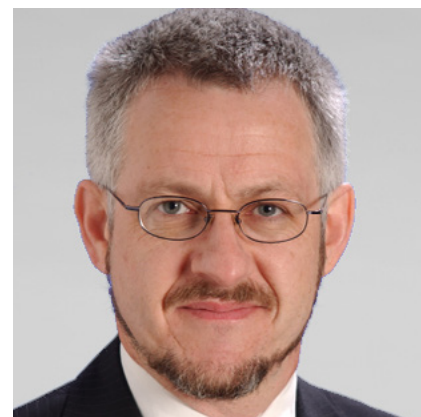
Case studies that will provide insight into how the four roles of government: purchaser of services, provider of services, regulator, policy maker are changing thanks to digital tools

Set of line of business forecasts for government



The Market Challenge

The higher education sector has reached a point of profound change. This change is being driven as much by increased competition, changing demographics, new patterns of employment and the changing needs of employers as much as it is by the innovative use of technology to deliver education services. These forces for change present new opportunities for institutions that can construct better, more engaging, and more compelling learning experiences for students. The ability of technology to marry administrative, classroom and – increasingly – consumer technology is critical to improving the flow of information which is required to inform and support the delivery of superior learning experiences.



Richard Palmer
Principal Analyst

How Ovum helps you

Learn why institutions are focusing on improving institutional agility, flexibility, and capacity for innovation, and what this means for ICT investment priorities for 2018.

Gain insight into the best ways to combine systems that contain student information with management and communication tools to create better student experiences.

Stay ahead of the competition, by understanding how to effectively position technology offerings to the business needs of educational institutions.

Key Deliverables

ICT Enterprise Insights – Global survey of educational institution pain points and IT buying intentions for 2018-19

Ovum Decision Matrix – Analysis of the leading vendors solutions in key areas, including student success solutions and online learning platforms

Themes for 2018

Tailoring to the individual: Using data insights to personalize the education experience

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Global spending
on education it
will reach \$34bn
by 2021
”

Higher education is at a pivotal point. The combination of trends in college attendance, completion rates, and rising student debt mean that colleges need to provide enhanced experiences to students. This means looking beyond information held in learner management systems to include administration, connected devices (IoT) and other data sources too. Institutions then need to harness this data and exploit it using analytics to build better experiences and outcomes for students.

Driving institutional transformation through the cloud migration of mission-critical enterprise applications

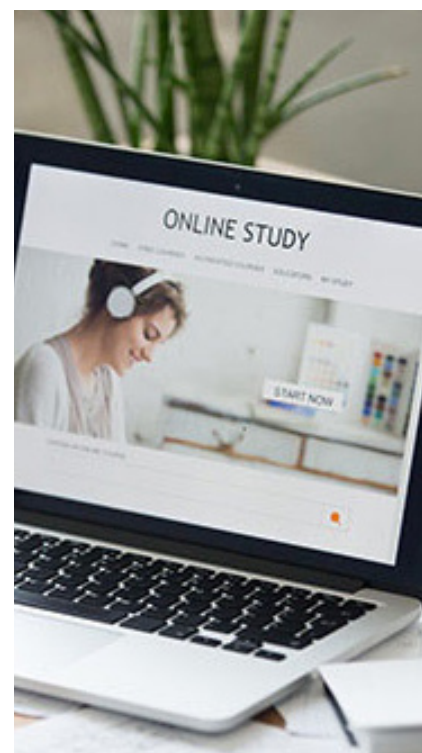
The higher education industry stands on the precipice of profound change, with a myriad of forces calling into question established beliefs about its role in society. In order to thrive or even survive in this environment, colleges and universities must reconsider how they deliver education services and support back-office operations to set themselves apart. The adoption of cloud deployment models and new, cloud-native solutions will be a critical part of achieving this goal. However, important questions remain about effective cloud migration strategies, including ones about solution and partner selection, in what order to take the CRM, ERP, LMS, and SIS to the cloud, and how to manage relations between IT and line of business leadership in a post cloud world.

