September 2023

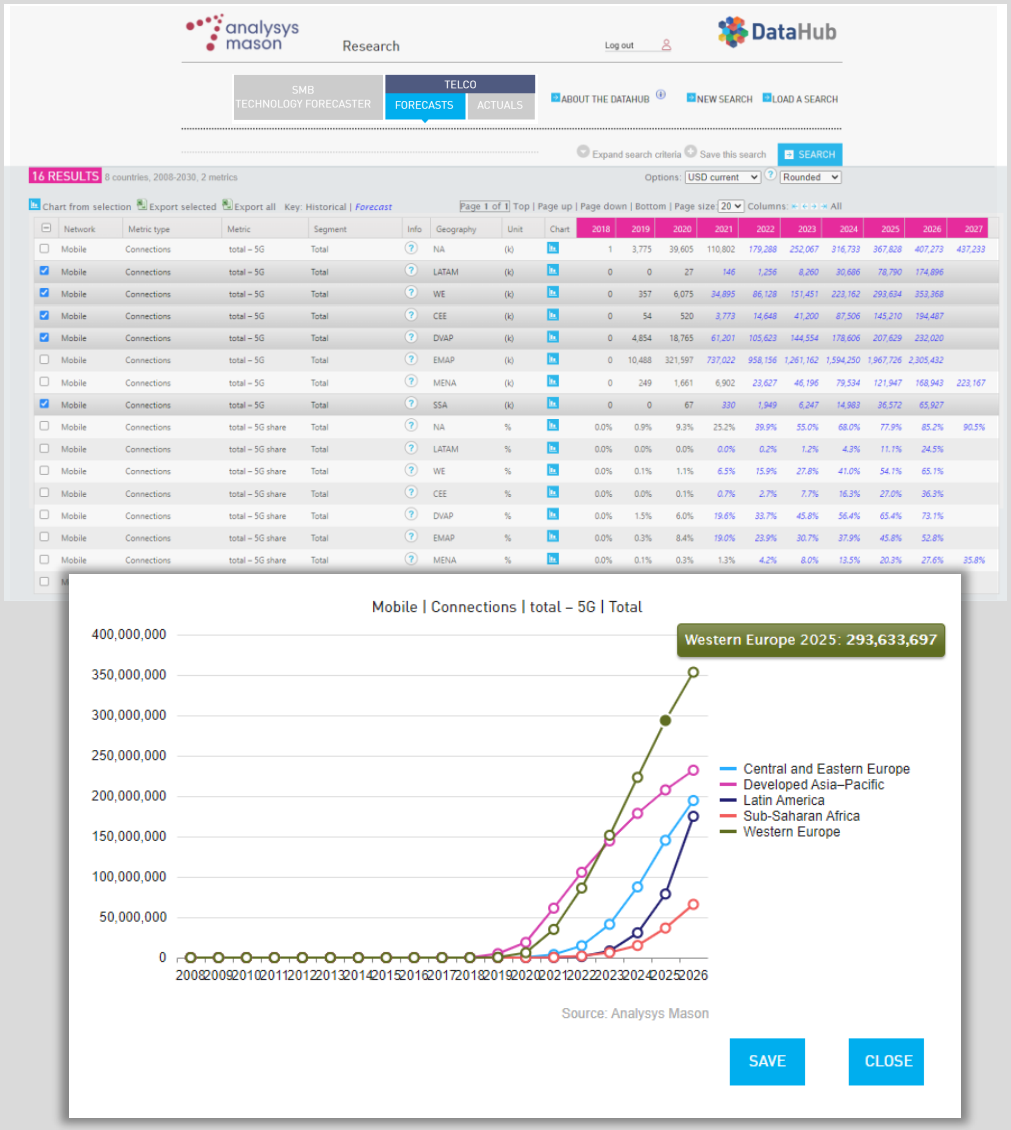
Analysys Mason DataHub: introduction to key features and content overview

Hilary Bailey
Research Director

The DataHub, our database tool, enables clients to access our key data products from a single online portal

- 80+ countries, 8 regions, worldwide
- **'Telco'** portal: around **3000** metrics in the actuals (300) and forecasts (2700) tabs
- **'Telco actuals'** updated quarterly, **'Telco forecasts'** once a year
- Actuals: around **600** operators, normalised and as-reported data (including financial KPIs for Groups)
- **'Telco forecasts'** for core, IoT, business services, pay-TV metric sets and more
- **'SMB Technology Forecaster'** portal: **120 000+** metrics on business spend on 130+ ICT categories

Key: TELCO Actuals | TELCO Forecasts | SMB Technology Forecaster

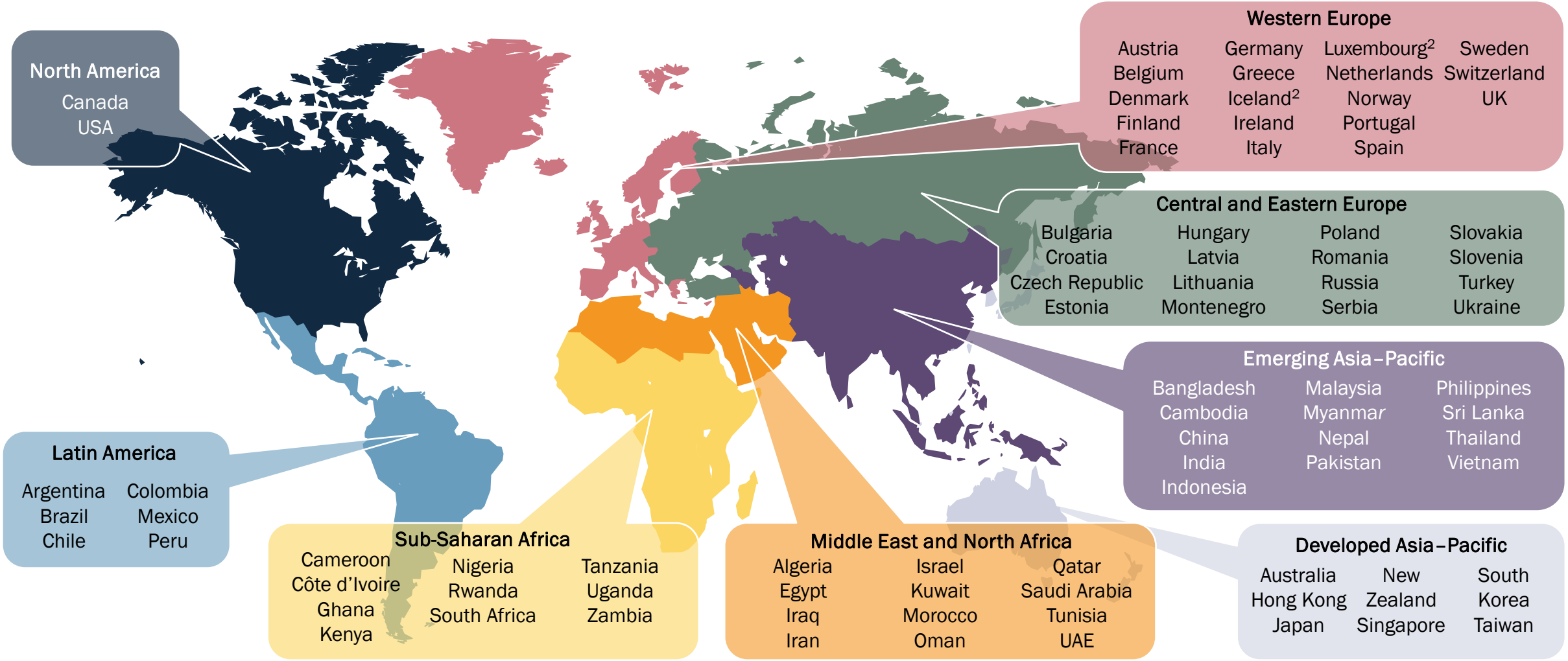


- Export to Excel for further analysis
- On-screen charts, easy comparisons
- Save and re-load searches
- On-screen currency conversion
- On-screen definitions and update dates

analysys mason

Geographical coverage: more than 80 countries in 8 regions, regional totals and worldwide results

Geographical coverage of Analysys Mason DataHub, September 2023



[1] This shows all the countries/regions represented in the DataHub. Different datasets in each portal have different country coverage. This is articulated in the '**List of metrics'**, which can be downloaded from the 'About the DataHub' menu on the DataHub platform. [2] Iceland and Luxembourg are primarily SMB Technology Forecaster (STF) countries, and a small set of historical data is available for Iceland in the 'Telco actuals' tab.

DataHub inputs come from a range of research programmes

Consumer Services

Fixed Broadband Services
Mobile Services
Fixed–Mobile Convergence
Smart Devices
Future Comms
Video, Gaming and Entertainment

Networks

Next-Generation Wireless Networks
Wireless Infrastructure Strategies
Fibre Infrastructure Strategies
Operator Investment Strategies
Telecoms Strategy and Forecast
Transport Network Strategies

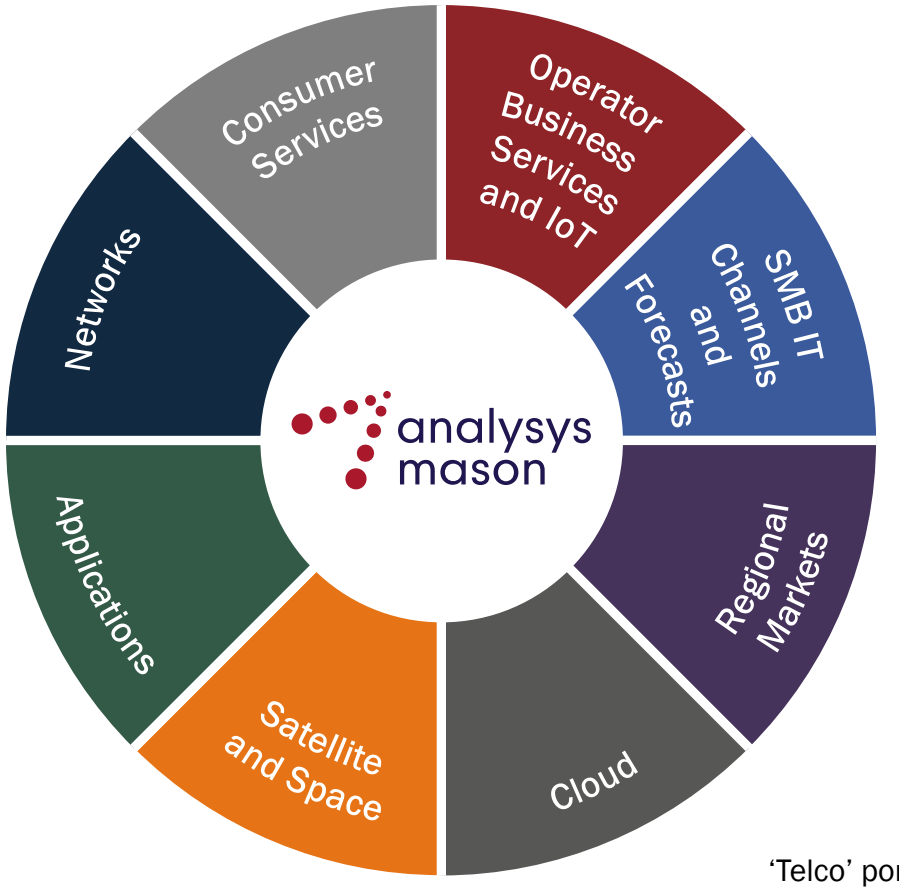
Applications

Network Automation and Orchestration
Customer Engagement
Monetisation Platforms
Digital Experience
Automated Assurance
Service Design and Orchestration
Telecoms Software Market Shares

Satellite and Space

Satellite Strategies for Telcos

Key: Coloured, shaded areas indicate those research programmes that have datasets in the DataHub.



