

# TAKING ADVANTAGE OF THE SUPER APP OPPORTUNITY

How banks and payments companies in North America are preparing for the rise of Super Apps



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# Introduction

**The much anticipated introduction of Super Apps into Western economies continues to generate headlines and elicit bold predictions from commentators.**

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Certainly, Super Apps are set to fundamentally change consumers' digital habits and preferences over the coming years and this will have major implications for businesses in all consumer-facing industries.

## SUPER APP

Is a closed ecosystem of many apps that people use every day, which offers a seamless, integrated, contextualized and efficient experience.

A Super App provides consumers with one universal app that can cover all of their digital activities: including chatting, gaming, sharing pictures, buying tickets, booking holidays, watching movies, paying for taxis, ordering groceries and managing all of their financial affairs – such as banking and insurance.

*Gartner describes a Super App as “just like a Swiss army knife with many tools that serve a purpose; only new tools (mini-apps) can be used and removed as the user needs. It runs on a platform that provides numerous, commonly used app services, such as messaging and payment. Users can create personalized user experiences (UXs) by selecting and installing their chosen mini-apps (focused on performing a single task).”*

Super Apps provide a more engaging, personalized and powerful experience for consumers. And this explains their huge popularity within Asian markets over recent years – for example, WeChat in China, Gojek in Indonesia and Paytm in India.

In the Western world, the rise of Super Apps has been much slower, primarily because banks and fintechs have dominated the digital market due to regulation and security concerns.

However, the rapid momentum towards Open Banking in North America and Europe is shifting these dynamics and opening up opportunities for Super Apps to emerge in these markets. Open Banking is allowing service providers of all kinds to access and utilize real-time data to deliver more relevant and personalized experiences to consumers.



**Super Apps provide a more engaging, personalized and powerful experience for consumers. And this explains their huge popularity within Asian markets over recent years – for example, WeChat in China, Gojek in Indonesia and Paytm in India.**



**Our research indicates that leaders within banks and payments companies firmly believe that Super Apps are coming and that they represent a major opportunity for their organizations. Rather than being perceived as a threat to their brand equity and their existing apps, leaders instead view Super Apps as a vehicle to enter new markets, reach new audiences, diversify service offerings and open up new revenue streams.**

Interestingly, the research finds that many banks and payments companies are already taking early steps in their journey towards Super Apps and more are planning to do so in the coming months. The introduction of Super Apps is no longer seen as a future endeavor; these initiatives are already underway in many organizations, with leaders scoping out potential new sources of revenue and identifying the operating models that they will need to maximize these opportunities.

Across the board, however, there is a recognition that organizations have work to do in order to prepare for and participate in Super Apps. Only a third of leaders claim that their organization is currently ready. They point to a need to invest in new features and functionality within their apps, most notably mobile and cashless payments, but also much wider features such as hotel and travel bookings. There is also an acknowledgement that organizations need to significantly improve in their use of customer data in order to fulfil an influential role within Super App ecosystems.

At a broader level, our research reveals the need for more wholesale transformation within many banks and payments companies to enable and accelerate the shift to Super Apps. This means addressing ongoing challenges to progress such as legacy IT, data security issues and, most importantly, skills shortages within the workforce. And it also involves fundamental cultural change, moving away from traditional 'competition-based' thinking towards a more open and collaborative approach, working alongside a broader set of partners to create compelling Super App ecosystems for customers.

Overall, there is a strong sense of optimism surrounding Super Apps, despite the ongoing market challenges that financial services organizations are encountering. Banking and payments leaders rightly see exciting opportunities ahead and they are determined to do what it takes to get their businesses ready to take full advantage.

## RESEARCH METHODOLOGY

To better understand how financial services organizations in the United States and Canada are preparing for the introduction of Super Apps and to gauge the challenges and opportunities they see ahead, Infosys has undertaken comprehensive research amongst a range of stakeholders within these firms.

All research was conducted in January and February 2023.

Interviews with 104 senior leaders from financial services organizations, all of whom operated at management level – C-suite, SVP/VP level, Head of Department or Function, and Senior Managers / Managers of Department or Function

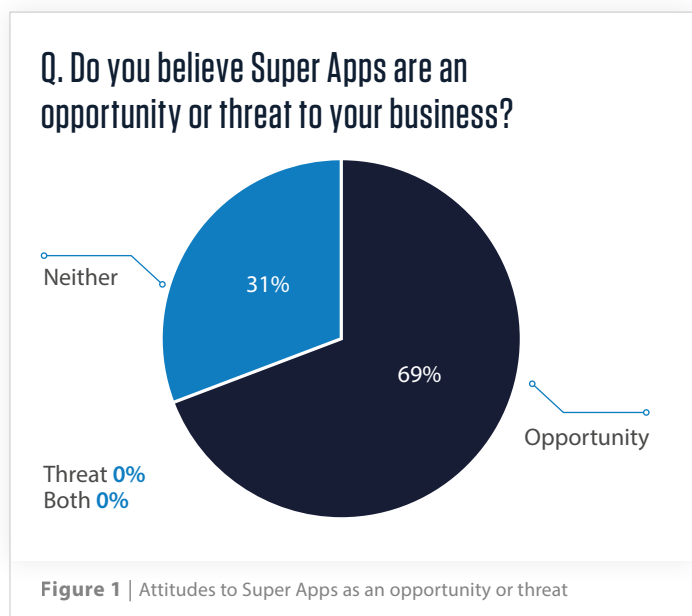
Respondents were based in the United States (69%) and Canada (31%)

Respondents worked for banks (48%), capital markets firms (32%) and payment providers (20%)

Respondents worked for organizations of varying sizes. 23% worked for institutions with assets of more than \$15 billion; 65% worked for institutions with assets of more than \$10 billion

# Leaders eager to take advantage of Super Apps opportunity

The research reveals huge levels of positivity surrounding the introduction of Super Apps across the financial services industry. Overall, 69% of banking and payments leaders believe that Super Apps represent an opportunity rather than a threat to their business, with 31% remaining neutral.