Managing student experience to support life long learning

The ability to demonstrate value to students is a difficult conundrum for institutions to solve, and can include a range of factors. Key to this though is the student experience. Student expectations of the learning experience continue to evolve, making it difficult for institutions to ensure specific cohorts do not experience worse access to core services. Managing the student lifecycle is an important part in student success, and in turn the profitability of colleges. Technology supports better engagement with students, even before they have set foot on the campus. Responsibility for the student experience does rest with alumni alone. Institutions need to focus on joining the dots between the different information and interaction points to ensure consistency and increasingly personalization of services.

Video as a disruptive force in higher education

Institutions preference for traditional learning technology systems is slowly being replaced by learning experience platforms that combine tools to delivery content and learning materials through new mediums, such as video. Video, while a slow burn, is starting to disrupt the delivery of education content by replacing lectures, one-to-



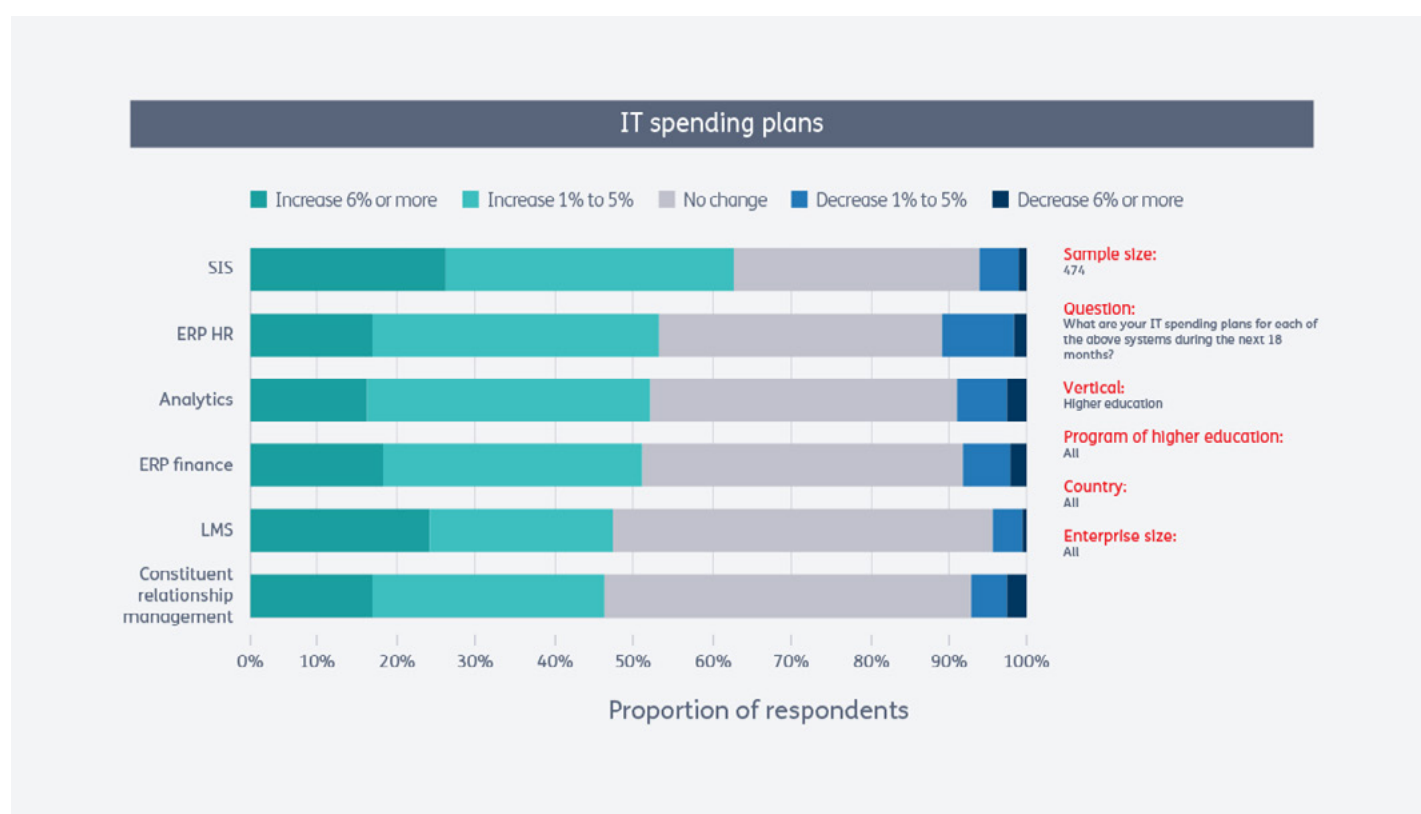
one interactions between alumni and students, and making content available in digestible chunks.