Operator Business Services and IoT

Enterprise Services
SME Services
IoT Services
Private Networks
Cyber Security

SMB IT Channels and Forecasts

SMB Technology Forecaster

Regional Markets

Global Telecoms Data and Financial KPIs
Americas
Asia–Pacific
Middle East and Africa
European Core Forecasts
European Telecoms Market Matrix
European Country Reports

Cloud

Cloud Infrastructure Strategies
Data, AI and Development Platforms
Edge and Media Platforms
Multi-Cloud Networking

DataHub

Forecast data for 80 countries
'Telco' portal: ~2800 forecast and ~320 historical metrics
'SMB Technology Forecaster' portal: ~120 000 forecast metrics

analysysmason.com/what-we-do/practices/research

The DataHub has two main sections (portals): ‘Telco’ and ‘SMB Technology forecaster’

1

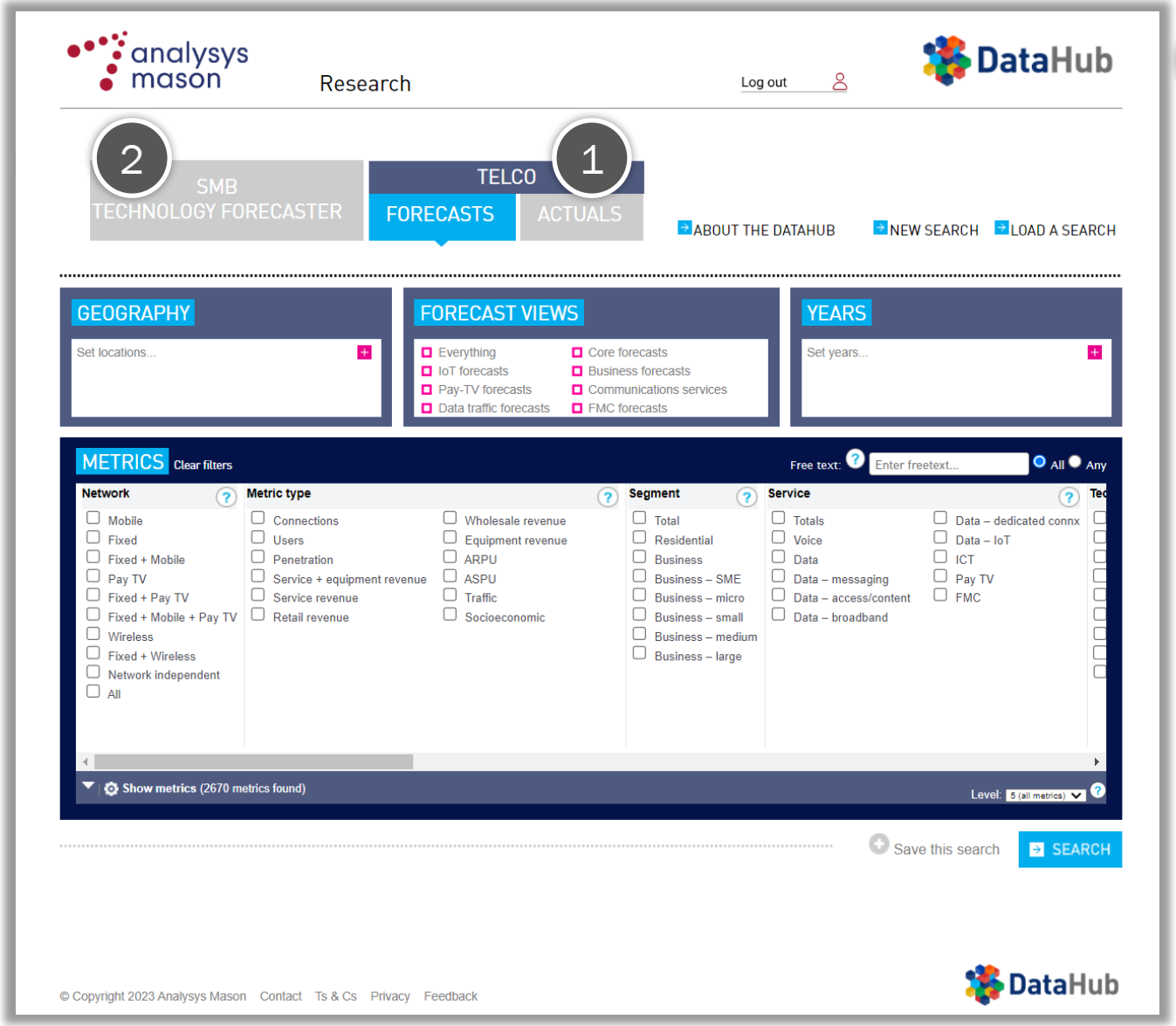
TELCO

Telco

This portal has the following two tabs, which provide access to data that captures the activity of telecommunications operators in over 80 markets.

The ‘**Telco forecasts**’ tab contains coherent sets of data that run from 2008 to 5 or more years into the future. They are compiled annually at a fixed point in time and therefore may not contain the most recently available data.

The **‘Telco actuals’** tab contains historical data from 4Q 2003, with quarterly, half-yearly and operator data available for many metrics. The most recent data can be found in the quarterly and half-yearly results.



2

STF

SMB Technology Forecaster (new as of September 2023)

This portal contains forecasts of business spending on ICT in around 60 markets.

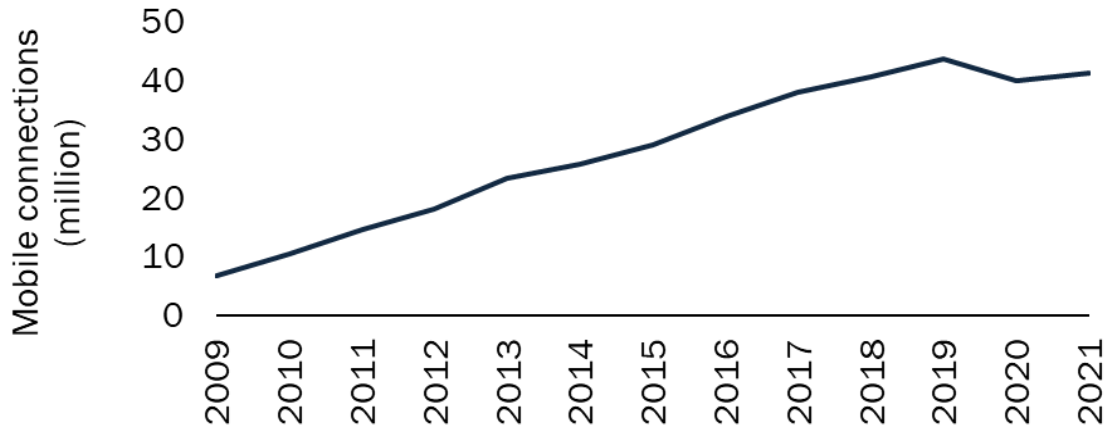
The data covers over 130 ICT categories, and spend is further split by business size, industry vertical and route to market.

These forecasts are updated annually.

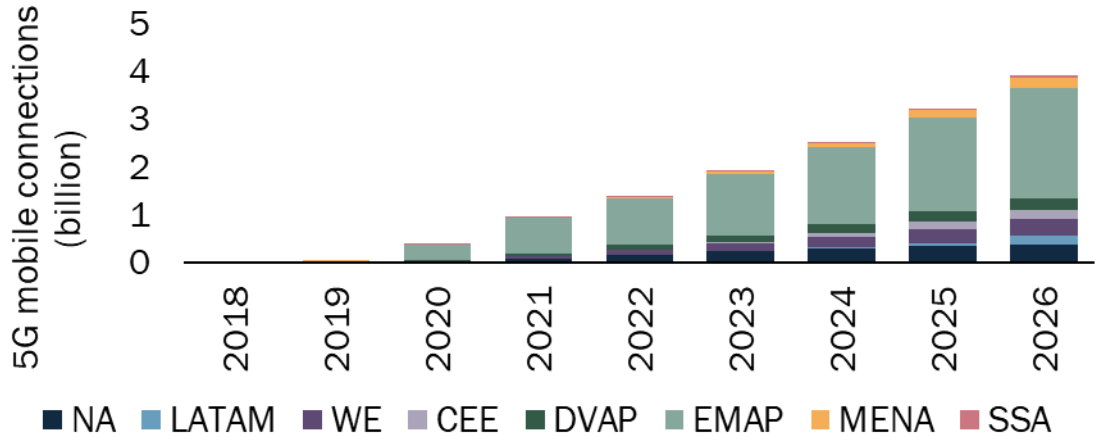
DataHub TELCO

What kind of questions can DataHub's **'Telco'** dataset address?

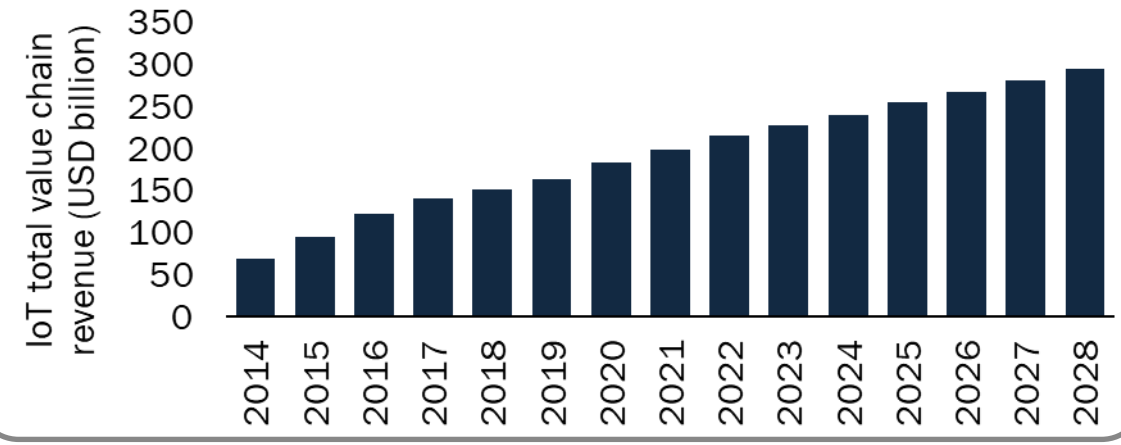
What was the impact of COVID-19 on telecoms revenue?



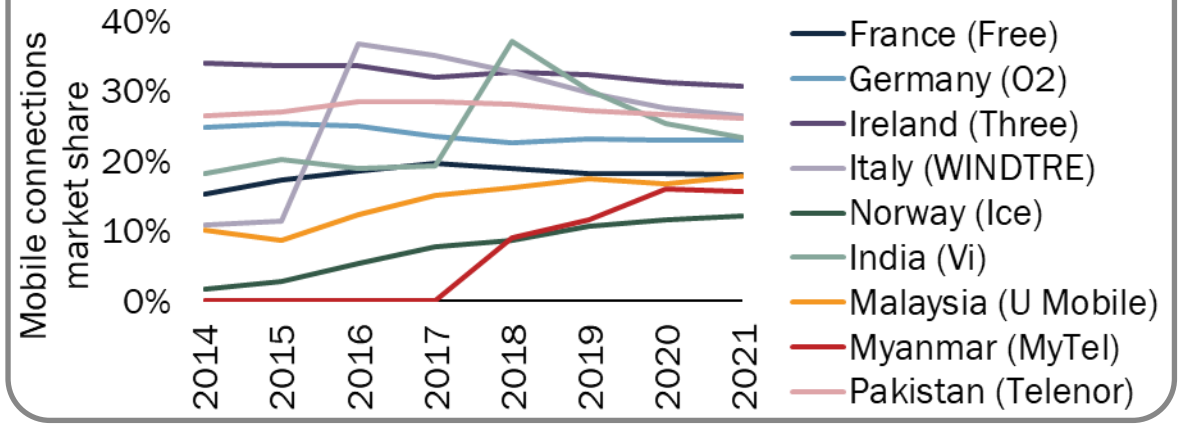
When and where will 5G be deployed?



How big will the IoT opportunity be?



When do fourth-entrant mobile operators gain a sizeable market share?

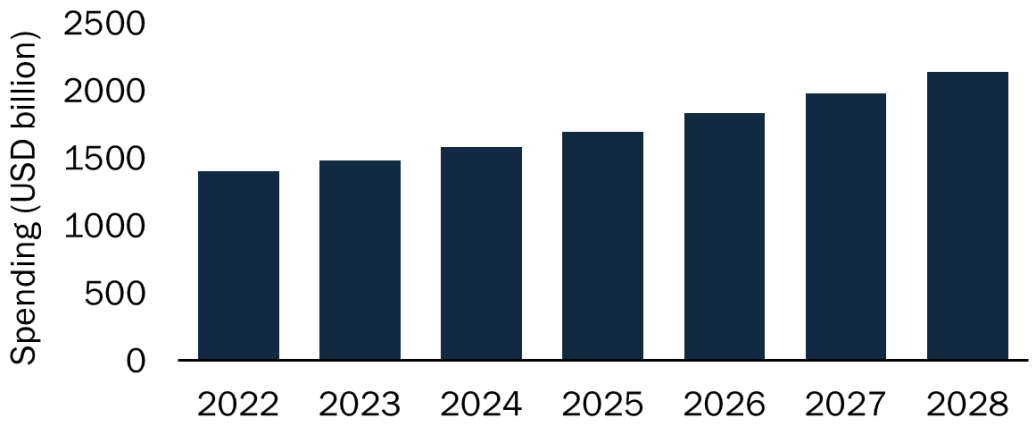


analysys mason

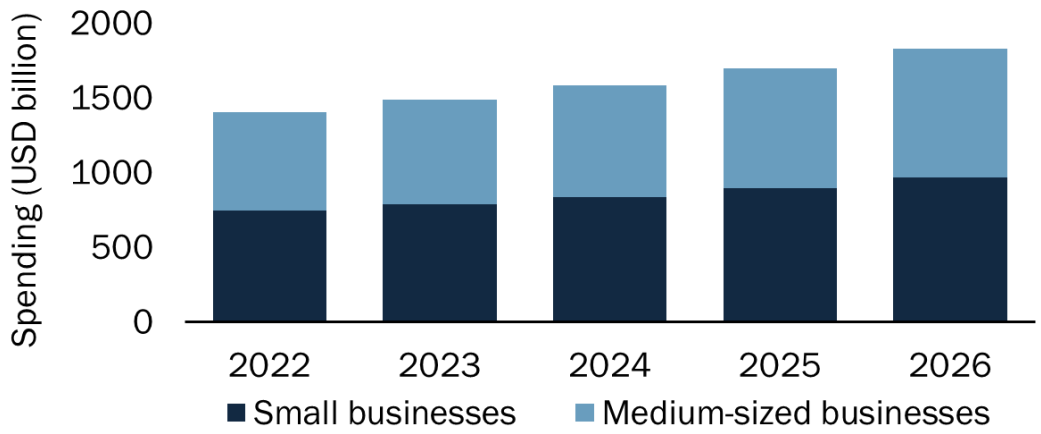
DataHub
STF

What kind of questions can the **'SMB Technology Forecaster'** (STF) dataset address?