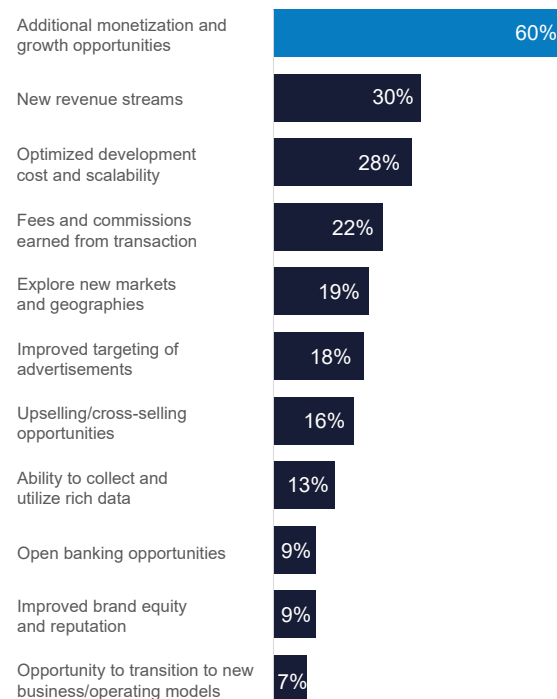
This sense of optimism towards Super Apps is being triggered by a wide range of commercial, operational and technological factors.

**Most of all, leaders point to the potential of Super Apps to deliver additional monetization and growth opportunities, opening up new revenue streams and increasing up-selling and cross-selling of products and services.**

Beyond this, some leaders also believe that moving into Super Apps will lead to efficiencies in development costs and scalability, and more effective advertising.

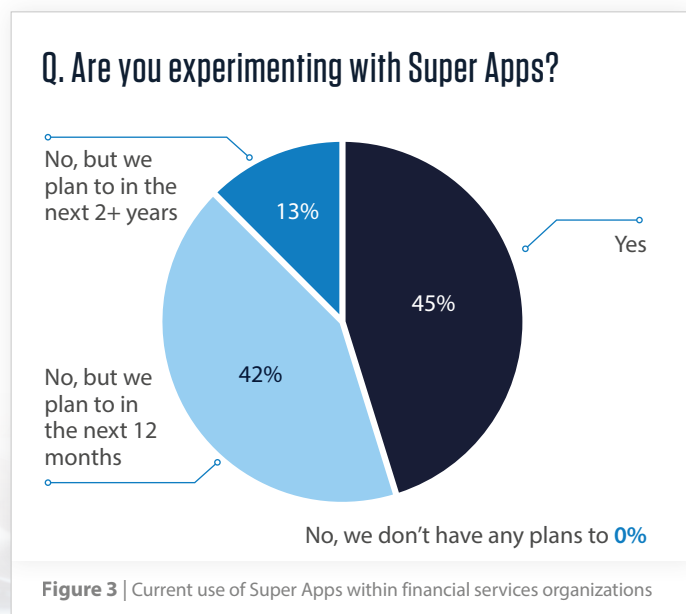
Significantly, rather than seeing Super Apps as something that firms will turn their attention to in the future, the research highlights the extent to which banks and payments companies are already moving towards Super Apps.

## Q. What do you feel are the main benefits of participating in a Super App for your business?

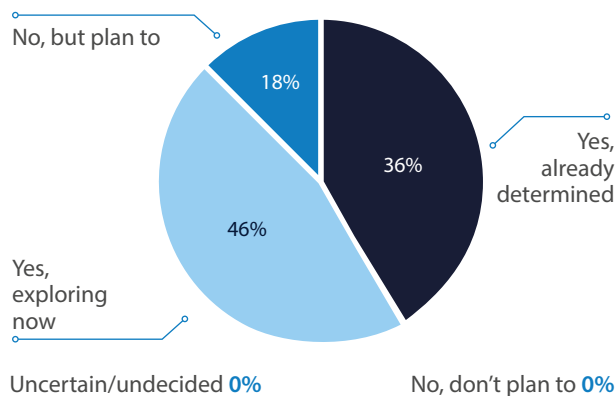


**Figure 2** | Perceived benefits of participating in Super Apps

**Almost half (45%) of banking and payments leaders report that their organization is already experimenting with Super Apps, and a further 42% state that they plan to start over the next year. That means that almost nine in ten organizations will be trailing Super Apps within the next 12 months.**



## Q. Are you looking at new revenue streams from the potential of super apps?



**Figure 4** | Extent to which organizations are looking at new revenue streams from Super Apps

Already, more than a third of banking and payments firms have determined potential new revenue streams from participation in Super Apps, and almost half of firms are now exploring this opportunity.

## Super Apps hold the key to customer retention and growth

Adoption of Super Apps is still very much in its infancy in the North American market but, over the past 12 months, there has definitely been a big increase in awareness of Super Apps and their potential amongst banking leaders. Super Apps have become a dominant theme at many of the big industry events.

The big driver for Super Apps is customer 'stickiness'. Banks know the lifetime value of a customer and therefore any initiative which helps to retain customers is hugely attractive. Banks are figuring out ways to ensure customers don't go outside their own realm. They don't want to have a repeat of

the situation where PayPal came in and took away the last interaction for people exchanging money online.

Banks recognize the need to hold onto customers, not just on the deposit side, but right across their product portfolio, in order to open up cross-sell opportunities, based on rich data and insight.

### RAGHAV AGARWAL

Head of Strategic Accounts for US Financial Services, Infosys



## Global banks will be the catalyst to Super App initiatives

The growth of Super Apps in the North American market is likely to see increased impetus from large global banks who have first-hand experience of Super Apps in countries such as India and China. These banks have witnessed the benefits that Super Apps can deliver in terms of user experience, customer stickiness and new revenue streams, and therefore they have a clearer understanding of the scale of the opportunity within the U.S. and Canada.

Already, we're seeing that it is the global banks that are investing most heavily in their partner ecosystems, whether

that's within healthcare, travel or the gig economy. But of course, as they roll out their expanded offerings and consumer demand grows, larger banks will take notice and accelerate their own plans. And then there will be a trickle-down to regional and local banks. Momentum will build very quickly so banks need to ensure they are fully prepared to act quickly.

### PUNEET MODY

Regional Head – US Financial Services, Infosys



# Meeting customers where they are: A strategy for Super Apps

Banking and payments leaders have firm ideas about what Super Apps should be offering in order to meet customer needs and expectations.