As the volume of learning materials available through video rises, institutions must consider ways to integrate video into their strategy for network services. Investment into technologies such as POL (Passive Optical LANs) can bring fibre into every classroom at a lower cost point than traditional services.

What's new

ICT Spending Forecasts – Global 5 year projections for education IT spending, segmented by country, source and line of business.

Transforming higher education core business services is already underway



The Market Challenge

The higher education sector has reached a point of profound change. This change is being driven as much by increased competition, changing demographics, new patterns of employment and the changing needs of employers as much as it is by the innovative use of technology to deliver education services. These forces for change present new opportunities for institutions that can construct better, more engaging, and more compelling learning experiences for students. The ability of technology to marry administrative, classroom and – increasingly – consumer technology is critical to improving the flow of information which is required to inform and support the delivery of superior learning experiences.



Kevin Noonan
Chief Analyst &
Global Practice Leader

How Ovum helps you

Identify the areas where investment in cloud services, automation and use of data analytics/AI, and what this means for ICT investment priorities in 2018.

Maximise your market impact, by using Ovum's independent research to understand exactly what is driving healthcare IT investment agendas at a country and regional level.

Stay ahead of the competition, by understanding how to effectively position technology offerings to the business needs of healthcare providers.

Key Deliverables

ICT Enterprise Insights – Global survey of healthcare provider pain points and IT buying intentions for 2018-19

ICT Spending Forecasts – Global 5 year projections for healthcare IT spending, segmented by country, source and line of business

Enterprise Case Studies – Highlighting global best practice and innovation in the healthcare sector

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Global spend on healthcare it will reach \$208bn by 2021

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Themes for 2018

Machine learning and automation: Transforming the provision of care

The need to remove waste, inefficiencies and raise productivity are driving interest in AI and automation across healthcare markets. Many processes in healthcare are repetitive and structured, perfect for automating. The combination of analytics, machine learning, and the rise in IoT/connected devices and sensors is providing healthcare providers with the opportunity to drive advances in effective care delivery at the patient level.

De-risking IoT in healthcare: Ensuring Security in the Medical Internet of Things

The number of medical connected devices continues to grow, to such an extent that we are on the cusp of an era that will see the rise of the Medical Internet of Things (MIoT), giving rise to distinct threats and security issues. Most Healthcare providers approach to security continues to be tactical in approach rather than strategic, with providers only taking a strategic approach once they have been the subject of a successful attack. Beating cyber criminals requires collaboration across the various stakeholder silos and an understanding of the use of connected medical devices across the estate.

Personalised care for the masses: Using IoT and patient engagement tools to unlock outcomes

The use of population healthcare management practices is increasing the need to for healthcare providers to engage more deeply with consumers and patients. Sometimes these are one in the same, in others they are not. Some consumers, with the right communication, will never become patients. Consumers and patients cannot be segmented into tidy groups, they require personalised and targeted communications. The adoption of Patient Relationship Management (PRM) tools and the ability to leverage mobile and other connected devices as part of personalised care programs are being pursued as a means to addressing these challenges. Facilitating the interaction between existing and future patients of the healthcare provider, and helping to organize and automate the activities that support the patient experience.