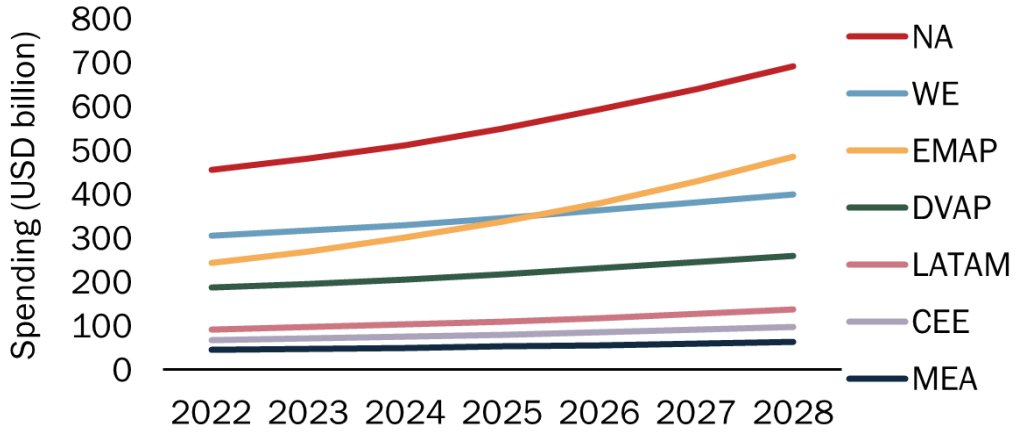
How are current events impacting SMBs' IT spending?



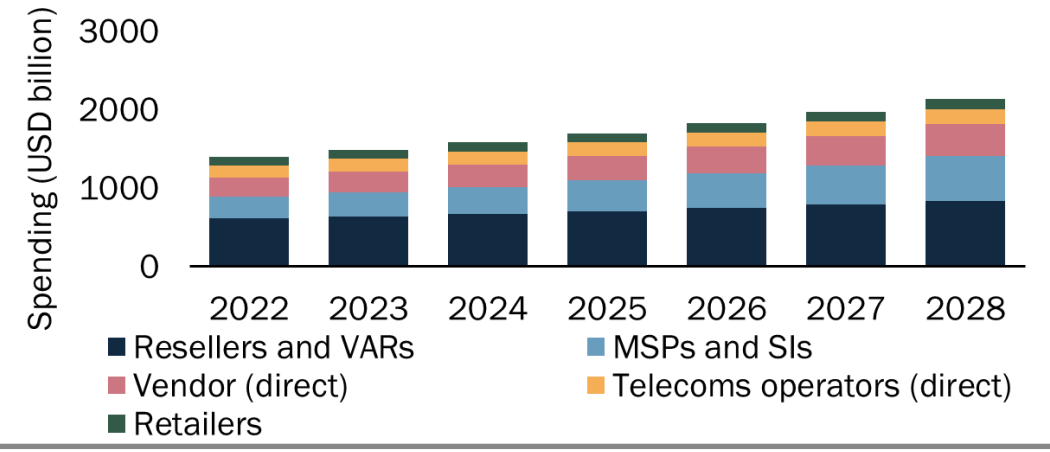
What are the top spending business segments?



What are the top target geographies?

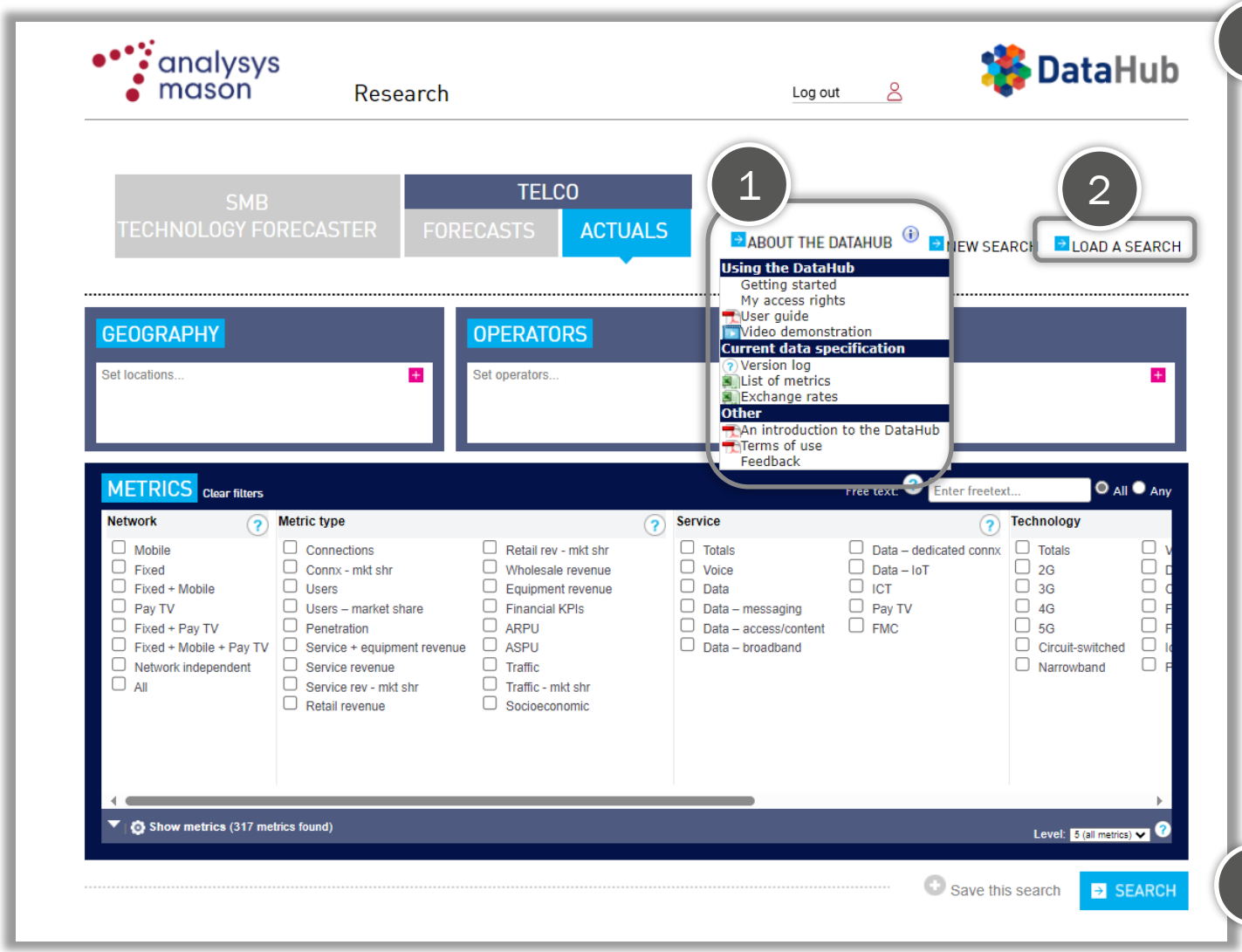


What are the most preferred channels for IT purchases?



analysys mason

Key concepts: overview



1

About the DataHub

Important information about the DataHub and the data you can see..

- The 'new data' icon (ⓘ) shows if data has recently been refreshed.
- 'My access rights' gives details of your current subscription.
- The '**Version log**' shows the latest update information, including the latest version of Telco forecasts and actuals..

DataHub version log - publication date 30 September 2023

Latest 'Telco' core forecast versions	Publication date	Based on historical data up to:	Status
Worldwide	07 Sep 2023	1Q 2022	Refreshed
Developed Asia–Pacific	07 Sep 2023	1Q 2023	NEW
North America	07 Sep 2023	1Q 2022	Refreshed
Latin America	07 Sep 2023	3Q 2022	Refreshed
Emerging Asia–Pacific	07 Sep 2023	2Q 2022	Refreshed
Middle East and North Africa	07 Sep 2023	4Q 2022	Refreshed
Sub-Saharan Africa	07 Sep 2023	3Q 2022	Refreshed
Central and Eastern Europe	22 Jun 2023	2Q 2022	
Western Europe	21 Jun 2023	2Q 2022	

Latest 'Telco' actuals data	Publication date	Based on historical data up to:	Status
Financial KPIs (all regions)	07 Sep 2023	2Q 2023	NEW
Developed Asia–Pacific	07 Sep 2023	1Q 2023	Refreshed
Sub-Saharan Africa	07 Sep 2023	1Q 2023	Refreshed
North America	31 Jul 2023	1Q 2023	
Latin America	31 Jul 2023	1Q 2023	
Emerging Asia–Pacific	31 Jul 2023	1Q 2023	
Middle East and North Africa	10 Jul 2023	1Q 2023	
Central and Eastern Europe	30 Jun 2023	1Q 2023	
Western Europe	21 Jun 2023	1Q 2023	

'Telco' core and topic forecasts have different update cycles. These publication dates reflect the latest changes to 'Telco' core forecasts. Please refer to the List of metrics for full details of update versions.
"Refreshed" indicates a minor change to an existing dataset, whilst "NEW" indicates a full new version.

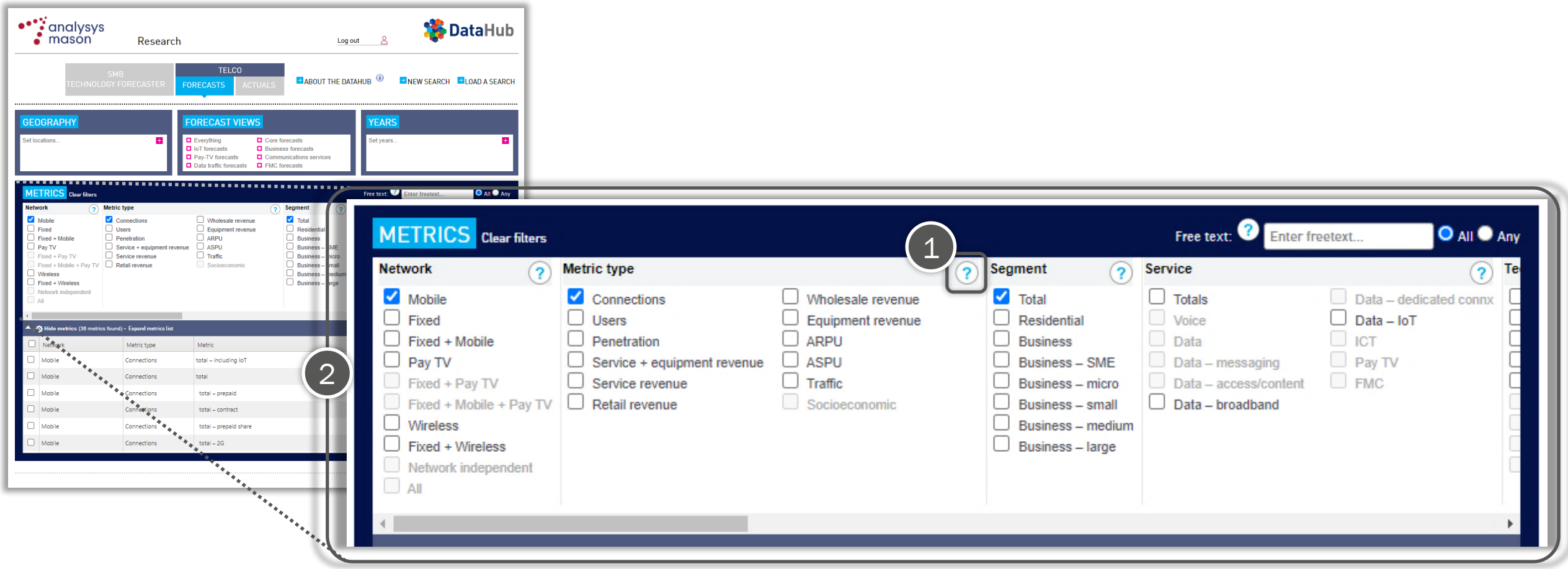
- The **'List of metrics'** provides a full inventory of all the data available in the DataHub (including datasets not currently in your subscription).
- Information on how to use the DataHub, including 'Getting Started', a video demonstration, as well as the downloadable 'User Guide' and information pack 'What is the DataHub?'.

2

Load a search

Reuse a saved search (countries, operators, metrics, years).