Mobile and cashless payments, along with e-commerce capabilities, are seen as the most desired features for consumers within Super Apps, far more than traditional banking and financial products such as credit and loans, insurance and investment platforms.

Evidently, banking and payments leaders believe that their organizations will need to adapt their propositions in line with consumer preferences, rather than relying on traditional offerings to attract and engage new audiences.

With this in mind, the research reveals the extent to which banks and payment companies are broadening their outlook and focusing on new app features.

**61% of banking and payments leaders state that their organization will prioritize cashless payments as a Super App feature going forward, while 49% will focus on event ticket bookings and 48% will focus on hotel bookings.**

Other areas of focus will be restaurant and grocery ordering, e-pharmacies and transport bookings.

## Q. Which Super App features do you think your business will prioritize?

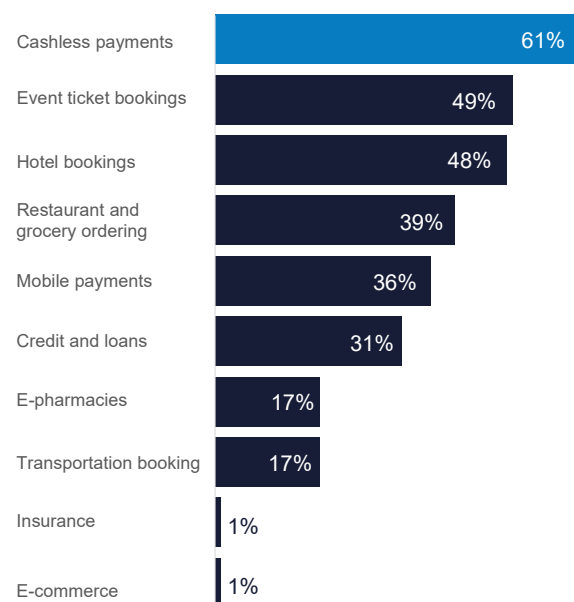


Figure 6 | Prioritization of Super App features

More than half of banking and payments leaders believe that Super Apps will provide additional monetization and growth opportunities, and these findings indicate that they see the best way to maximize these opportunities is to offer an extremely wide and diverse range of features and services.

Overall, however, respondents are realistic about the position that their organizations are most likely to take in the future as Super Apps become prevalent within the North American market.

## Q. Which of the following macroeconomic issues are of the greatest concern to your firm?

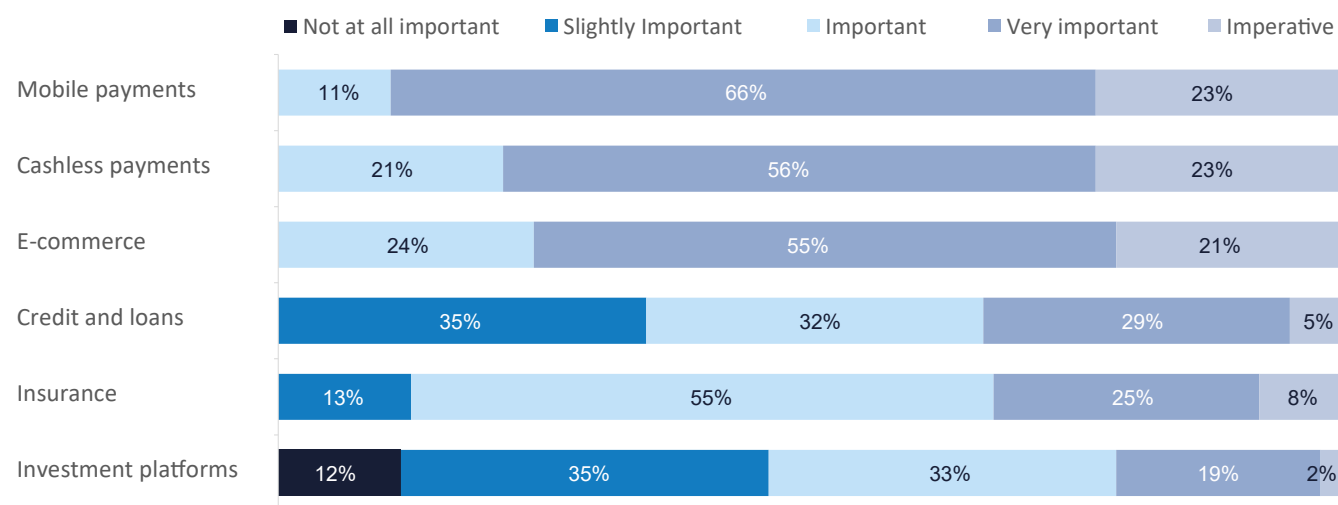
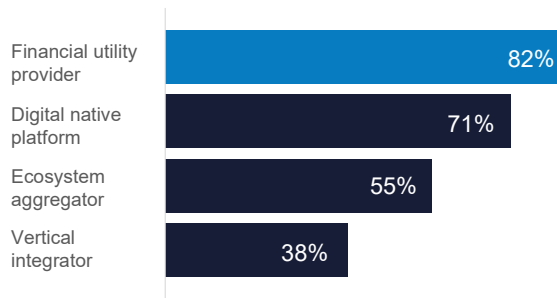


Figure 5 | Perceived importance of Super App features to meet customer demand

## Q. What role do you believe your bank will play in a future that is Super App focused?



**Figure 7** | Expected role of organizations within a future, Super App focused market

82% of banking and payments leaders believe that their business will play the role of financial utility provider within a Super App-driven digital economy, and 71% see their organization taking on the role of digital native platform.

## Banks must take their customers on a journey to prove the benefits of Super Apps

Ultimately, widespread adoption of Super Apps will only be triggered once an organization or ecosystem can come up with a compelling value proposition which convinces consumers that there are real benefits to using Super Apps. Why should I buy a movie ticket on the same app that I use to get a loan for my small business?

If banks and their partners can demonstrate the advantages of being able to carry out multiple different tasks within a single app – in terms of convenience, special offers, incentives and personalization – then consumers will undoubtedly make the switch to Super Apps. Interestingly, we're seeing moves, or at least talk, from some of the social media platforms about expanding their propositions. Elon Musk has talked about

Twitter becoming 'the everything app' and Instagram has released Instagram shopping – this is all part of a general shift towards more multi-purpose apps. Brands are experimenting with a lot of different initiatives to see what sticks.