Transforming outcomes with data: Using AI and advanced analytics to enhance diagnostics, clinical trials and drug development

As the delivery of healthcare expands beyond the traditional

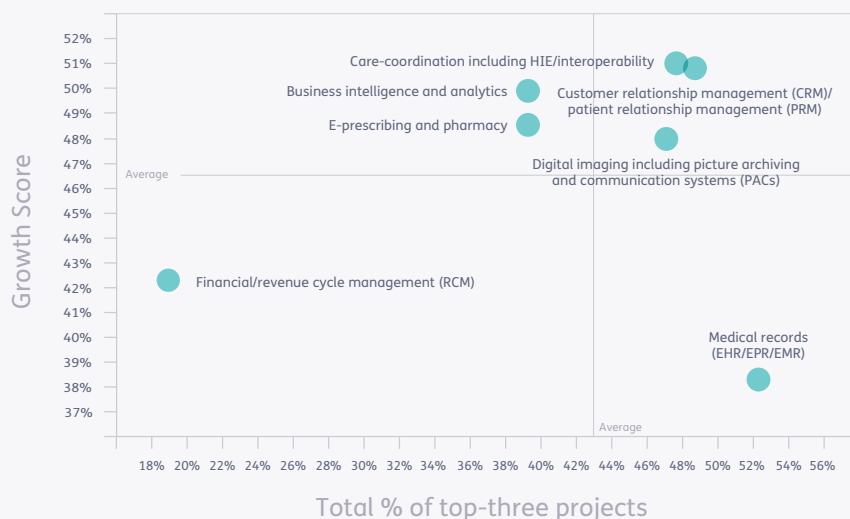


confines of hospitals and doctors surgeries, and treatments become increasingly personalized the gap between pharmaceutical companies and healthcare providers is shrinking. At the same time the use of digital tools, automation, analytics, data, etc., is enabling the creation of healthcare markets that connect groups of consumers with providers and supports the expansion of wellness and population health management activities. This approach is supported by the shift to focus on outcomes from healthcare. This requires greater co-operation between pharma companies and healthcare providers to enhance clinical trials and drug development, create more targeted and personalized care choices, including preventative care.

What's new

PRM Adoption Framework – to help providers better understand the opportunities

IT prioritization



Sample size:
461

Question:
X-axis - What are your top-three IT projects (in terms of total investment value) for the next 18 months?

Y-axis - What are your IT spending plans for each of the above domains during the next 18 months? (Growth score = % increasing - % decreasing)

The bubble size represent the relative investment priority.

Vertical:
Healthcare

Healthcare establishment type:
All

Country:
All

Enterprise size:
All

The Market Challenge

Smart metering, smart grids and smart home services are just some of the examples of emerging new business models that are driving transformation amongst utilities and creating more complex relationships with customers. For the majority of utilities the reality is that they are just beginning the journey to adopting digital tools that will allow them to take advantage of opportunities presented by these changes. These new complex relationships require more complex but flexible administration and customer communication systems to support new business models. However, the risk and cost of replacing these are holding many utilities back from adopting platforms that would support new business models. Replacing these is likely to be one of the biggest and most risky projects for utilities over the next few years.



Kieran Hines
Head of Industries

How Ovum helps you

Understand how utilities are investing to improve the customer experience and to meet the challenges of this rapidly evolving industry, and what this means for ICT investment priorities in 2018.

Maximise your market impact, by using Ovum's independent research to understand exactly what is driving the IT investment agendas of utilities at a country and regional level.

Stay ahead of the competition, by understanding how to effectively position technology offerings to the business needs of utilities.

Key Deliverables

ICT Enterprise Insights – Global survey of pain points and IT buying intentions among utilities for 2018-19

Enterprise Case Studies – Highlighting global best practice and innovation in the utilities sector

“Data management is a core investment area for the industry, with 41% of utilities prioritising as a top three it priority for 2018”

Themes for 2018

Rethinking data in support of transformation

The traditional utilities business model is no longer fit for purpose. An increasing focus on customer experience, IoT, electric transport, and the growth in distributed energy technologies are just some of the major drivers of change. Data management aspects of transformation are a particular challenge to utilities. The industry has to improve governance and quality, especially as the number of smart devices grows. Data management and security should not be afterthoughts in a digital transformation.

Putting ‘relationship’ back into CRM for utilities

The clock is ticking for today’s utilities. Disruption from technology is changing the business model, lower barriers to entry, developments in IoT and Smart spaces (homes, businesses, cities) are presenting opportunities for new services. If utilities are to withstand the changes they need to adapt their approach to customer engagement and management, an area that has suffered from under investment despite the increasing level of competition. No longer though, investment is rapidly increasing, especially around digital channels.