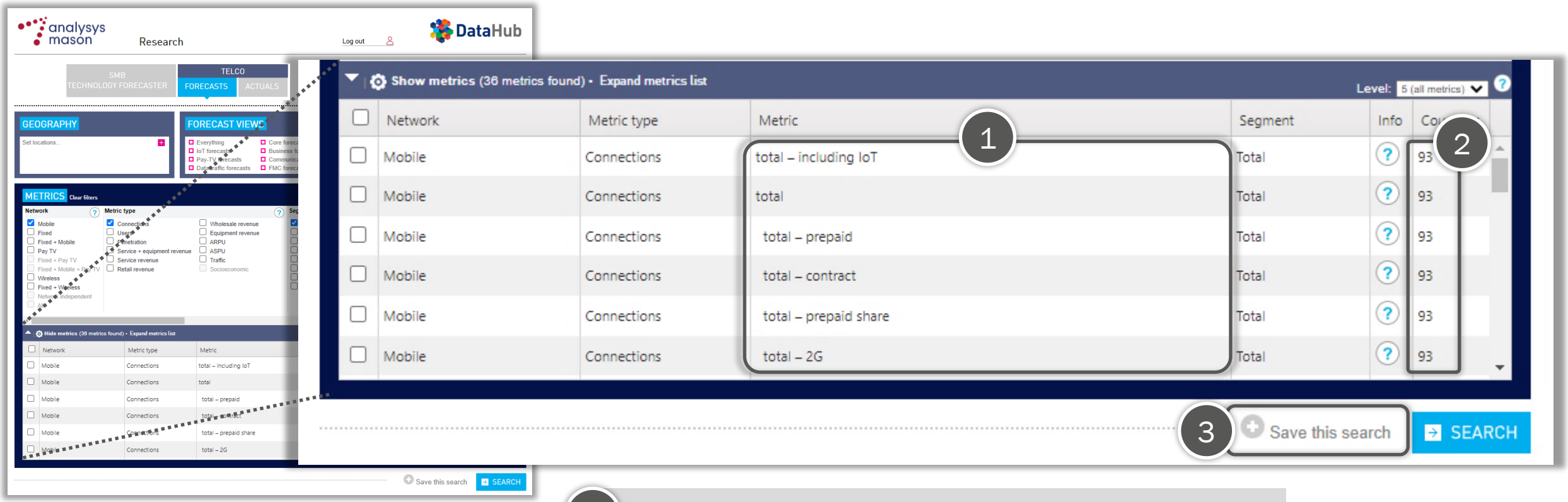
Key concepts: filters – an example from the **'Telco'** portal



1 On-screen help gives definitions and details of our taxonomy.

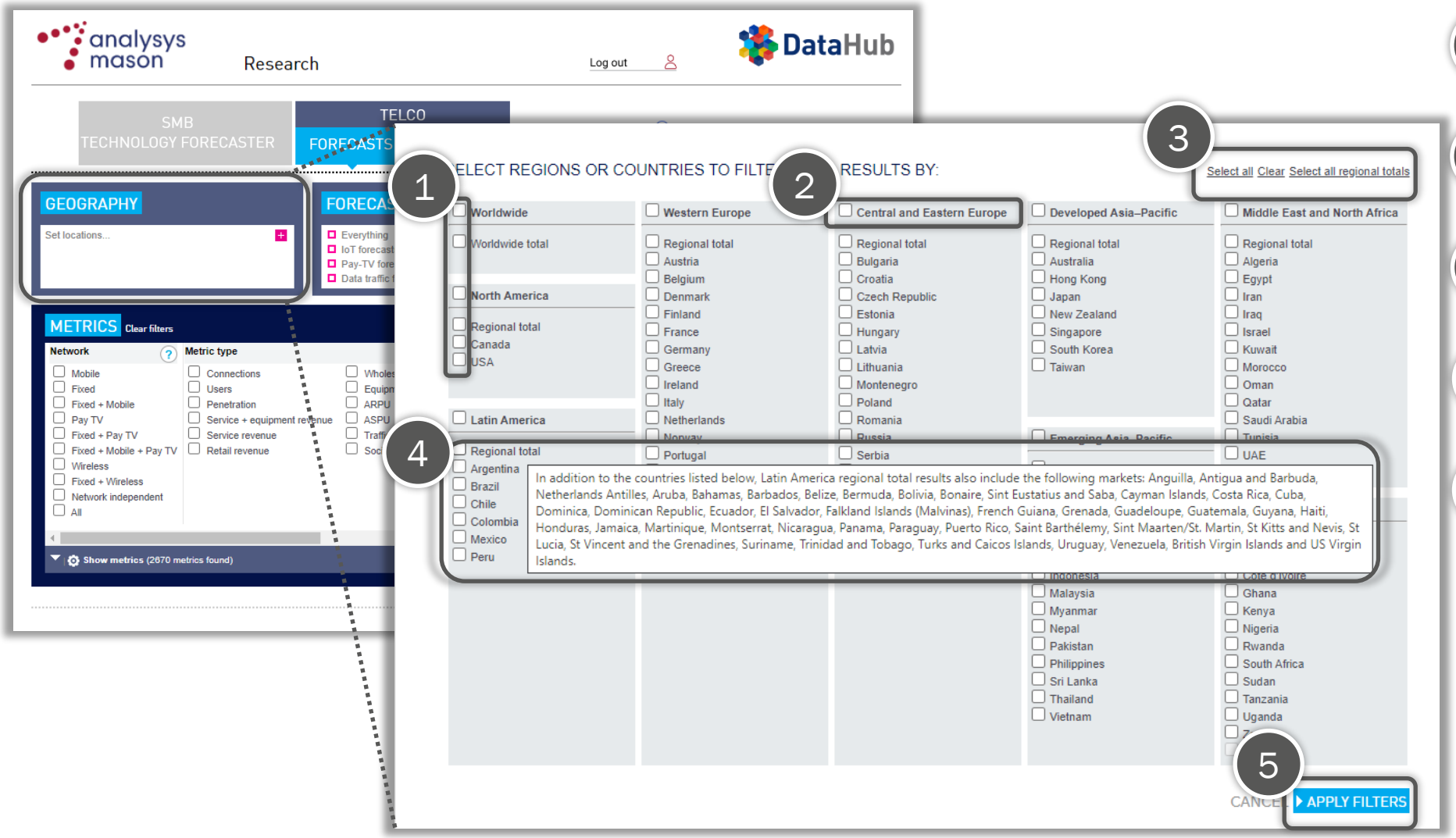
2 Dynamic filtering: find the metrics that you need by filtering on key identifiers.

Key concepts: metrics selector – an example from the **'Telco'** portal



1. Tiered metric names make our taxonomy clear.
2. A country count makes it easy to see how much data is available.
3. The 'Save this search' function allows you to easily repeat regular searches.

Key concepts: selecting geographies – an example from the ‘Telco’ portal

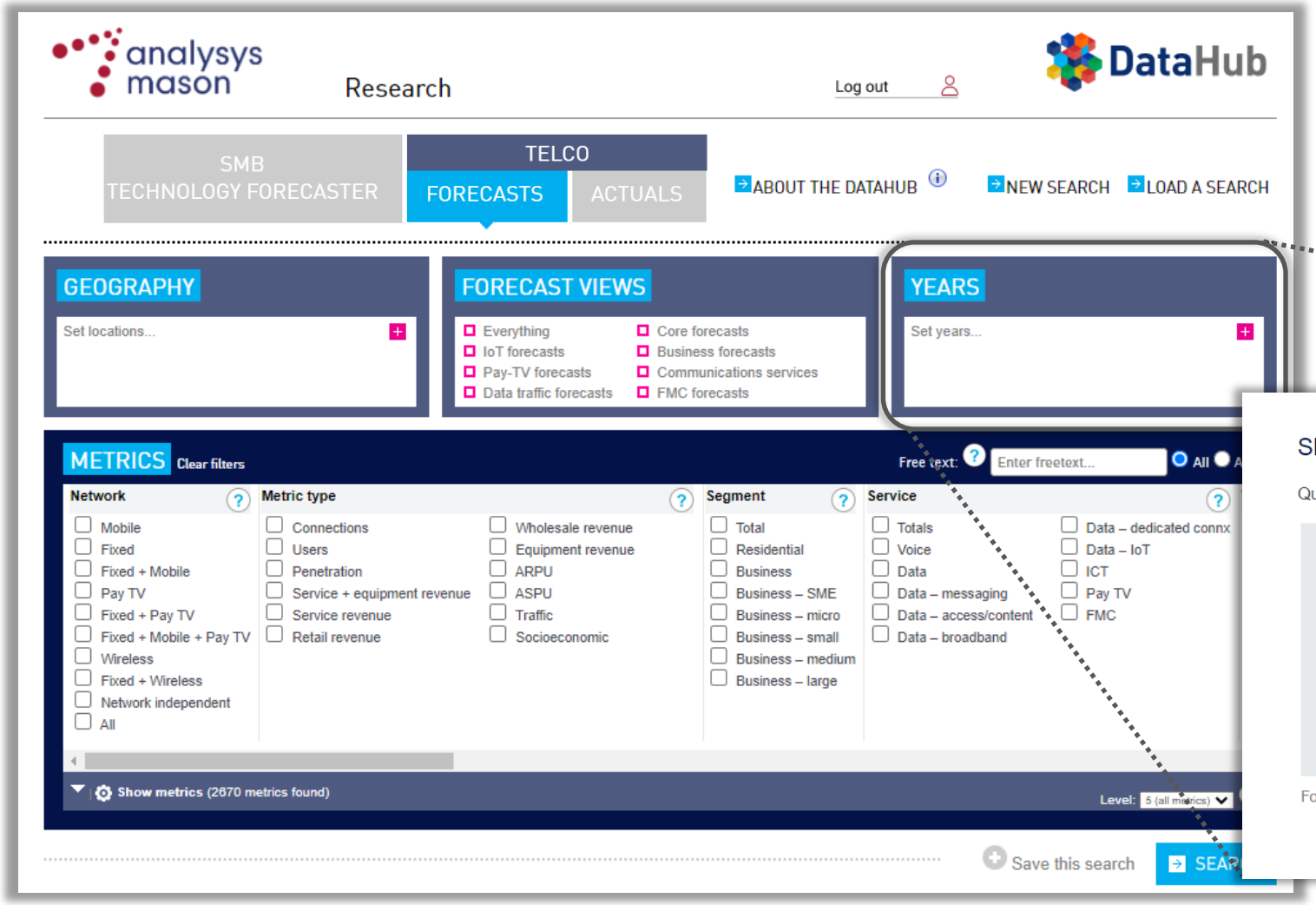


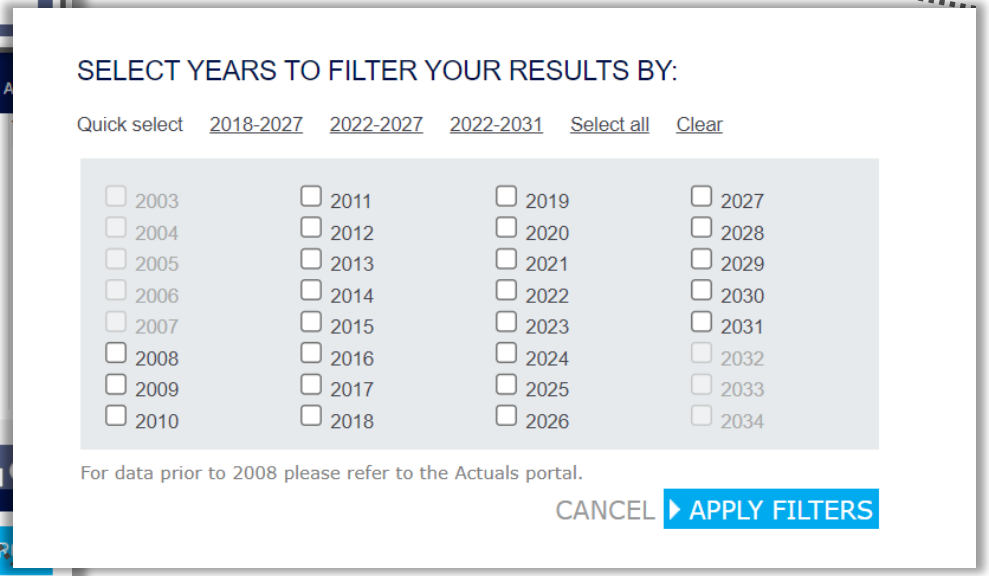
1. Tick the boxes to select the appropriate countries and/or regions.
2. Click on the region name to select all countries in the region, plus the regional total.
3. Quick controls allow you to select all, clear your selection and select regional totals only.
4. Hover over the regional total text to see a complete list of countries included.
5. The ‘Apply filters’ button stores your selection and returns you to the main portal page.

Notes

- If no geographies are chosen, your search will return results for all countries and regions that are available.
- Countries/regions not included in your subscription will be greyed out.

