

Flexible approaches are seen as the best way to capitalize on innovation: free, premium and advertising-supported business models are likely to co-exist for some time to come. Meanwhile, as the value chain in data services continues to expand – with application developers attracted to open source platforms-operators must help create a new ecosystem while deciding where they can best add value. Changes from outside the ICT industry can also be co-opted to create more compelling propositions – the removal of digital rights management is a good example. Ultimately, operators have unique customer information and billing assets that can be further exploited, but new opportunities require careful nurturing. For example, privacy concerns will continue to overshadow cutting-edge developments in areas like targeted advertising.

