



**TecFutures**  
Strategy Report  
**September 2025**

# A Roadmap to CSP Revenue Growth in Enterprise IoT

## Report Highlights



# Introduction



Here TecFutures provides selected highlights from our Market Strategy report. In the full report, we dig deep into how the enterprise IoT market is set to evolve and how CSPs can capitalize on growth opportunities. We analyze trends, opportunities and challenges, and provide a series of clear actions in each section that market players can take to maximize their growth over the short to medium term.

The enterprise IoT market continues to undergo profound transformation, with new standards, customer demands and competitive dynamics reshaping the industry landscape. Use cases are proliferating and the competitive landscape becoming more crowded.

The report is based on a series of twelve highly focused interviews with leading MNOs and MVNOs active in the IoT connectivity space, supported by extensive research and analysis.

Our goal in developing the full report is to answer the questions that IoT CSPs are facing in terms of sustainably driving revenue growth:

- How should business develop in the next few years considering changing customer requirements and the developing market environment.
- And, in that context, where can revenue growth be found.

We explore how CSPs can develop workable revenue growth strategies, based on a clear understanding of market trends and dynamics, and we present a *Revenue Growth Roadmap*.

TecFutures would like to thank the twelve organizations that gave their time to develop this strategic analysis, and to those who agreed to be named – 1NCE, Eseye, Giesecke+Devrient and Three Ireland.

**TecFutures delivers custom research, consultancy and advisory solutions to solve telecoms and IoT challenges and to drive growth and revenues.**

Our clients come to us because we are tightly focused on what we do really well: Supporting your revenue growth and everything that revenue growth involves.

We typically work with IoT CSPs: Product, sales & marketing, or strategy teams in MNOs and MVNOs who like to work collaboratively with us.

Our clients are frequently challenged by a revenue imperative: they need to find ways to grow. And our best clients ask us what we think their options are to do this.

You can expect us to deliver highly actionable outcomes, but we challenge their thinking along the way. We are efficient, effective and agile: We pivot and adjust our approach in response to what we find to achieve the best possible outcomes.

We work with you to define the issues (we ask a lot of questions)! Drawing on expertise and experience from leading global consultancies we design a research-based consulting project or retainer program to deliver exactly what's needed. Why research-based? So we always have a link back to market 'ground-truth'.



Each of these market trends is analyzed in depth in the main report to provide a clear view of the dynamics within which all IoT CSPs are having to grow and compete.

## Market Growth Trends and Dynamics

**The Changing Opportunity:**  
From Connectivity to Solutions

**Addressing Security and Operational Risk**

**The Impact of New Technologies**

**Addressing the Mid Market Opportunity**

**Vertical Specialisation vs Horizontal Platforms**

**The B2B2C Opportunity**

**The Application of IoT Forecasts in Complex Markets**

# Successful Positioning in the Evolving Competitive Environment



Our full report analyses four major challenges facing IoT CSPs and identifies clear areas for CSPs to act driven by a TecFutures quadrant analysis of competitive positioning options.

## **Strategic Positioning is Key**

The enterprise IoT market demands a clear strategic choice: target high-volume, commoditized segments or high-value, specialized segments. The growing mid-market requires off-the-shelf solutions with hands-on support.

## **Consolidation Coupled with Agility**

Market consolidation, particularly among MVNOs, is a response to the need for scale and specialized positions. Smaller players retain an advantage in being highly customer-centric and agile.

## **Technology Reshapes Competition**

New technologies like eSIM and SGP.32 are lowering entry barriers and shifting power dynamics, favouring agile MVNOs and innovative market participants.

## **The Commoditization of Connectivity**

Connectivity revenue share of the total IoT market is declining (around 8% currently), forcing CSPs to evolve. They must move beyond simple connectivity and develop value-added services to differentiate and capture a larger share of the overall IoT value chain.

**“The market is bifurcating into value and volume segments, with different strategies required for each.” [Eseye]**



# The Changing Requirements of Enterprise IoT



The full report analyses how new use-case driven growth is evolving and where new opportunities are emerging.

