



Welcome to our first Snapshot of 2026. In this offering we will take a look at:

## #Financial Markets Technology Outlook, Start of 2026

A commercial hiring view from Andrew Grant

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As we enter 2026, we are seeing a clear shift across technology firms selling into financial markets. The market is more mature, procurement-led, and risk-aware.

The last cycle rewarded speed, disruption narratives, and product-led experimentation. This cycle rewards credibility, regulatory fluency, and disciplined go-to-market execution.

From a commercial hiring perspective, the strongest firms are not asking, "How fast can we sell?" They are asking, "Who can sell this credibly into complex, regulated buying environments?"

This snapshot outlines the key market and technology trends shaping 2026, and what they mean for sales, commercial leadership, and revenue teams.

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### 1) Private Markets: Institutional buyers and enterprise sales motions

Private markets continue to grow structurally, but buying behaviour has changed materially.

#### What we are seeing:

- Institutional LPs are demanding greater transparency and reporting
- GPs, fund administrators, and asset servicers are consolidating vendors
- Procurement, compliance, and IT are firmly embedded in the buying process
- Vendor consolidation is accelerating across the stack

Point solutions are being deprioritised in favour of platforms that reduce operational and regulatory risk.

#### Technology trends:

- Unified platforms across the deal lifecycle, fund operations, and investor reporting
- Audit trails, permissions, and data lineage as standard
- Increasing overlap between fintech and regtech as reporting expectations rise

#### Commercial hiring signals:

- Enterprise sellers with experience closing multi-year platform deals
  - Sales leaders who understand GP, LP, and administrator stakeholder dynamics
  - Commercial profiles who can speak fluently about regulatory risk, not just product features
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### 2) Capital Markets: Modernisation without operational fear

Capital markets institutions are modernising aggressively, but cautiously. Buyers are open to change if it does not introduce operational or regulatory risk.

#### Key drivers:

- Electronification across asset classes
- Cost pressure on sell-side institutions
- Regulatory focus on transparency, best execution, and operational resilience

**Technology trends:**

- Cloud and hybrid infrastructure adoption under strict controls
- Event-driven architectures replacing legacy monoliths
- Analytics and AI used for insight and efficiency, not autonomous decision-making
- Regtech capabilities such as surveillance, reporting, and model governance increasingly bundled into core platforms

**Commercial hiring signals:**

- Sales professionals who can sell modernisation without disruption anxiety
- Leaders confident navigating risk, compliance, and technology stakeholders
- Commercial operators comfortable with long, consensus-driven sales cycles

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### 3) Payments: Scale, compliance, and margin reality

Account-to-account payments are now established infrastructure rather than emerging disruption.

**Key dynamics:**

- Real-time payments becoming baseline
- Increased scrutiny around safeguarding, fraud, and resilience
- Margin compression driving consolidation and tougher vendor selection
- Buyers selecting partners for resilience, compliance, and scalability, not novelty

**Technology trends:**

- Modular payment stacks with orchestration layers
- ML-driven fraud and AML systems with explainability built in
- Resilience, uptime, and compliance becoming core product differentiators

**Commercial hiring signals:**

- Sales leaders who have scaled revenue in regulated, margin-pressured environments
- GTM professionals who understand risk, compliance, and payments operations
- Commercial talent capable of selling value beyond price in competitive RFPs

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### 4) Financial Crime and RegTech: From cost centre to strategic spend

Financial crime and regtech spend remains resilient. Discretionary budgets may tighten, but regulatory and risk-led investment continues.

**Key drivers:**

- Increasing enforcement and personal accountability
- Rising fraud sophistication and cross-border complexity
- Board-level focus on resilience and reputational risk

**Technology trends:**

- Transaction monitoring and surveillance with explainable AI
- Case management and workflow automation reducing operational load
- Data unification across payments, trading, and banking systems
- Firms that demonstrate measurable risk reduction winning wallet share

### **Commercial hiring signals:**

- Sales professionals who can sell to compliance, risk, and financial crime leaders
  - Commercial leaders fluent in regulatory language and enforcement dynamics
  - GTM talent able to articulate ROI beyond cost avoidance
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## **5) Corporate Banking: Infrastructure partnerships over software sales**

Corporate banking buyers increasingly expect vendors to behave like long-term infrastructure partners.

### **Investment priorities:**

- Cash and liquidity management modernisation
- API connectivity with ERP and treasury systems
- Embedded finance for corporate and institutional clients
- Sales motions are starting to resemble strategic partnerships more than classic SaaS transactions

### **Technology trends:**

- API-first architectures with security and governance built in
- Deep integration with ERP, treasury, and risk systems
- Workflow automation designed to reduce operational and regulatory burden

### **Commercial hiring signals:**

- Enterprise sales leaders with bank-grade credibility
  - Commercial profiles comfortable selling alongside product and implementation teams
  - Relationship-driven leaders who can manage multi-year, multi-product accounts
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## **6) Cross-market trends defining 2026**

### **AI is embedded, not headline**

AI is now expected as part of workflow enhancement, forecasting, and decision support. It must be governed, auditable, and explainable by design, and it is rarely sold as a standalone proposition. Commercial teams are expected to understand AI well enough to sell it responsibly, without overpromising outcomes.

### **Regulation is a growth lever for the right vendors**

Regulation is no longer only a constraint. Vendors that help clients reduce regulatory risk, improve auditability, and demonstrate resilience are winning deals, including at premium price points.

### **Fewer hires, higher bar**

#### **Across fintech and regtech, hiring is focused on:**

- Senior commercial talent with proven domain expertise
- Leaders who have sold through regulatory and market cycles
- Revenue operators who can align sales, product, and delivery

## 7) What we are seeing as recruiters heading into 2026

### Working closely with vendors through 2025, several patterns stand out:

- Commercial hiring is later-stage and higher bar. Fewer hires, stronger expectations, and limited tolerance for learning on the job
- Domain fluency consistently outperforms sales aggression. Buyers reward credibility and preparation
- Leadership roles are about fixing GTM fundamentals. Revenue architecture, forecasting, and execution discipline matter more than headcount growth
- Hardest profiles to find are enterprise sellers with regulatory fluency, plus sales leaders who can align product, compliance, and revenue teams

These candidates are rarely active, highly selective, and very aware of their market value.

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### Closing thoughts: What this means for commercial hiring in 2026

The firms winning in 2026 are not those hiring the fastest, but those hiring the right commercial talent for the market that actually exists.

#### For candidates, the market rewards:

- Financial services and regulatory expertise
- Trust, credibility, and long-term thinking
- The ability to sell complex value to sophisticated buyers

For founders and leaders, the message is clear. Your go-to-market talent is now either a strategic risk or a strategic advantage.

Hope you enjoyed the Snapshot and got something out of it!

Best wishes,

*Andrew*



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