Key concepts: selecting a time period (optional) – an example from the **'Telco'** portal

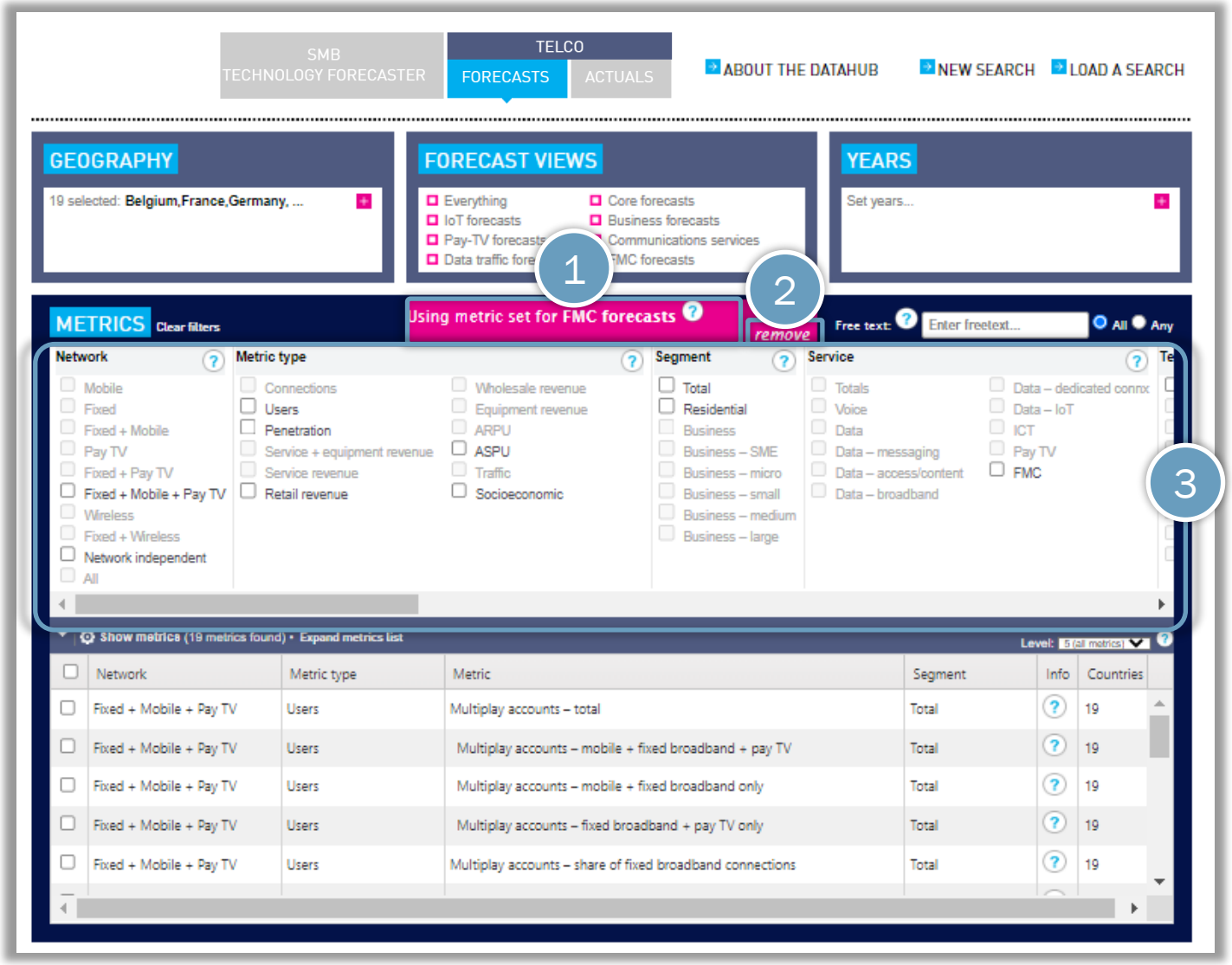




Note

If no years are chosen, your search will return results for all years that are available.

Key concepts: ‘Telco forecast’ views

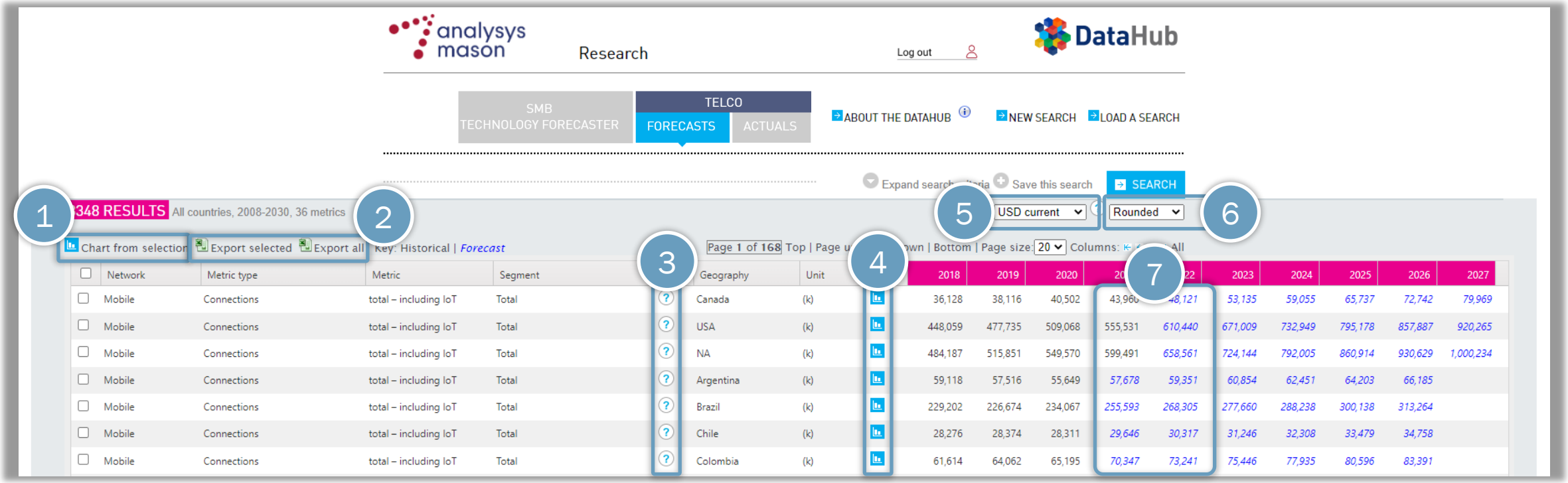


1. Describes the subset of **‘Telco forecast’** data that is currently being viewed based on the selection from the ‘forecast views’ box.

2. Remove this view by clicking ‘remove’.

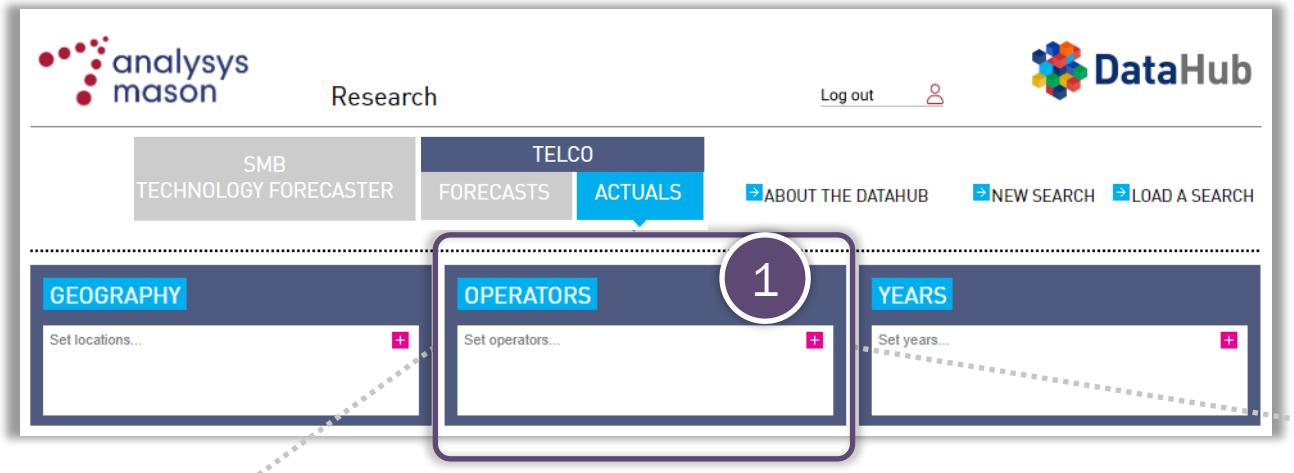
3. Only the relevant metrics and geographies are shown; filters are rearranged to show those relevant to each data set.

Key concepts: forecast results – an example from the **'Telco'** portal

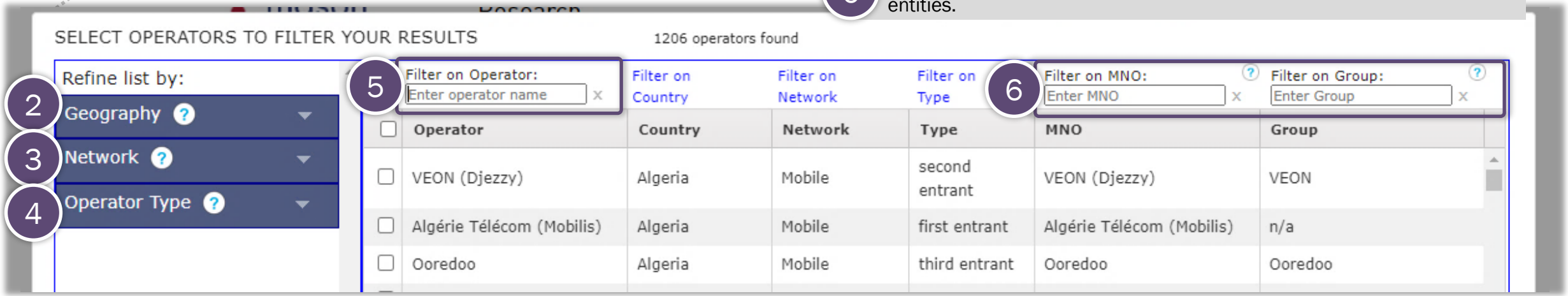


1. On-screen charting for easy comparisons.
2. Export to Excel for further analysis.
3. On-screen help provides definitions and update dates.
4. View a chart for a single row.
5. Instantly convert between currencies (currency conversion is not available in the 'SMB Technology Forecaster' portal, where all results are in USD).
6. Choose between rounded and unrounded data.
7. Colours distinguish between historical data and forecasts.

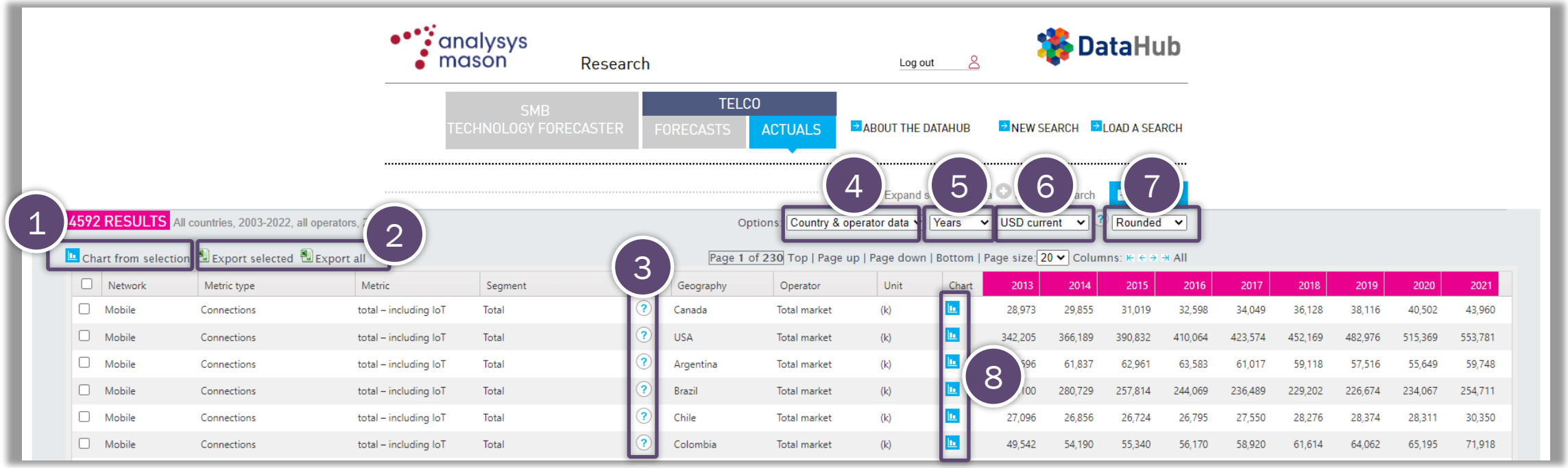
Key concepts: ‘Telco actuals’: operator selector



1. Click on the ‘Operators’ box to filter by operator.
2. Filter operators by geography.
3. Filter by network type: fixed, mobile and/or fixed + mobile.
4. Filter by operator type (for example, incumbent, fourth entrant, altnet or cable operator).
5. Free-text search helps you to find all instances of a given operator.
6. Free-text searches for host mobile network operator (MNO) and Group entities.



Key concepts: ‘Telco actuals’ results



1. On-screen charting for easy comparisons.
2. Export to Excel for further analysis.
3. On-screen help provides definitions and update dates.
4. Select operator data, country data or both.
5. Select annual data, quarterly data, half-yearly data or all data.
6. Instantly convert between currencies (currency conversion is not available in the ‘SMB Technology Forecaster’ portal, where all results are in USD).
7. Choose between rounded and unrounded data.
8. View a chart for a single row.