**EVOLVING  
CURRENT &  
FUTURE NEEDS**

**RAPIDLY  
DEVELOPING  
VERTICALS / USE  
CASES**

**UNDERSERVED  
OPPORTUNITIES**

**EMERGING SMB  
MARKETS**



“IoT providers should focus on creating integrated, vertical-specific solutions that address the unique needs of SMBs in different industries. This approach can help overcome the complexity barriers that often deter smaller organizations from adopting IoT.” [1NCE]



# Assessing High Impact Technologies



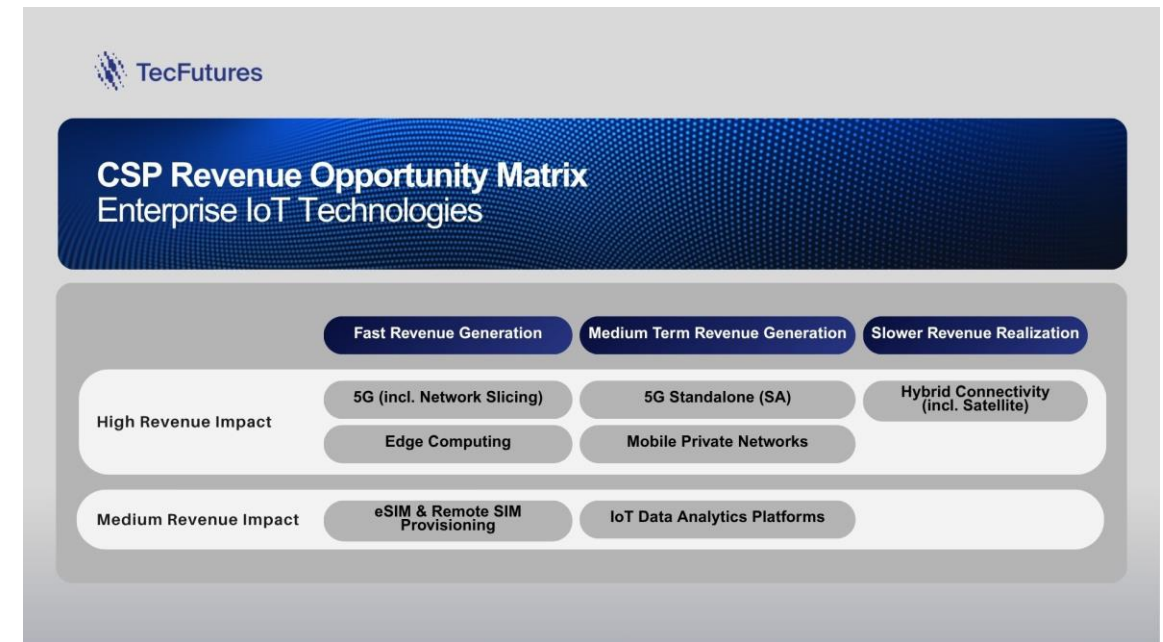
For enterprises, IoT technologies are playing an increasingly crucial role in driving innovation, efficiency and competitive advantage. Over the course of the interview program, TecFutures discussed how current and emerging technologies are addressing the evolving needs of enterprises across various sectors, and crucially how the technologies can deliver real benefits to the business.

***The emergence of new technology is not always accompanied by analysis of revenue impact:*** Developing an awareness of the revenue timeline that each technology brings is essential to planning.

***Many technologies are known, but the potential impact of others maybe less so:*** There is a need for at least medium-term planning to bring advances in technology on board, as well as some appetite for risk. The full report includes a ***TecFutures Technology Watch-List*** that assesses potential revenue impact.

## Connectivity and Related Technologies

CSPs have a clear opportunity to move beyond simply providing connectivity. By offering managed services and bundled solutions, they can embed themselves deeper into the enterprise IoT value chain, laying the foundation for substantial revenue growth.