Banks and fintech companies already understand the five stacks of Embedded Finance – national infrastructure, payments, banking capabilities such as Finacle, banks who provide the services, and fintech companies who integrate with ecommerce providers. Within each of these layers, we're seeing a huge amount of integration and a strong movement towards Embedded Finance. The next step, though, is to move beyond finance into more socially driven areas.

### NEERAJ JINDAL

Head – FinTech Practice, Infosys



## Healthcare and the gig economy – a starting point for banks to move towards Super Apps

The move to Super Apps in North America is still at an early stage but there are signs that we've reached a tipping point and things will develop very quickly over the next couple of years. There are two key things that need to happen to facilitate Super Apps. Firstly, banks need to open up APIs to third party organizations within their ecosystem to integrate products and services. And this is something we're already seeing across the banking sector – banks exposing their APIs in order to build partnerships and expand their propositions.

Secondly, banks need to embrace Embedded Finance to enable partners to integrate traditional products – such as loans, insurance and investment instruments - into their applications and digital services. Again, we're seeing a significant shift here, in areas such as in-app payments, peer-to-peer lending, and micro-insurance.

Banks should be looking to take an incremental approach to Super Apps, gradually building their partner ecosystems and expanding their offerings. We've seen some examples of banks moving into the healthcare space as a starting point, acquiring or partnering with healthcare providers to offer joined up services and provide a more seamless customer experience in what is often a very inefficient industry.

Other banks are focusing on the new economy, collaborating with online marketplaces and gig economy platforms, such as Uber, to broaden out their offerings. It is essential for banks to demonstrate the benefits of these types of integrations to customers from the outset. This will build demand amongst customers and provide a solid foundation to expand their ecosystems and accelerate their journey towards Super Apps.

### BAL SHUKLA

Managing Director & Senior Partner, Infosys



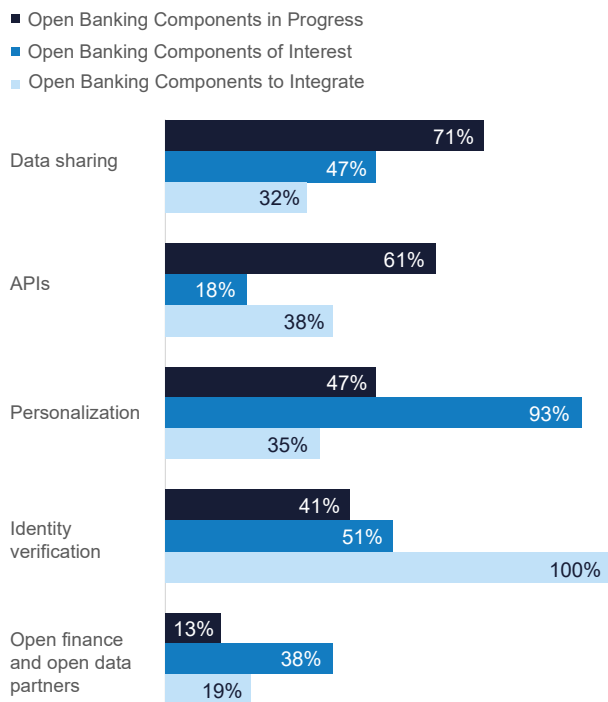


# Open Banking is key to unleashing customer data and unlocking the Super App opportunity

Open Banking is widely accepted as an essential building block for Super Apps. Already, 64% of organizations are heavily focused on Open Banking, while the remaining 36% are making moves towards it.

In particular, data sharing and APIs are the top components of Open Banking which are already in progress within financial services firms. However, banking and payments leaders are most excited about the opportunity for personalization. As many as 93% state that personalization is an interesting component of Open Banking for their business.

**Q. What components of Open Banking are already in progress at your business, what are of most interest to your business and what do you expect your business to integrate within the next 5 years?**



**Figure 8** | Current and future focus areas for components of Open Banking

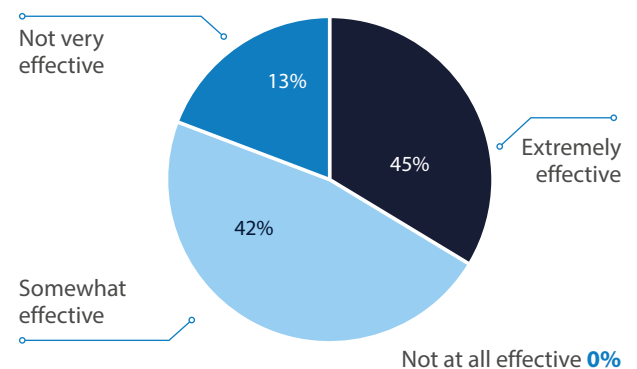
Interestingly, many leaders don't expect the move to Open Banking to happen quickly. Looking ahead five years, only around a third expect their organization to have integrated personalization, data sharing, APIs, and open finance and open data partners into their apps.

On the other hand, all respondents predict that identity verification will be integrated into their organization's Open Banking within five years.

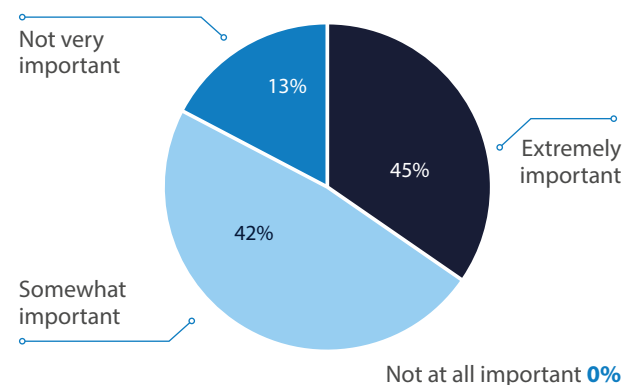
A major reason why it will take so long for many banks and payments firms to make progress with their Open Banking and Super Apps initiatives appears to be because they are struggling to collect and activate customer data for operational processes.

Only a third (34%) of leaders feel that their organization is currently using customer data in a very effective manner. The vast majority see room for improvement, with 83% saying that this will be an important area of focus over the next five years.