Direct links from report landing pages

Emerging Asia–Pacific telecoms market: trends and forecasts 2021–2026

01 February 2021 | Research
Stefano Porto Bonacci
Forecast report | PPTX and PDF (72 slides); Excel | Asia–Pacific

"There are sizeable opportunities to monetise the demand for mobile and fixed data connectivity in both high- and low-income countries in EMAP."

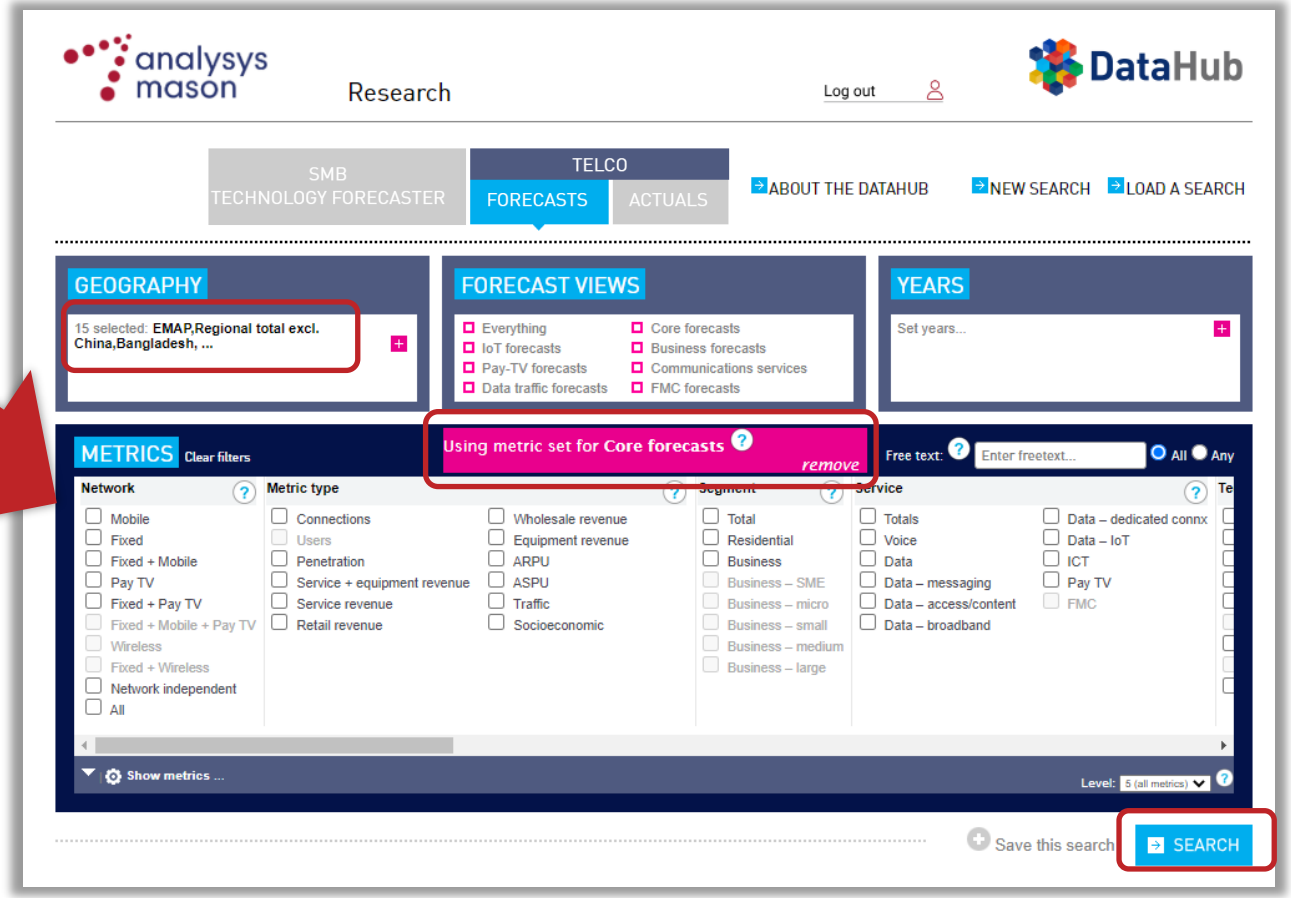
Revenue in emerging Asia–Pacific (EMAP), excluding China, will increase at a CAGR of 4.6% between 2021 and 2026, driven by FTTP take-up, mobile data user base growth and the migration of customers towards top-tier mobile plans (using 5G in the wealthiest countries). China's revenue growth will be slower because of market saturation and competition.

In this report, we examine key trends and drivers, and provide comprehensive telecoms market forecasts for the region and for 13 individually modelled countries.

DataHub

Click below to take you to the latest dataset if you are logged in and it is part of your subscription. The DataHub interface will only show you the data to which you are subscribed.

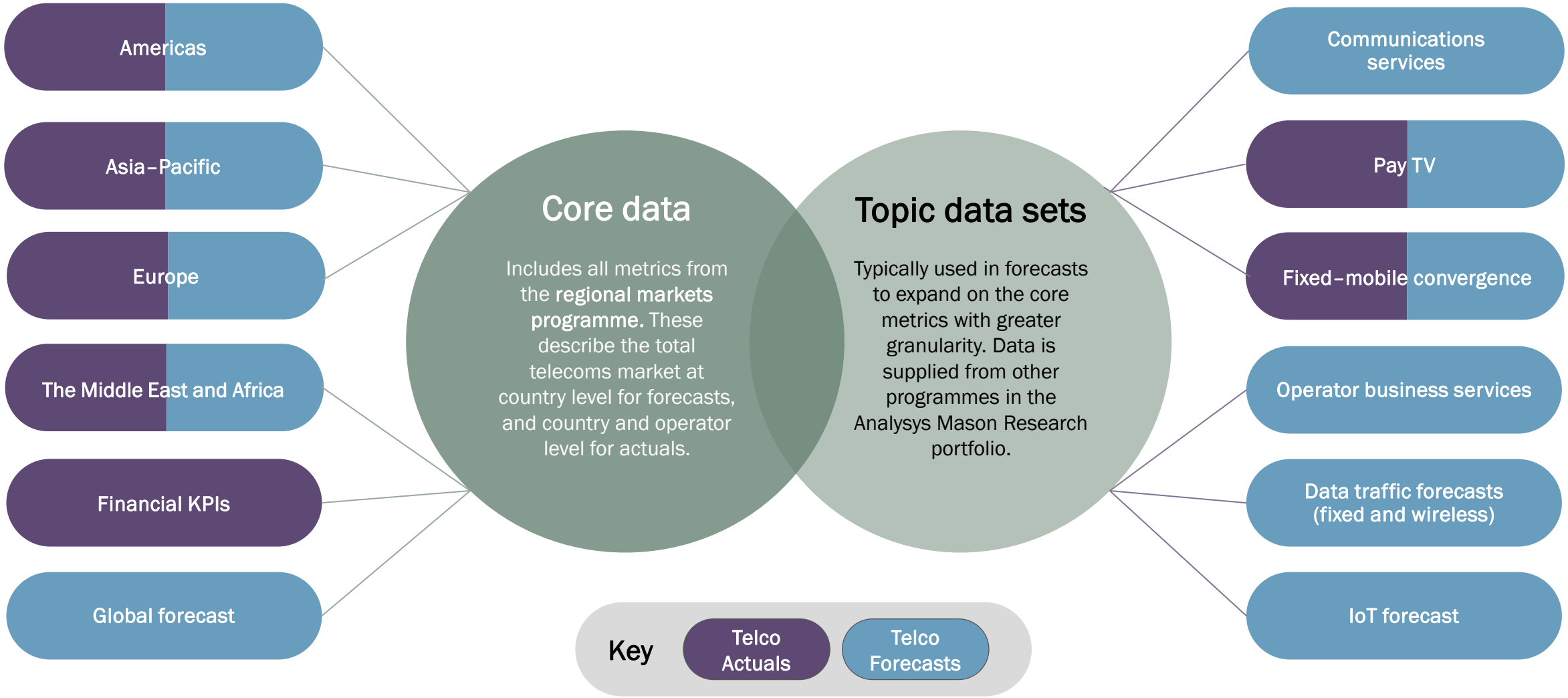
LAUNCH DATAHUB



Logged-in users that click on this link will go **directly to the DataHub.**

The countries/regions and metrics that are associated with the report will be **pre-selected**, but you will be able to refine your search further before seeing the data.

The Analysys Mason DataHub 'Telco' portal contains core data and extended topic data sets



The top-level data in the topic data sets feeds into the core forecast data

IoT forecast data

Top-level data:

- **IoT connections**
- **IoT revenue**

Further split by:

- Agriculture
  - Cattle
  - Forest
  - Irrigation
- Automotive
  - Fleet – HGV
  - Fleet – LCV
  - …
- Finance
  - ATMs
- Health
  - Chronic RPM
  - Acute RPM
  - PERS
- Industry
  - …
- Retail
  - …
- Smart buildings
  - …
- Smart cities
  - …
- Tracking
  - …
- Utilities
  - …
- Miscellaneous
  - …

Core forecast data

- **Mobile connections**, split by:
  - Handset
  - Mobile broadband
  - IoT
- **Penetration**
- **Mobile service revenue**, split by:
  - Voice
  - Data, further split by:
    - Handset data
    - Mobile broadband
    - IoT
- **Mobile ARPU/ASPU**
- **Mobile traffic**
- **Fixed connections**
- **Fixed revenue**
- **Fixed ARPU/ASPU**
- **Fixed traffic**
- **Fixed + mobile**
- **Pay TV**

The core data set contains the top-level data from the IoT data set. The IoT data set expands on these to provide high level of detail.

DataHub TELCO

All core data metrics are standardised to enable valid comparisons

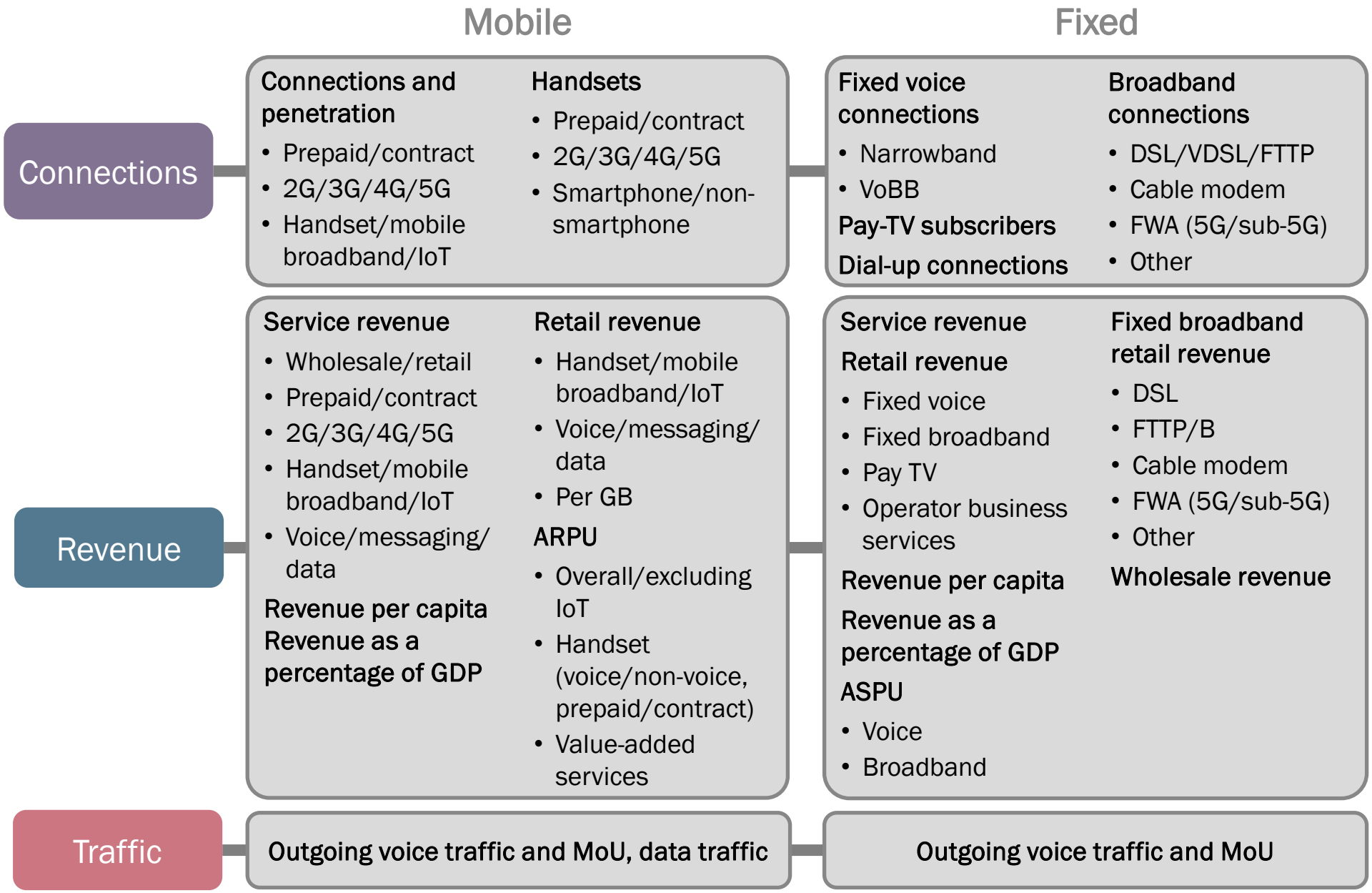
	TELCO actuals	TELCO forecasts
Metrics, timeframes and geographies	• Around 200 metrics (plus 80+ more for Europe) • Annual data: 2003–2022 • Quarterly data: 4Q 2003–1Q 2023 • 80+ countries, around 600 operators	• Over 200 metrics (plus around 150 more for Europe) • Annual data: 2008–2028 • 80+ countries, 8 regions, worldwide totals
Country data: Values	• Revenue • Socioeconomic data • Connections • Traffic	• Revenue • Socioeconomic data • Connections • Traffic
Country data: Comparative metrics	• ARPU • Revenue per minute, MB or capita and as a share of GDP • Technology/device penetration • Traffic per connection	• ARPU • Revenue per minute, MB or capita and as a share of GDP • Technology/device penetration • Traffic per connection
Operator data: Values	• Revenue • Churn • Connections • Traffic • Financial KPIs	None
Operator data: Comparative metrics	• ARPU • Revenue market share • Prepaid connections share • Connections market share • Traffic per connection • Traffic market share • EBITDA margin • Capex as a share of revenue	None

