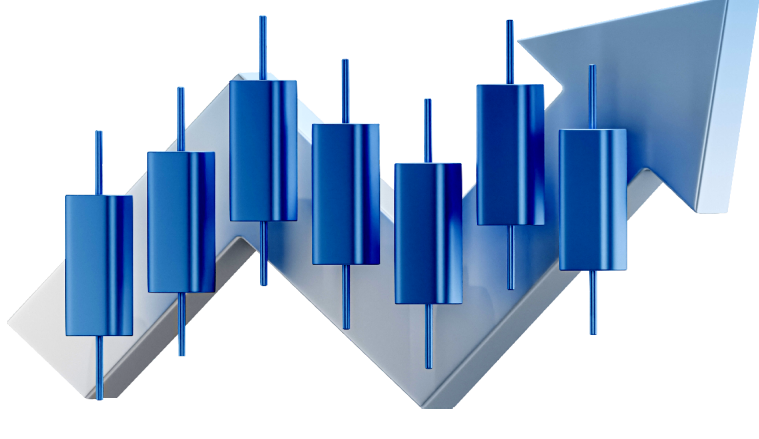


Inside the Capital Markets Technology Cycle

Four Market Shifts NuSummit is Helping Clients Navigate



Four Forces are Reshaping the Capital Markets Modernization Strategy

Spending, cycles, platforms, and emerging capabilities are converging to redefine how global markets operate.

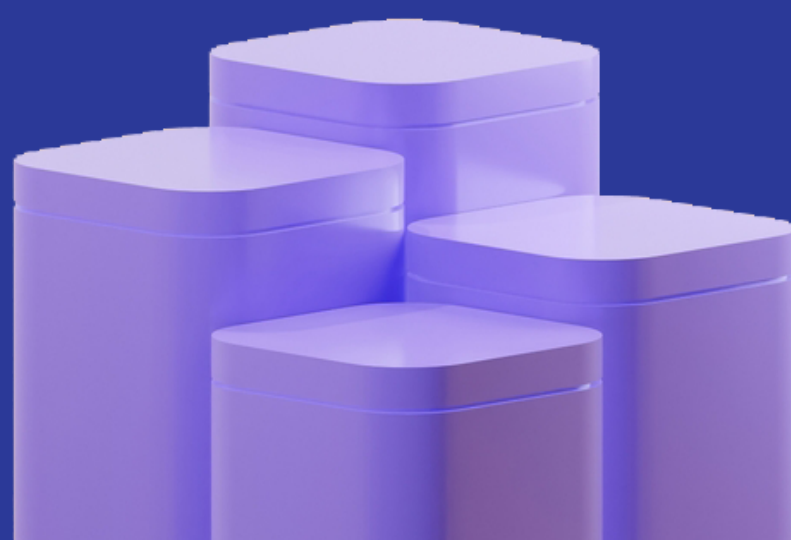
A quiet yet fundamental shift is underway in capital markets. Technology cycles, once predictable and incremental, are collapsing into shorter, more urgent modernization windows. Global spending is expected to grow from **\$163B to \$244B** over the next five years. The pace of refresh cycles, the architecture of trading platforms, and the adoption of cloud, AI, cybersecurity, and RegTech are forcing leaders to rethink the very foundations of their infrastructure. And while North America leads investment, the global acceleration across Europe, ASEAN, and LATAM signals that modernization has shifted from “scheduled upgrade” to **ongoing transformation**.

This edition distills our research into **four strategic forces** that matter now, and the implications for institutions moving from maintenance to modernization.

[Explore the Future of Capital Markets](#)

The Four Market Shifts Leaders Should Prioritize

Here are four shifts defining the next generation of market operations:



Spending Is Shifting Toward Scalable, Revenue-Linked Capabilities

Insight

Global tech spending is rising, but tech investments are moving decisively into data platforms, analytics, cloud enablement, and automated compliance.

Takeaway

Spending is no longer about infrastructure upkeep but about enabling new revenue streams and strengthening resilience.

How NuSummit Can Help

This shift requires modernization roadmaps that connect regulatory, cyber, and commercial priorities — a key area where NuSummit supports organizations in building technology investment strategies and revenue-adjacent capabilities to deliver measurable enterprise value.

[Learn More](#)



Technology Refresh Cycles Are Compressing

Insight

Latency demands, regulatory expectations, and cyber risk have shortened refresh cycles to 3–5 years, sometimes even faster.

Takeaway

Traditional depreciation schedules no longer align with market reality. Organizations need architectural models that support continuous modernization.

How NuSummit Can Help

NuSummit helps exchanges assess platform dependencies, refresh timing, and operational impacts to keep modernization on track. Our architecture and lifecycle evaluations enable faster, safer refresh cycles without disrupting market-critical operations.