Utilities rethink IT service delivery with adoption of “as a service” model

Digital transformation does not just occur. It is a lengthy, and sometimes painful process. The adoption of “as a service” model by utilities is a case in point. Given the conservative nature of utilities, it is no surprise that some of the biggest barriers to adoption have not always been technical, in many cases they have been cultural. However, things are changing, and “as a service” delivery of IT services are starting to be adopted more widely across utilities estates, especially as reliance on in-house IT services diminishes as utilities start to look towards self-service capabilities for provisioning IT.

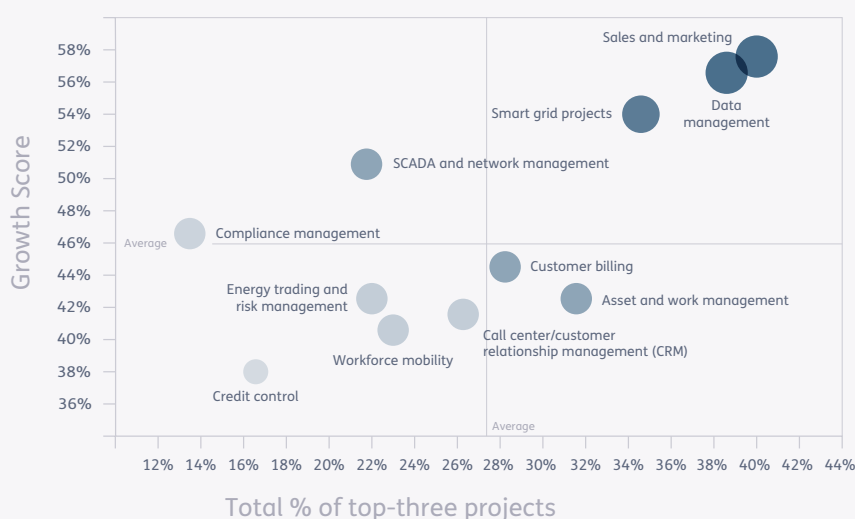


What's new

ICT Spending Forecasts – Global 5 year projections for education IT spending, segmented by country, source and line of business.

Utilities are unshackling themselves from legacy systems

IT prioritization



Sample size:
467

Question:
X-axis - What are your top-three IT projects (in terms of total investment value) for the next 18 months?

Y-axis - What are your IT spending plans for each of the above systems during the next 18 months? (Growth score = % increasing - % decreasing)

The bubble size represent the relative investment priority.

Vertical:
Financial markets

Organisation type:
All

Country:
All

Enterprise size:
All

The Market Challenge

The payments industry is in the midst of huge change, driving considerable acceleration in IT investment. The need to deliver on growing customer expectations and regulatory-driven infrastructure and competition initiatives is driving institutions to create the capabilities for rapid innovation in their offerings for corporate, retail, and SME customers. Open banking and immediate payments, are the most important catalysts for change, with many institutions now looking to develop significant new capabilities across the middle and back office to support the future of their customer facing offering. Distributed ledger technology and blockchain continues to prove its worth in niche areas, and will become a more important part of serious discussions about the future of certain areas of market infrastructure in particular. However, it is the opportunities that open APIs present to deliver entirely new products, services, and business models is the area that will dominate investment priorities in 2018.



Kieran Hines
Head of Industries

How Ovum helps you

Maximise your market impact, by using Ovum's independent research to understand exactly what is driving payments IT investment agendas at a country and regional level

Benchmark against your competition, with independent verification of the market leaders, challengers and followers in Ovum's Decision Matrix series

Stay ahead of the competition, by understanding where and how new entrants, digital service providers and established vendors are bringing new products and services to market

Key Deliverables

ICT Enterprise Insights – Global survey of payment provider pain points and IT buying intentions for 2018-19

ICT Spending Forecasts – Global 5 year projections for payments IT spending, segmented by country, source and line of business

Ovum Decision Matrix – Analysis of the leading vendors solutions in key areas, including card management platforms, white label digital wallets, and payment switch

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Total IT spending on payments-related software and services will reach \$56 billion in 2021

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Themes for 2018

Payments and Open Banking: Gateway to the future value chain

With institutions in all territories now actively formulating their open API strategies (the majority regulator-driven), the focus is turning to what this will mean for industry. In the short term, implementation strategy, service innovation (both in retail and corporate), security, data protection and standards are key issues, and will drive the majority of investment decisions. However more essential questions remain, most critically around what open banking really means for revenues, the value chain and future role of banks within it.