**Q. How effective is your business currently utilizing customer data for operational processes?**



**Q. To what extent will your business prioritize using customer data for operational processes over the next 5 years?**



**Figure 9** | Current levels of effectiveness in using customer data and future plans to optimize use of customer data

Significantly, leaders fully recognize the extent to which the success of Super Apps will depend on the ability of organizations and their wider ecosystems to collect, integrate and analyze customer data, and to turn this data into actionable insight which can deliver more relevant and personalized experiences for customers.



**Indeed, 84% of banking and payments leaders believe that it will be important for their organization to become a data custodian for intelligent commerce experiences in the next five years.**



## Banks need to earn the right to control the last mile

It's hard to overstate the impact that Open Banking has had on North American banks, driven largely by the market itself. Banks are suddenly having to exchange data with each other and with wider third-party partners, something that was unimaginable three or four years ago.

The likelihood is that banks will soon need to navigate new regulation around Open Banking, with the CFPB considering proposals to [strengthen U.S. consumers' access to, and control over, their financial data](#). Banks will no longer own customer data and this has major implications for their revenue models.

The 'last mile' is no longer a right for banks; it is something that they will have to constantly earn. And this means they need to come up with innovative new ways to engage with consumers.

Ultimately, banks need to work out how they can stay relevant to consumers within a Super App environment; otherwise, they risk only being able to operate in the back-end of these joined up systems.

### AMY DIXON

AVP – Financial Services, Infosys



## Trust is essential for banks to remain as the custodians of customer data

Banks are starting with a unique advantage within the value chain for Super Apps because they currently own and control customer data. They can leverage this data and generate insights to ensure their customers receive an ever more personalized and intuitive experience.

Forward-thinking banks are putting data, technology and applied AI at the heart of their strategies, with data as the foundation for faster and smarter decisioning and enhanced user experience. Banks have an unrivalled opportunity, as with the data they already have, they can connect the dots to know their customers, what they want, what they

like and what they are doing. And this means that with the emergence of Super Apps, banks can become the champion of the customer's lifestyle.

Importantly, however, in order to maintain this privileged position, banks need to ensure they continue to build the trust with customers. This means collecting, securing and utilizing data in an appropriate way at all times.

### AJAY BHANDARI

Regional Head – Financial Services and Mortgages, Infosys



# Collaboration over competition in the move to Super Apps

The research uncovers how banks and payments companies are taking a collaborative approach as they move towards Super Apps, partnering with a broad ecosystem of third-party organizations.

**63% of organizations are already working with fintechs, 48% are working with social media platforms, and 45% are working with ecommerce platforms. Conversely, only 31% of firms are working with payment card networks as part of their ecosystem for Super Apps.**

## Q. What ecosystem partners is your business working with or plan to work with?

■ Already working with ■ Plan to work with in the next 5 years

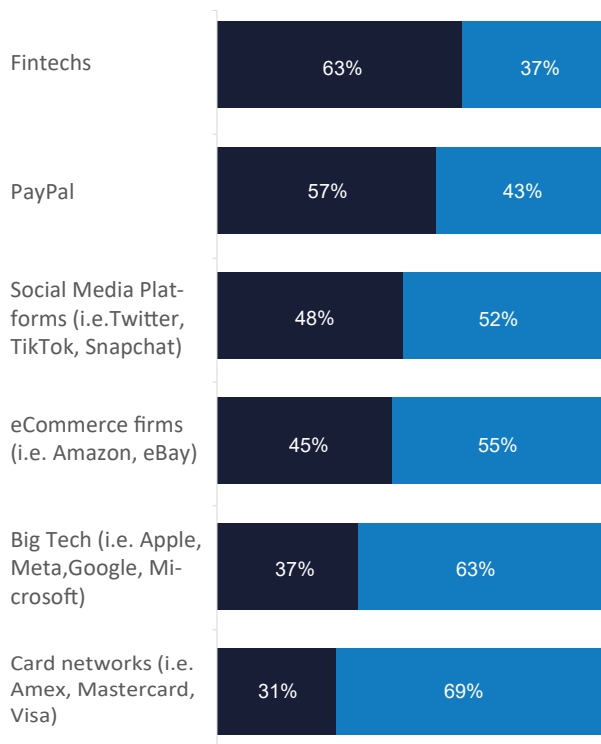


Figure 10 | Current and planned collaboration with ecosystem partners

As part of their efforts to move into the Super App space, many firms are recognizing the need to open up their services to partners within their ecosystem.

Indeed, more than half of banks and payments companies are already offering 'banking-as-a-service' services to partners, and 30% intend to do so within the next 12 months.

## Q. Do you currently offer "banking-as-a-service" services to any partners?

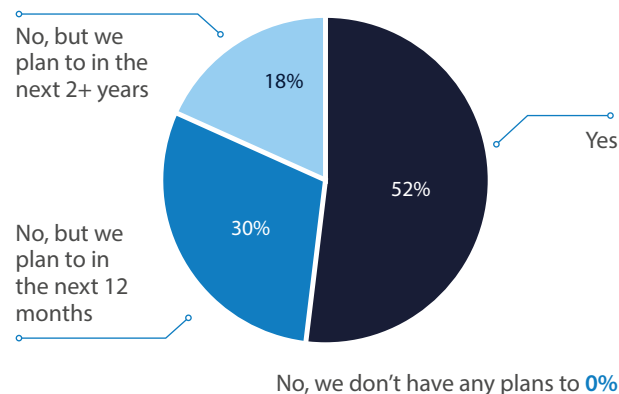


Figure 11 | Number of organizations offering banking-as-a-service services to partners

Traditional attitudes to competition appear not to apply to the move towards Super Apps. Almost three quarters (73%) of banking and payments leaders do not view Super Apps as a threat to their organization's current banking or payments app, with 15% still undecided.