[Learn More](#)



Platform Architecture Is Becoming a Strategic Growth Lever

Insight

Operators are shifting to modern, modular trading platforms that support higher throughput, multi-asset expansion, and faster product launches.

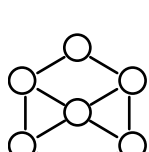
Takeaway

Platform selection is increasingly a growth enabler, determining how quickly operators can launch new products, attract liquidity, and expand cross-market connections.

How NuSummit Can Help

NuSummit helps organizations assess platform and architecture fit, identify integration gaps, and enable multi-asset expansion, new product launches, and data monetization strategies.

[Learn More](#)



AI, Cloud, RegTech, and Cyber Are Becoming Integrated Risk Infrastructure

Insight

These technologies are no longer standalone investments but part of a converging ecosystem that enables faster decisions and safer operations.

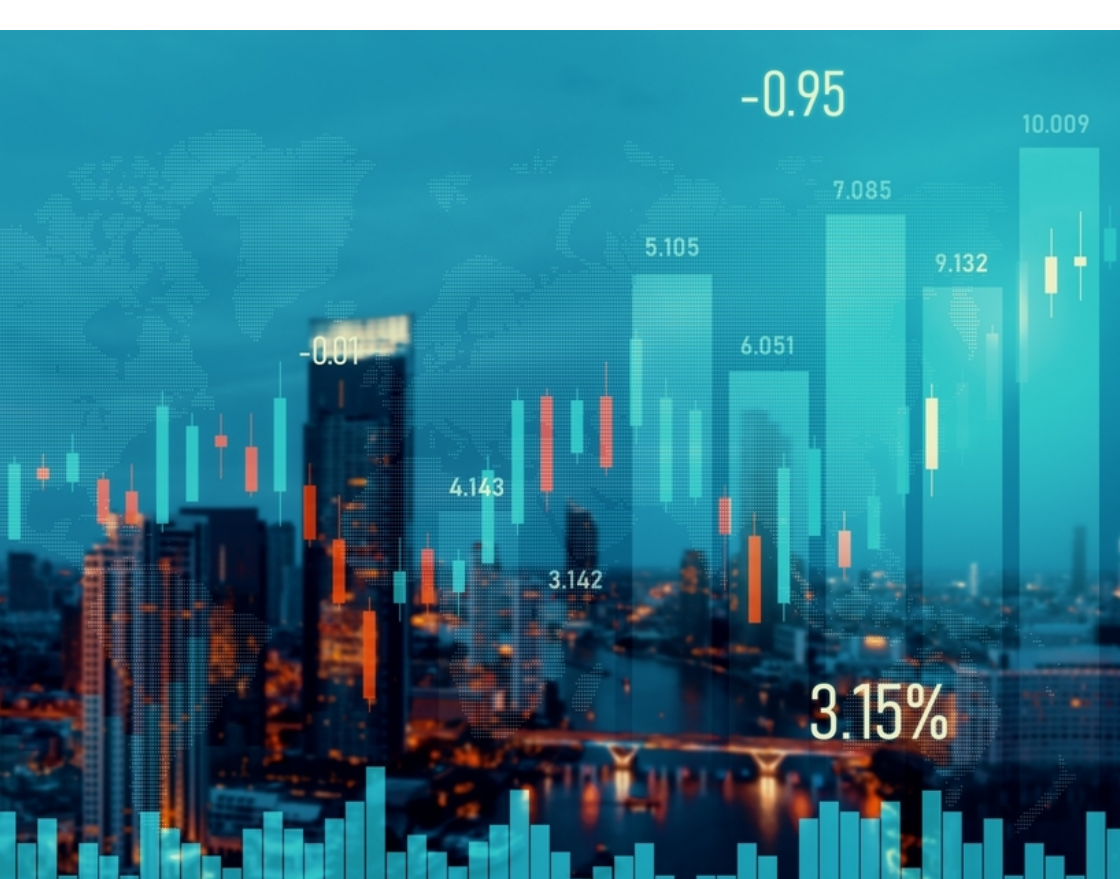
Takeaway

Siloed tools are losing relevance as integrated digital infrastructure becomes the new standard.

How NuSummit Can Help

NuSummit helps exchanges integrate AI and RegTech into workflows while designing cloud + cyber architecture focused on high availability and secure, compliant operations.

[Learn More](#)



Closing Line

The institutions that modernize with intent will be the ones that improve resilience, scale smarter, and shape the next generation of market performance.

[Contact Our Experts](#)

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- [3] LSEG (London Stock Exchange Group). "Millennium Exchange Fact Sheet." November 2025.