**“eSIM technologies are lowering entry barriers and potentially shifting power away from traditional telcos towards MVNOs and other players.” [G+D]**

# Aligning Sales and Marketing for Customer Success



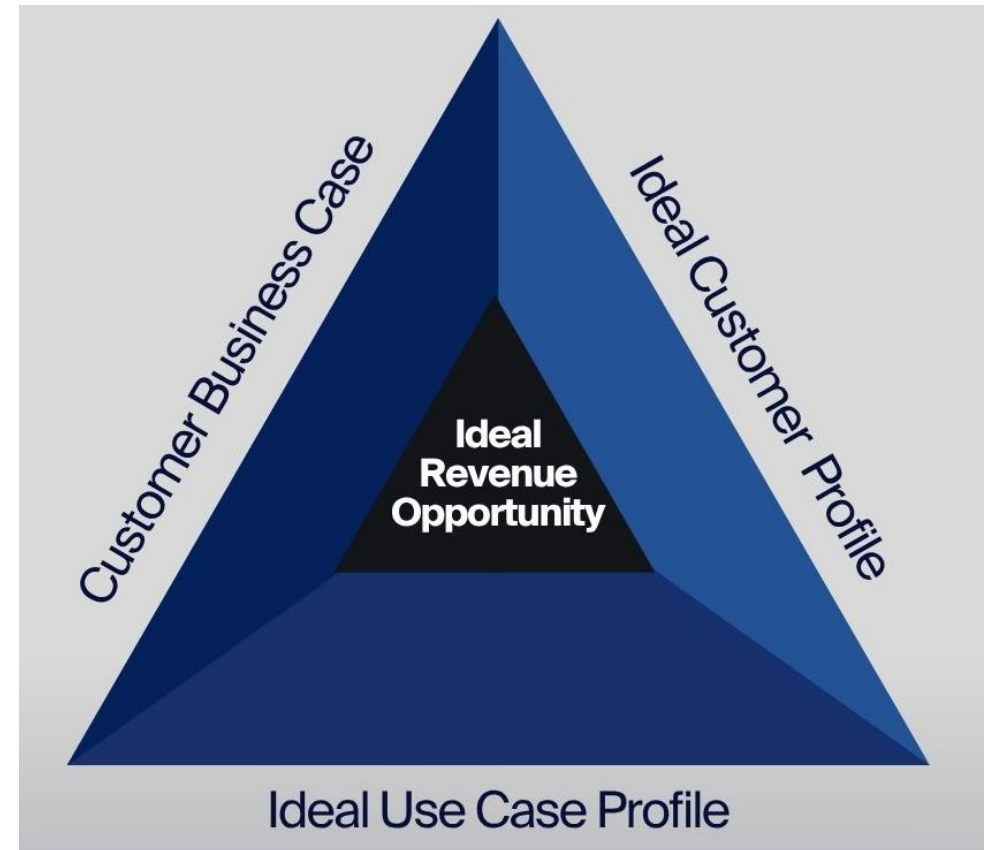
TecFutures

IoT CSPs face intense competition and must strategically align their sales and marketing efforts to thrive. Success depends on moving beyond a one-size-fits-all approach and instead, meticulously targeting high-value customers with a differentiated value proposition.

This strategic shift requires a deep understanding of who the ideal customer is, and which use cases offer the most potential.

By doing so, CSPs can increase efficiency, capture more revenue, and secure sustained growth in a crowded market.

The full report discusses the key marketing criteria and identifies seven core marketing actions for CSPs to consider.



**“Edge computing is revolutionizing IoT use cases, enabling real-time decision-making and improved efficiency that addresses latency and bandwidth issues for business-critical solutions that need millisecond decision-making.” [MNO]**



# Optimizing Commercial and Pricing Models



In a constantly evolving market, CSPs are compelled to carefully consider their commercial and pricing strategies.

In the full report, five commercial pricing challenges are identified:

- *Balancing Profitability and Competitiveness*
- *Customer Education*
- *Operational Complexity*
- *Regulatory Considerations*
- *Adapting to Market Maturity*

Our full report identifies six specific pricing strategies that appear to be the most commercially attractive and best reflect how customer needs are evolving. These strategies are all characterized by their ability to deliver high value-add, and crucially, they are all value-centric rather than merely cost-centric.



We also assess a **TecFutures Pricing Strategy Watchlist** of five more innovative approaches to IoT pricing for IoT CSPs to consider now and in the future.