Key to text colours: Revenue | Socioeconomic data | Connections | Traffic | Financial KPIs

analysys mason

DataHub TELCO

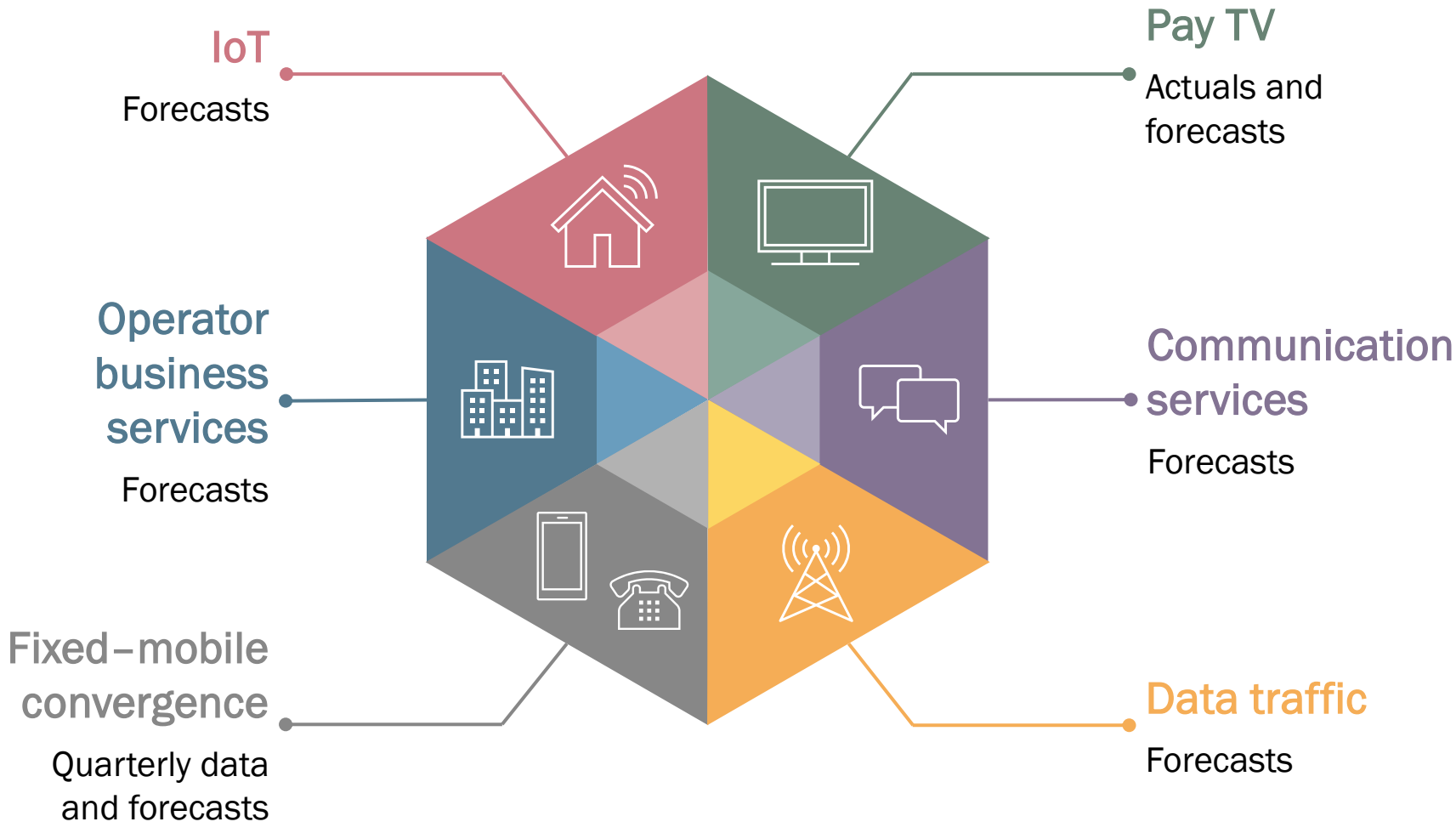
Our core data sets include over 200 metrics, with extra detail for Europe



analysys mason

DataHub TELCO

Topic data sets give a more-granular analysis of key development subjects



We will add more topic data sets in the future, including forecasts for FTTx capex, smartphones and tablets

analysys mason

DataHub TELCO

IoT forecasts

GEOGRAPHY

- 82 individual countries
- 8 regions
- Worldwide total

METRIC TYPES

Around 1400 metrics:

- Connections
- Retail revenue by technology/ application
- Retail revenue by value chain element/ application
- ARPC

OTHER FILTERS

Technology:

- 2G
- 3G/4G
- 5G
- NB-IoT
- LTE-M
- Other LPWA (includes Sigfox and LoRa)
- Fixed (selected applications with a dedicated fixed connection)

Vertical/application:

- Agriculture
- Automotive
- Finance
- Health
- Industry
- Retail
- Smart buildings
- Smart cities
- IoT tracking
- Utilities
- Miscellaneous

analysys mason

DataHub TELCO

Operator business services forecasts

GEOGRAPHY

Regional and worldwide totals plus 54 individual countries:

- WE (16)
- CEE (9)
- DVAP (7)
- EMAP (7)
- MENA (7)
- SSA (3)
- NA (2)
- LATAM (3)

METRIC TYPES

Over 700 metrics:

- Operator revenue
- ICT services revenue addressable by operators
- Connections/users
- ASPU
- Employees, enterprises and business sites

OTHER FILTERS

Business size:

- Micro (0–9 employees)
- Small (10–99 employees)
- Medium (100–249 employees)
- Large (250+ employees)

Fixed services:

- Narrowband voice
- VoBB
- ADSL/SDSL, vDSL, FTTP/B, cable, FWA, other
- Dedicated connections, by speed

Mobile services:

- Voice
- Messaging
- Handset data
- Mobile broadband
- IoT connectivity

Other business services:

- Unified communications and hosted voice
- Security
- Co-location and hosting
- Software-as-a-service
- Infrastructure-as-a-service and platform-as-a-service
- Enterprise mobility
- Desktop management

analysys mason

Pay-TV actuals and forecasts

	GEOGRAPHY	METRIC TYPES	OTHER FILTERS
Forecasts	Regional and worldwide totals plus 54 individual countries: • WE (16) • CEE (16) • DVAP (4) • EMAP (8) • MENA (5) • SSA (1) • NA (2) • LATAM (2)	100+ metrics: • Connections • Users • Penetration • Retail revenue • ASPU	Service platform: • Total traditional • CATV • CATV – analogue • CATV – digital • IPTV • Satellite • Pay DTT • Operator OTT Provider type: • Operator • OTT/non operator
Actuals	54 individual countries: • WE (16) • CEE (16) • DVAP (4) • EMAP (8) • MENA (5) • SSA (1) • NA (2) • LATAM (2)	30+ metrics: • Connections • Market share of connections • Penetration • Retail revenue • Market share of retail revenue	Service platform: • Total traditional • CATV • CATV – analogue • CATV – digital • IPTV • Satellite • Pay DTT • Operator OTT Provider type: • Operator

DataHub TELCO

Communication services forecasts

GEOGRAPHY

Regional and worldwide totals plus 63 individual countries:

- WE (16)
- CEE (16)
- DVAP (7)
- EMAP (10)
- MENA (5)
- SSA (4)
- NA (2)
- LATAM (3)

METRIC TYPES

Around 130 metrics:

- Connections
- Users
- Revenue
- ASPU
- Traffic

OTHER FILTERS

Comms service type:

- Voice
- Circuit switch
- VoIP
- VoLTE
- Wi-Fi calling
- Messaging P2P/A2P
- Messaging – SMS
- Messaging – IP

Provider type:

- Operator
- OTT/non operator

Device:

- Handset
- Smartphone
- Tablet
- PC/laptop

A2P vertical:

- Education
- Financial services
- Government and non-profit
- Healthcare
- Internet, media and entertainment
- Real estate
- Retail
- Telecoms and utilities
- Travel and hospitality

A2P use case:

- Reminder
- Promotional
- Security
- Customer service
- Surveys

analysys mason

Data traffic forecasts

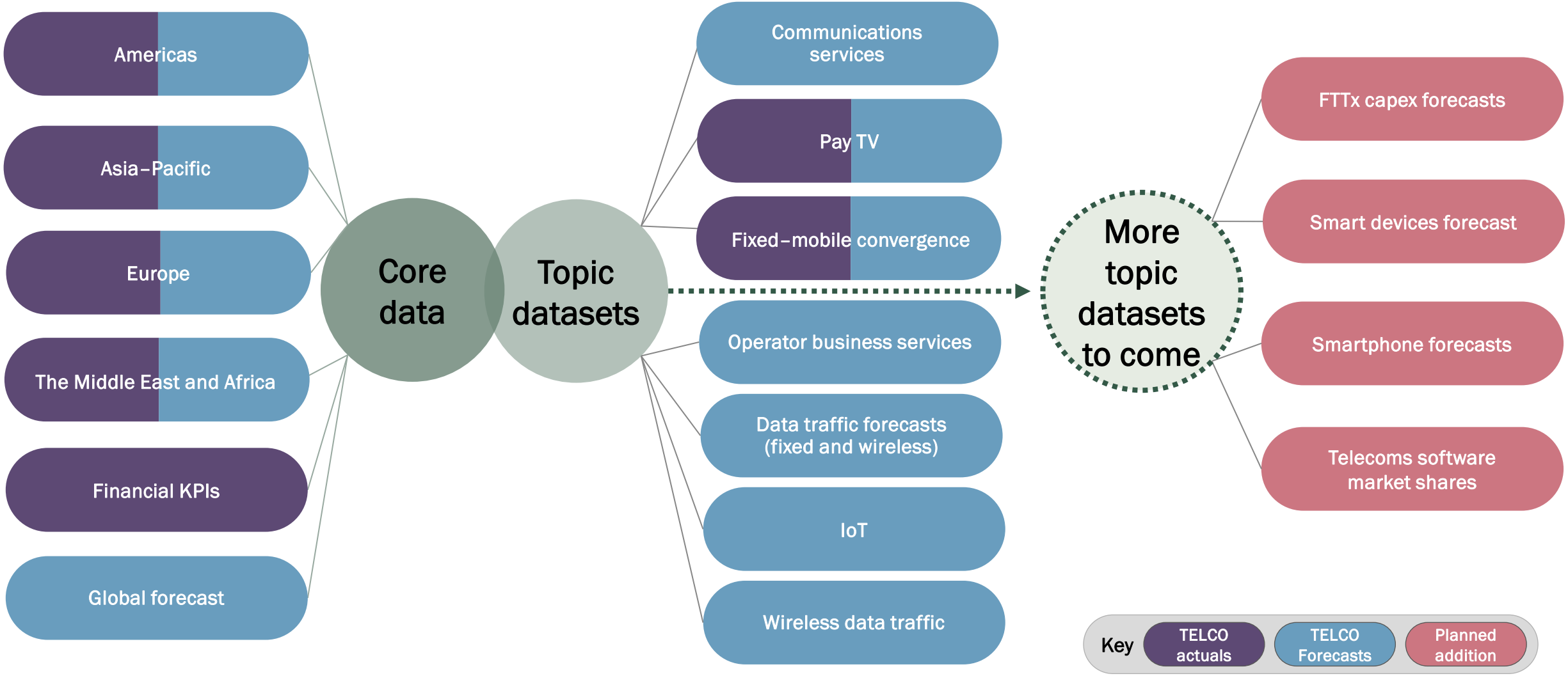
	GEOGRAPHY	METRIC TYPES	OTHER FILTERS
Wireless	Regional and worldwide totals plus **21** individual countries	**27 metrics:** • Data traffic volume • Usage per connection • Usage per capita • Bandwidth	**Technology:** • Cellular: 2G/3G/4G/5G • Public/private Wi-Fi **Direction:** • Upstream • Downstream **Device:** • Handset • FWA • Other
Fixed	Regional and worldwide totals plus **30** individual countries	**10 metrics:** • Data traffic volume • Usage per connection • Bandwidth	**Technology:** • Cellular: 2G/3G/4G/5G • Public/private Wi-Fi **Direction:** • Upstream • Downstream