## Q. Do you feel Super Apps are a threat to your current banking app?

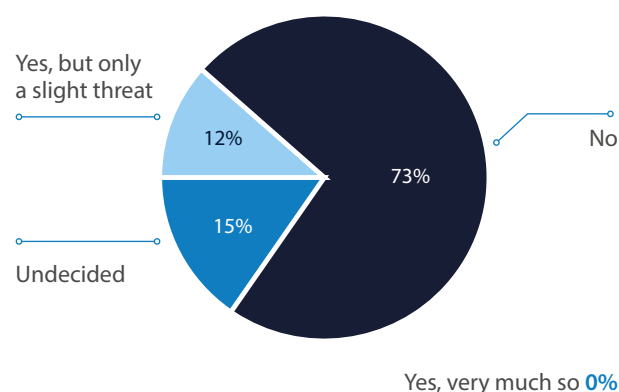


Figure 12 | Perceived levels of threat of Super Apps towards current banking apps

## Q. Do you believe Super Apps will diminish your brand equity?

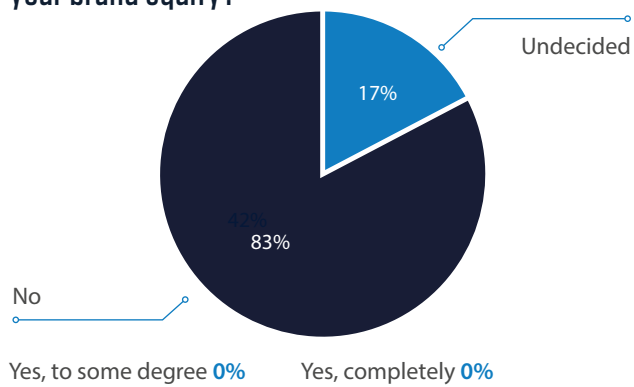


Figure 13 | Attitudes to whether Super Apps will negatively affect brand equity

Similarly, despite the fact that they will be offering and providing services alongside multiple partners, 83% of leaders do not think that Super Apps will diminish their organization's brand equity.

## Co-opetition is reshaping partner ecosystems

Banks have realized that fintechs aren't always competitors or disruptors – they can in fact become collaborators. We're seeing this play out within Embedded Finance initiatives.

Co-opetition will continue right across the industry, which is good for banks in terms of driving innovation and cost efficiency, but also for consumers in terms of better products and more seamless customer experience.

Banks have become far more open to working with all sorts of different organizations over the last few years.

They're willing to explore opportunities for collaboration and proactively looking to build vast and varied partner ecosystems. This is why we're seeing banks building substantial innovation teams who are out in the market talking to start-ups and tech platforms to see where the market is heading and ensuring they can play a part in it.

### PRAGNA SEN

Senior Director – Financial Services, Infosys



## Generative AI will determine success or failure of Super Apps

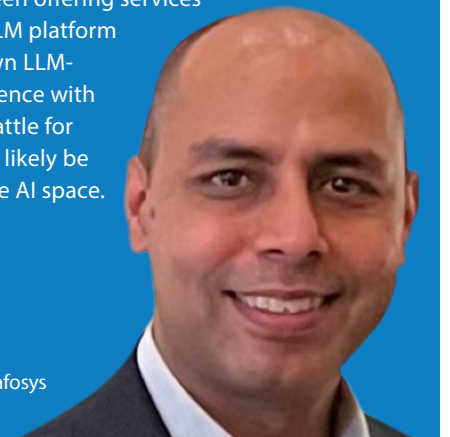
While the West and especially the U.S need to take the valuable lessons from the success of Super Apps in the East, we need to design with the future in mind – not just the past.

Customers in the future will have much greater expectations: they will demand programmatic control over their identity, privacy and data. Without doubt, technological advancements (such as Web3.0 and Generative AI) will change the way we interact with brands, and regulators will set the bar far higher for security, reliability and accessibility. If you're building a Super App, you will need to rethink identity and privacy systems so that a single sign-on in a Super App does not grant equal access to user information across all mini-apps by default.

On the technology front, Large Language Model (LLM) powered virtual assistants will likely become the gateway to the internet. Generative AI plug-ins will become the way that brands engage customers, not with apps as we currently know them. The strategic challenge for companies will be to choose between offering services through a third party LLM platform versus creating their own LLM-driven customer experience with proprietary data. The battle for the next Super App will likely be fought in the Generative AI space.

### VIVEK DWIVEDI

Global Head of Payments, Infosys



# Launching a Super App is easy: Build vs. Buy

When it comes to launching a SuperApp, speed matters. Banks can launch a SuperApp by either building it in-house or partnering with Finacle and a startup like Nuclei. Let's analyze the build versus buy decision.

Sr. No.	Variables	Build in-house	Buy (Partner with a Startup)
1	Product Expertise	Low	High They live and breathe product innovation
2	Budget	High Build as per use case	30% Lower Product cost gets distributed
3	Opportunity Cost	High Higher time to market, loss of business	Low
4	Go To Market time	High Build from scratch	Low Ready to deploy
5	Scouting and Managing Partnerships	Difficult Scout + onboard	Easy Ready set up of partners

## Build vs Buy

### What is right for Banks?



### Budget

Building in-house is expensive. Launching a category requires

- Market research & customer development interviews
- Design & Testing
- Tech development
- Scouting and managing partners

Building in-house involves reinventing the wheel. It becomes expensive compared to buying from a partner



### Product Expertise

Building expertise requires skills, time, and commitment

Product and technology innovation is crucial, which is the USP of startups

Enterprises won't be able to replace the agility and speed of startups



### Partnerships

Managing multiple partnerships is cumbersome

Diverse categories of apps add direct value to your SuperApps

Building multiple partnerships is time consuming, whereas buying from partners like Nuclei can save those efforts substantially



### Time to market

Building from scratch requires multiple steps, which could take anywhere between 1 to 2 years

Launching via partner reduces go-live time to 6 weeks



### Opportunity Costs

In a winner-takes-all SaaS market, speed is crucial

Higher time-to-market could result in loss of business & customers

# Overcoming challenges to maximize the Super Apps opportunity

While almost all banking and payments leaders are eager to take advantage of Super Apps, most admit that they have work to do in order to maximize the opportunities for monetization and revenue growth.

Only 37% of banking and payments leaders claim that their organization is currently completely prepared for the growth potential of Super Apps, meaning that almost two thirds of firms need to take action to be ready.