# Guiding the Enterprise Journey



IoT CSPs are undeniably crucial in guiding enterprises through their complex and transformative IoT journey. TecFutures has identified eight key areas where CSPs can provide invaluable support to enterprises, strategically categorized into '**Business Issues**' and '**Connectivity / Technology Issues**.' This holistic approach ensures that CSPs address not just the technical aspects but also the fundamental business drivers and challenges faced by their clients. All are discussed and reviewed in the full report.

## BUSINESS ISSUES

START WITH THE  
BUSINESS CASE  
AND VALUE  
PROPOSITION

THINK BROADLY  
ABOUT  
INTEGRATION AND  
SCALABILITY

ENSURE  
INTERNAL  
READINESS

FOCUS ON  
VERTICAL  
SPECIFIC  
SOLUTIONS

## CONNECTIVITY AND TECHNOLOGY ISSUES

CHOOSE THE  
RIGHT  
CONNECTIVITY  
TECHNOLOGY

LEVERAGE  
AUTOMATION AND  
SELF SERVICE

DON'T  
UNDERESTIMATE  
THE TECHNOLOGY

LEVERAGE  
TECHNOLOGY  
FOR TANGIBLE  
OUTCOMES



# Building a Sustainable Revenue Roadmap



The enterprise IoT market offers clear opportunities but also comes with some significant challenges for CSPs that directly affect revenue generation. Based on all the aspects of revenue growth discussed in the full report, we summarise a set of key CSP actions designed to drive revenue growth in the short and medium term.

Our full report develops clear thinking in terms of a **Two-Phase Revenue Growth Roadmap**.

CSP Revenue Growth Challenges			TecFutures	
	LOW REVENUE UPSIDE	HIGH REVENUE UPSIDE		
● LOWER DEGREE OF DIFFICULTY	<b>Optimizing Channel Strategy</b> Important for reach, especially for SMBs, but less direct revenue impact per deal	<b>Emphasizing Unique Differentiators</b> Quick win with clear marketing effort to stand out in crowded markets		
● HIGHER DEGREE OF DIFFICULTY	<b>Vertical-Specific Expertise</b> Strong value, but requires long-term investment and domain depth	<b>Offering Value-Added &amp; End-to-End Solutions</b> Major upside via deeper customer integration, but operationally complex		
	<b>Customer Education &amp; Thought Leadership</b> Enhances positioning and trust, but indirect ROI and slower to convert	<b>Building Ecosystem Partnerships</b> Needed to scale complex solutions, but coordination and alignment take time		

**Phase 1: Immediate Actions to Drive Near-Term Revenue (0–12 months):** Here, we identify five important components of a near-term strategy for revenue growth.

**Phase 2: Strategic Initiatives for Longer-Term Growth (12–36 months):** Revenue growth is not all about ‘today’. To avoid falling into a ‘feast or famine’ sales cycle, CSPs need to also be looking to the future and laying the foundation for the coming one to three years of IoT deal flows.

# Discover Your Route to Enterprise IoT Revenue Growth

## Get the Full Report



Want to dig deeper into the key themes in this summary report?

The full 60-page Market Strategy Report provides an in-depth analysis of the trends, opportunities and challenges shaping the enterprise IoT market Based on highly focused interviews with leading MNOs and MVNOs, supported by extensive independent research by TecFutures, the report provides detailed analysis across key growth topics.

It's more than a report, it's a comprehensive package designed to equip IoT CSPs with the strategies needed for sustainable revenue growth. Included are **two days of TecFutures expert consulting time** to help you translate the report insights into a high-level plan tailored to your unique market position and challenges.

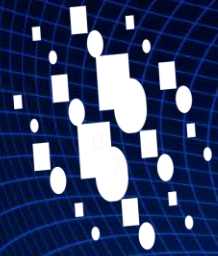
Unlock clear, actionable solutions to enhance competitive positioning, plan for changing enterprise requirements, assess high-revenue impact technologies, align sales and marketing efforts and implement commercially attractive pricing models.

Get the report here: [www.tecfutures.com/enterprise-iot-growth-roadmap](http://www.tecfutures.com/enterprise-iot-growth-roadmap) or reach out to TecFutures.



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