Fixed–mobile convergence quarterly data and forecasts

	GEOGRAPHY	METRIC TYPES		
		9 metrics		
Actuals	Operator-level and country-level data for over 100 operators in 19 countries: • WE (9) • CEE (3) • DVAP (1) • EMAP (4) • NA (2)	FMC accounts • Users • Share of fixed broadband • Household penetration • Operator market share	FMC SIMs • Users • SIMs per accounts	FMC revenue • Total • ARPA • Operator market share
		19 metrics		
Forecasts	Country-level data in 18 countries: • WE (9) • CEE (3) • DVAP (1) • EMAP (3) • NA (2)	FMC and multi-play accounts[1] • Users • Share of fixed broadband • Household penetration	FMC SIMs • Users • SIMs per accounts	FMC revenue • Total • ARPA

[1] Multi-play forecast results are available for each of the following: mobile + fixed broadband + pay TV; mobile + fixed broadband only; and fixed broadband + pay TV only

We plan to add additional granular topic datasets to the DataHub **'Telco'** portal



DataHub STF

The ‘SMB Technology Forecaster’ portal contains an extensive forecast of business spending on ICT

GEOGRAPHY

- 52 individual countries
- 5 ‘rest of regions’[1]
- 7 regional totals
  - Western Europe
  - Central and Eastern Europe
  - North America
  - Latin America
  - Developed Asia–Pacific
  - Emerging Asia–Pacific
  - Middle East and Africa
- Worldwide total

METRIC TYPES

~ 120 000 metrics:

- Spend
  - (~105 000)
- Firms
  - (~500)
- Installed base
  - (~6300)
- Shipments
  - (~6300)

130+ ICT CATEGORIES

- Business applications
- Collaboration
- Communication
- Cyber security
- Devices and peripherals
- Digital marketing and advertising
- Infrastructure
- IT and managed services
- Web services

13 BUSINESS SIZES

- Home-based business
- Small
  - <5 employees
  - 5 to 9 employees
  - 10 to 19 employees
  - 20 to 49 employees
  - 50 to 99 employees
- Medium
  - 100 to 249 employees
  - 250 to 499 employees
  - 500 to 999 employees
- Large
  - 1000 to 2499 employees
  - 2500 to 4999 employees
  - 5000 to 9999 employees
  - 10000+ employees

19 VERTICAL MARKETS (INDUSTRIES)

- AMTUC[2] (5)
- FIRE[3] (3)
- Manufacturing (4)
- Other services (4)
- Professional services (1)
- Retail (1)
- Wholesale (1)

5 routes to market

- MSPs and SIs[4]
- Resellers and value-added resellers (VARs)
- Retailers
- Telecoms operators
- Vendors (direct)

[1] ‘Rest-of-region’ geographies cover the sum of the countries in a region that are not modelled individually. [2] AMTUC: agriculture, mining, transportation, utilities and construction industries, including telecommunications. [3] FIRE: finance, insurance and real estate markets. [4] MSPs and SIs: managed service providers and systems integrators.

analysys mason

Analysys Mason DataHub: access combines a metric set and a geographical scope – you can choose the elements

Metrics

- Standard core
- Extended core (more metrics just for Europe)
- Financial KPIs
- IoT data set
- Operator Business Services/SME forecasts
- Pay TV data set
- Communications forecast
- Data traffic forecasts
- … or a custom selection

Examples of a bespoke data set combination

- Financial KPIs for DVAP
- IoT for China

Geographies

- Europe (WE and CEE)
- Asia–Pacific (DVAP and EMAP)
- Middle East and Africa (MENA and SSA)
- Americas (NA and LATAM)
- Worldwide (forecasts only)
- … or a custom cluster (operator footprints, developed/developing markets, single country (e.g. China))

Contact details

Hilary Bailey

Research Director, Head of Data

hilary.bailey@analysysmason.com

www.linkedin.com/in/hilarybailey

Bonn
Tel: +49 176 1154 2109
bonn@analysysmason.com

Cambridge
Tel: +44 (0)1223 460600
cambridge@analysysmason.com

Dubai
Tel: +971 (0)4 446 7473
dubai@analysysmason.com

Dublin
Tel: +353 (0)1 602 4755
dublin@analysysmason.com

Hong Kong
hongkong@analysysmason.com

Kolkata
Tel: +91 33 4084 5700
kolkata@analysysmason.com

London
Tel: +44 (0)20 7395 9000
london@analysysmason.com

Lund
Tel: +46 8 587 120 00
lund@analysysmason.com

Madrid
Tel: +34 91 399 5016
madrid@analysysmason.com

Manchester
Tel: +44 (0)161 877 7808
manchester@analysysmason.com

Milan
Tel: +39 02 76 31 88 34
milan@analysysmason.com

New Delhi
Tel: +91 124 4501860
newdelhi@analysysmason.com

New York
Tel: +212 944 5100
newyork@analysysmason.com

Oslo
Tel: +47 920 49 000
oslo@analysysmason.com

Paris
Tel: +33 (0)1 72 71 96 96
paris@analysysmason.com

Singapore
Tel: +65 6493 6038
singapore@analysysmason.com

Stockholm
Tel: +46 8 587 120 00
stockholm@analysysmason.com

@AnalysysMason

linkedin.com/company/analysys-mason

youtube.com/AnalysysMason

analysysmason.com/podcast/

analysys mason

Global leaders in TMT management consulting

analysysmason.com/what-we-do

Analysys Mason is the world's leading management consultancy focused on TMT, a critical enabler of economic, environmental and social transformation.

We bring together unparalleled commercial and technical understanding to deliver bespoke consultancy on strategy, transaction support, transformation, regulation and policy, further strengthened by globally respected research.

Our clients value our advice which combines deep domain knowledge with global reach and local insight into markets to help them achieve meaningful business results.

We are committed to our clients, employees and communities – contributing to a world where technology delivers for all.

analysys mason

Our research services

Consumer Services

Fixed Broadband Services
Mobile Services
Fixed–Mobile Convergence
Smart Devices
Future Comms
Video, Gaming and Entertainment

Networks

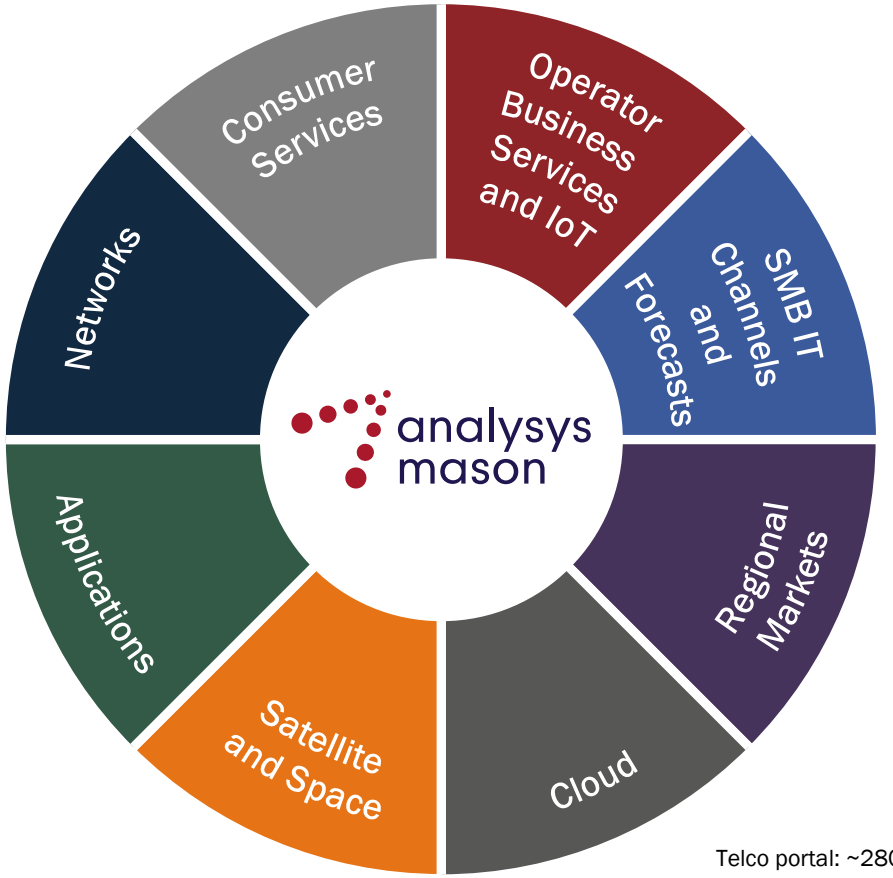
Next-Generation Wireless Networks
Wireless Infrastructure Strategies
Fibre Infrastructure Strategies
Operator Investment Strategies
Telecoms Strategy and Forecast
Transport Network Strategies

Applications

Network Automation and Orchestration
Customer Engagement
Monetisation Platforms
Digital Experience
Automated Assurance
Service Design and Orchestration
Telecoms Software Market Shares

Satellite and Space

Satellite Strategies for Telcos



Operator Business Services and IoT

Enterprise Services
SME Services
IoT Services
Private Networks
Cyber Security

SMB IT Channels and Forecasts

SMB Technology Forecaster

Regional Markets

Global Telecoms Data and Financial KPIs
Americas
Asia–Pacific
Middle East and Africa
European Core Forecasts
European Telecoms Market Matrix
European Country Reports

Cloud

Cloud Infrastructure Strategies
Data, AI and Development Platforms
Edge and Media Platforms
Multi-Cloud Networking

DataHub

Forecast data for 80 countries
Telco portal: ~2800 forecast and ~320 historical metrics
SMB Technology Forecaster portal: ~120 000 forecast metrics

analysysmason.com/what-we-do/practices/research

analysys mason

Our areas of expertise

Strategy

Corporate growth strategy

Business unit strategy

Infrastructure strategy

Regulation and policy

Network and platform

Public sector broadband intervention

Accelerating digital transformation of society

Price controls and cost modelling

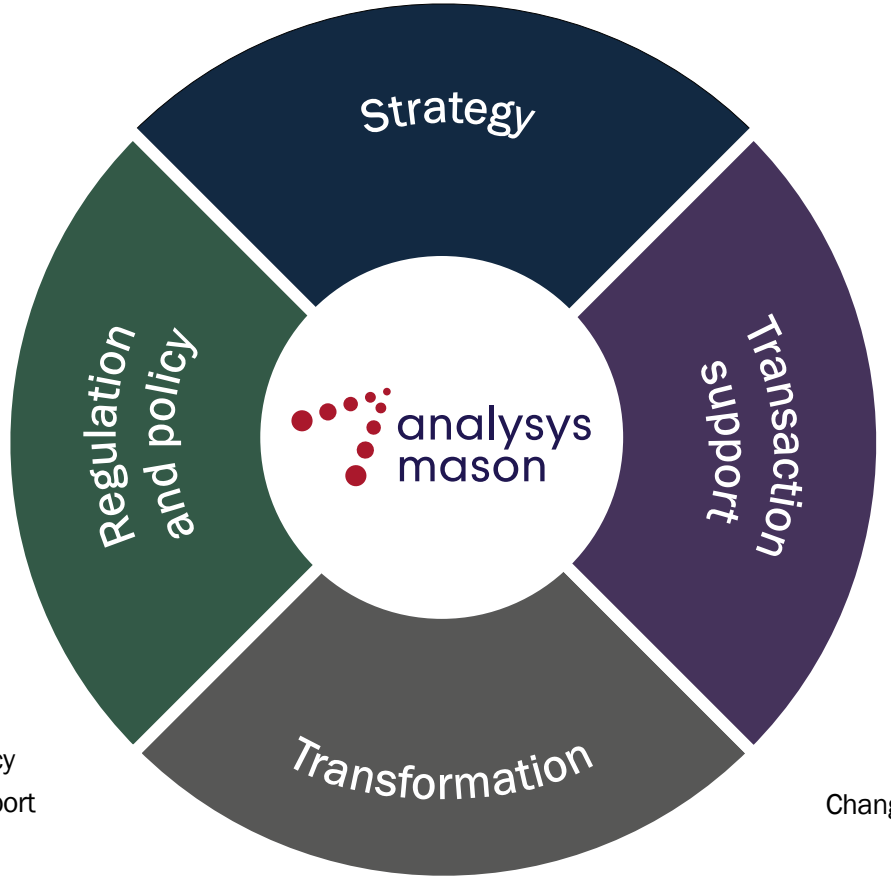
Regulatory accounting

Regulatory benchmarking and analysis

Spectrum management and policy

Expert witness and litigation support

Postal regulation and policy



Transaction support

Commercial due diligence and market review

Technical due diligence

Post-merger integration

Periodical business monitoring and loan technical advisory

Opportunity scouting and pre-deal support

Transformation

Business transformation

Digitalisation

Operational excellence

Data, BI, steering and insights

Change and programme management

Sustainability

analysysmason.com/what-we-do/practices

DataHub