Q. To what extent do you feel your business is ready for the growth potential of Super Apps?

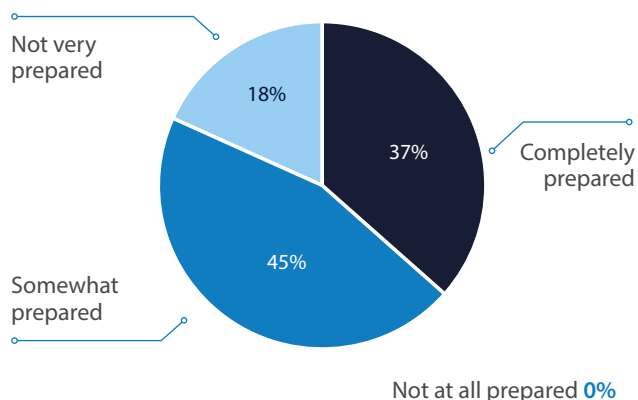


Figure 14 | Levels of preparedness for growth potential of Super Apps

For some firms, incremental changes to their operations will be required to get ready for Super Apps, while for others more fundamental change will be necessary.

Remarkably, 33% of banking and payments leaders believe that their firm will need to completely transform in order to accommodate the introduction of Super Apps into the North American market.

Q. To what extent do you believe your business will have to transform to accommodate Super App entry in the market?

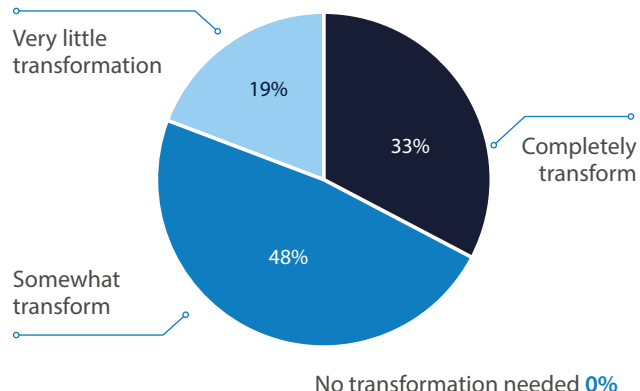


Figure 15 | Extent to which organizations will need to transform to accommodate entry of Super Apps into the market

Interestingly, the research shows that many banks and payments companies have already identified how they will need to transform their operating models, go-to-market strategies and workforce structures in order to facilitate the introduction of Super Apps.

36% of banking and payments leaders claim that their organization has already determined new business models that it will look to adopt in order to prepare for and accelerate the rise of Super Apps. A further 45% state that they are in the process of exploring new business models to take advantage of Super Apps.

Q. Are you looking to adopt new business models to prepare/enable/accelerate the rise of Super Apps?

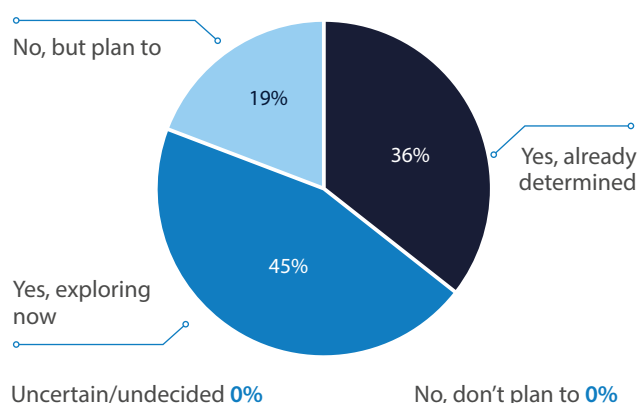


Figure 16 | Extent to which leaders are exploring new business models to prepare for Super Apps

The research finds that firms will need to invest significantly in their applications and supporting infrastructure in order to prepare for the introduction of Super Apps. In particular, banks and payments companies will need to invest in features which support and enable mobile payments and cashless payments.

The most significant challenge for organizations is a lack of knowledge and skills to execute on their plans for Super Apps, followed by issues around data privacy and security. As many as 71% of banking and payments leaders admit that skills shortages within their business are a concern.

### Q. Which Super App features will require the most investment from your business? Please rank in order most to least

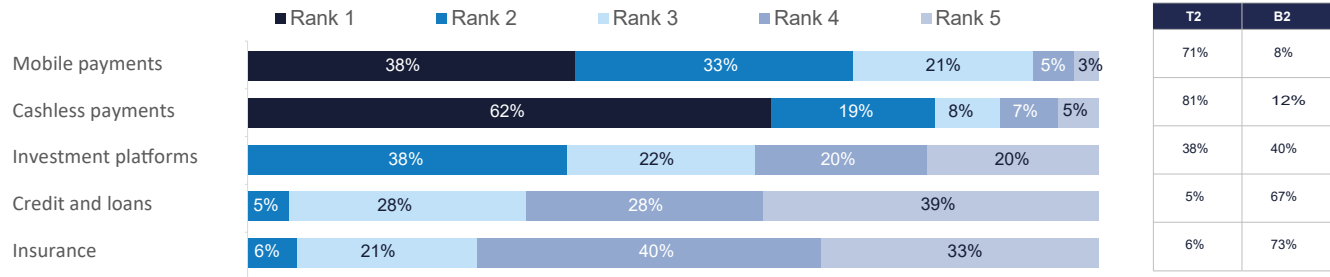


Figure 17 | Features of Super Apps which will require the most investment

At a broader level, banking and payments leaders point to a wide range of challenges which their firms will need to address in order to achieve its ambitions around Super Apps.

Other barriers to progress with Super Apps include how to handle the disintermediation of banks for customers, competition from new, disruptive fintech companies, the need for cultural change within the workforce and legacy IT.