Infrastructure to Innovation: Investing to deliver the next generation of payment services

Growing complexity in the payments industry will increasingly require modern, flexible underlying systems and architecture to support growth. In addition to the investment needed to deliver against customer expectations for real-time and digital first services, major initiatives such as immediate/real-time payments and steady growth in the development of blockchain/distributed ledger technology across correspondent banking and trade finance in particular will be key drivers of activity.

Identity, security and payment fraud threat: Finding opportunities in risk mitigation

Managing the risks around fraud and financial crime are core to the business model, but the evolving nature of the threat and growing challenge of cyber-security put these high on the industry agenda. In retail payments, the need to balance risk against the customer experience means that biometric authentication, artificial intelligence, predictive analytics, and the technologies like 3D Secure 2.0 will prove critical. At the same time, interest in supporting digital identity assurance will provide clear opportunities to provide new solutions to customers.

Reducing frictions and driving transactions: The changing role of payments in an omnichannel world

With the customer experience now the focal point for innovation, if not outright survival in many merchant segments, payments has a key role to play in how businesses of all types interact with their customers. Merchants will increasingly demand payment services that can be seamlessly embedded within any number of commerce experiences, devices and contexts. For the industry, the need to support this diversity of options will require new thinking and particularly around



security. Developments in high growth markets such as China and India will provide important lessons for the rest of the world.

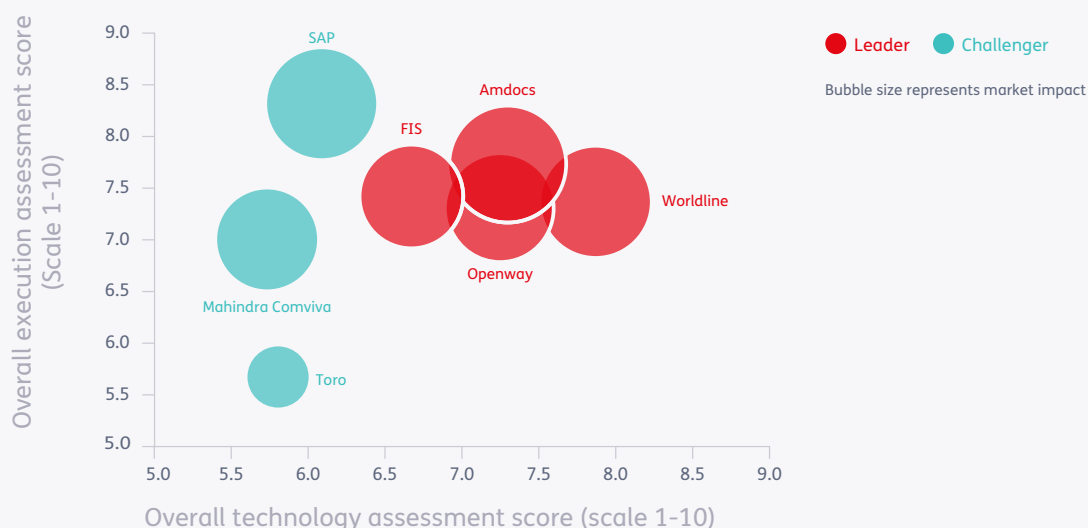
Analyzing global services contracts

We track the evolution of ICT managed services as these expand to include applications services and performance management, and cloud-based service delivery. Ovum maintains an IT services contracts database (ITSCA) as well as uniquely monitoring global services deals from telcos. Together, these provide the most comprehensive picture of the changing shape of the deal in enterprise managed services, in region and globally.

What's new

Payments Software Contracts Analytics – Global analysis of packaged software deals, segmented by institution, vendor and solution area

White-label mobile wallet solutions, 2016-17





Ovum *Forecaster*

Better strategic
decision-making with
a complete view of
the converging
TMT market

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