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SNAPSHOT
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FINANCIAL TECHNOLOGY • TALENT & MARKET INSIGHTS

In September, I wrote about how businesses increasingly want commercial leaders who can build and develop markets, rather than simply manage existing teams.

As we approach the end of the year, two things stand out: the familiar challenge of recruiting senior salespeople around bonus and commission payments, and continued investment in banking payments technology.

As always, if something here strikes a chord, just reply.

Market signal

January's hires are being decided now

Every year around this time, I hear the same thing from businesses considering senior commercial hires: "Let's pick this up in January." The problem is that January can quickly become April or May when it comes to getting someone into the business.

Many experienced salespeople are focused on closing out their year, with commission or bonus payments due in the first quarter. Understandably, they may be reluctant to walk away from money they have earned. But November and December can be good months to start conversations with candidates considering their next step.

Start the conversation early. Even if someone cannot join until February or March, beginning the process now puts you in a stronger position.

Understand the compensation implications. An attractive opportunity can fall apart if a candidate must forfeit substantial commission. Sign-on payments or guaranteed commission arrangements can sometimes bridge the gap.

Be realistic about start dates. Senior appointments can involve lengthy notice periods, compensation discussions and several interviews.

Candidates should also be clear about what they are due to receive, when it will be paid and any conditions attached. Someone joining in March may well have started talking to their future employer before Christmas.

Commercial view

Payments technology: a market continuing to evolve

Banks continue to modernise payments infrastructure as standards evolve, real-time processing grows and cloud adoption increases. For vendors, this means both opportunity and greater competition. Three things are driving demand:

- ISO 20022 moves into its next phase. Following the November 2025 milestone for cross-border bank payments, attention is shifting to better data quality, corporate adoption and extracting value from richer payment information.
- Instant payments. EU deadlines for instant euro transfers are accelerating demand for always-on processing, placing pressure on older bank platforms.
- New forms of money. Stablecoins and tokenised deposits are moving closer to mainstream payment flows, creating new requirements for bank payments infrastructure.

Market segment	Selected vendors
Established payments vendors	Fiserv (Dovetail), FIS, Finastra, ACI Worldwide, Bottomline, Temenos
Modern payments platforms	Volante, Form3, Icon Solutions
Core banking providers with payments capabilities	Thought Machine, Infosys Finacle, TCS BaNCS, Oracle

These are broad groupings rather than exclusive categories; several firms operate across more than one segment.

What does this mean for commercial hiring?
Banking relationships and payments expertise remain valuable, but vendors also need salespeople who can demonstrate the commercial benefits of modernisation: lower costs, greater efficiency and new services.

Complex enterprise sales. Bank deals require engagement across technology, operations, procurement and senior management.

Modern payments knowledge. Salespeople must explain cloud delivery, real-time payments and changing standards in business terms.

Partner ecosystems. Systems integrators and consultants play a key role in transformation programmes.

Finding people who combine these skills with established banking relationships is not always straightforward, particularly when vendors enter new markets.

Worth watching

RegSensus: a new name in regulatory technology
FundApps and SteelEye have come together under the RegSensus brand, combining regulatory monitoring, reporting and surveillance technology. It will be interesting to see how the combined business develops its commercial strategy across Europe and North America, and whether integration creates opportunities for further growth.

People on the move

Four senior commercial appointments that caught my attention recently:

Fred Kahn - Head of Sales EMEA, RegSensus. An interesting appointment as the newly combined FundApps and SteelEye business develops its commercial presence across Europe.

William L'Heveder - Chief Revenue Officer, Tokenovate. William joins after more than seven years at BMLL. Tokenovate specialises in post-trade technology and programmable settlement, and he will lead commercial expansion.

Mark Rydqvist - Chief Revenue Officer, Thought Machine. Previously responsible for Google Cloud's Financial Services business across EMEA, Mark will oversee global commercial operations at the core banking and payments technology provider.

Chris Valpone - Head of Sales, Valstro. Chris joins from Quod Financial, where he led sales across the Americas, following earlier commercial leadership roles at Fidessa and ION Markets.

Know a move we should include next month, or one I have missed? Just reply.

On our desk | Current searches & talent interests

I am particularly interested in speaking with experienced sales professionals in three areas:

Capital Markets- Trading & Risk Technology | UK & Europe. Sales Managers and senior sellers of trading platforms, multi-asset solutions and risk technology to buy-side and sell-side institutions.

Payments Technology - Payment Hubs | UK & Europe. Experienced sellers of bank payments infrastructure, payment hubs and modernisation programmes, ideally with established European banking relationships.

Private Markets - Data & Analytics | North America. Sales professionals selling data, analytics and technology to private equity firms, particularly GP investment teams. New York or Boston preferred.

If you work in one of these areas, or know someone particularly good, I would welcome a conversation.

Best wishes,

Andrew



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