### Q. Which Super App challenges will be most concerning for your business?

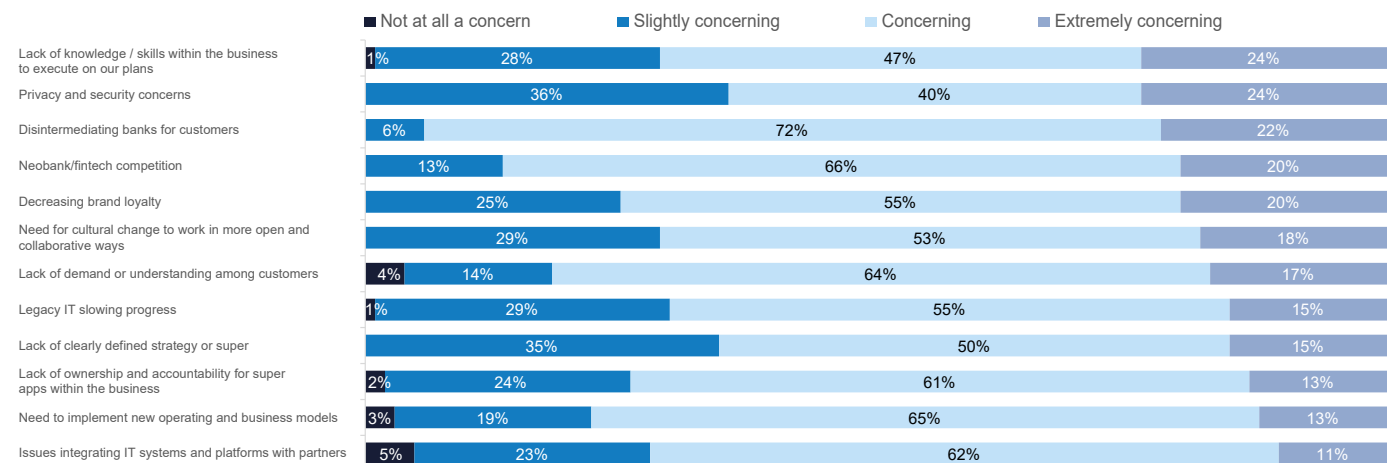


Figure 18 | The greatest challenges to progress with Super Apps

## Banks need to develop a holistic strategy to support their journey to Super Apps

Most banks in North America are still trying to figure out the size and scale of the Super App opportunity and how they can best approach it. They're determining what data and information they want to share with partners, while identifying the core data or IP they want to protect – the real secret sauce.

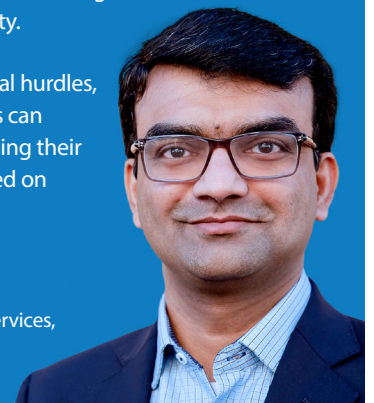
Banks should be looking at Super Apps as a journey, one that takes time and involves continual learning and constant evaluation. They should start small and build out their programs, but the important thing now is to get out of the blocks and get things underway. This

will allow them to engage customers around new expanded services, get feedback and get a much better understanding of customer needs and preferences while also monitoring customer adoption and profitability.

Small steps will overcome the initial hurdles, but from there, if successful, banks can quickly build momentum, expanding their ecosystems and propositions based on actual demand.

### DENNIS GADA

Global Head of Banking & Financial Services, Infosys



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# Conclusion

## Super Apps are the future and banks and payments companies must act now to maximize the opportunity

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The overriding message from this research is that leaders within the financial services industry are hugely excited about the potential of Super Apps to engage new audiences and create new revenue streams. And it's clear that many are already taking decisive action to get their firms ready to take full advantage.

**The fact that almost nine in ten organizations will be trialing Super Apps within the next 12 months shows the seriousness and urgency with which banks and payments companies are approaching Super Apps.**

Clearly, the potential benefits of Super Apps are hugely attractive, particularly when many organizations are facing challenging economic conditions. The monetization of new services and entry into new markets, along with scale and cost efficiency within development, make Super Apps one of the greatest opportunities for banks and payments companies over the next five years.

However, in order to maximize this opportunity, firms will need to invest in new features within their apps, most notably mobile payments and cashless payments. It simply won't be enough for banks to focus solely on traditional financial products; those that do will find themselves on the outside, looking in.

**Encouragingly, banking and payments leaders seem to recognize the need to adopt a broader mindset when it comes to Super Apps – that is why we're seeing organizations exploring features such as hotel and transport bookings and grocery shopping.**

Banks and payment companies will also need to ramp up their Open Banking initiatives to prepare for the introduction of Super Apps into the market. The current focus on data sharing and APIs highlights the progress being made in this area; but banking and payments leaders rightly point to personalization as the greatest opportunity for their organizations within Open Banking.

The research exposes an urgent need for banks and payments companies to improve in their use of customer data; leaders rightly see this as critical for their organizations to secure a prominent and influential role in Super App ecosystems. The ability to collect data and convert this data into game-changing insights is certainly one area where financial services organizations can add huge value to partners.



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As well as digital innovation and optimized use of data, the move to Super Apps will also require significant cultural change within banks and payments companies, and across the sector as a whole. Leaders need to leave behind entrenched mindsets, based around traditional competitive dynamics between organizations, and embrace a more open and collaborative way of working. This includes working with disruptive fintech start-ups and also a much broader set of partners outside the sector, whether that be ecommerce platforms, social media platforms or travel and leisure companies. Leading the way in offering banking-as-a-service will put banks in prime position to forge new partnerships and diversify their offerings.

## LEADERS


need to change the way they think. What they previously deemed to be a threat could now present an opportunity for their business.

The research reveals the distance that many banks and payments companies will need to travel in order to participate and succeed within a Super App ecosystem. Only a third of leaders feel ready for this shift, and many recognize that it will require wholesale transformation and significant investment over the coming years.

Critically, banks and payments companies can't continue to think about Super Apps as a future innovation; the move to Super Apps is happening now, and they can't afford to fall behind. It's therefore vital that firms find ways to navigate around the various barriers to progress that they are encountering, whether that be legacy IT, cultural resistance, concerns around data privacy and security, or inadequate skills and knowledge.

Most of all, banking and payments leaders need to create a vision of where and how their organization can best perform an important role within a Super App ecosystem. That could be as a financial utility provider, a digital native platform or as an ecosystem aggregator. And once they have this clear picture, leaders can then develop a holistic strategy to achieve it – combining new application features, innovation and optimized use of data with new business models and more collaborative ways of working with partners.

Over the next five years, Super Apps will play an increasingly important role within the digital economy, as North American consumers come to value the convenience and enhanced digital experiences that they can provide. By mobilizing now and preparing for the introduction of Super Apps, banks and payments companies can ensure that they're perfectly positioned to take full advantage of this huge new opportunity.



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For more information, contact [askus@infosys.com](mailto:askus@infosys.com)



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