

THOUGHT LEADERSHIP PAPER OVERVIEW

The Evolution of BSS and OSS

From telecom backbone to cross-industry revenue engine

INTENDED FOR	Executive leadership in insurance, healthcare, and financial services evaluating platform strategy, and technology partners serving them
PREPARED BY	Shailan Topiwala, BSc, MCS, CMC, MIOD
CONTACT	s.topiwala@praxiskar.com www.praxiskar.com
DOCUMENT	Overview Last update 9 Oct 2026

Why This Paper

The systems built to provision and bill telecom services, OSS and BSS, are becoming the operating model for any business that sells on a recurring basis. Insurance carriers now activate usage-based coverage the way a telecom operator activates a data plan. Healthcare organisations are running membership and subscription programmes on recurring-billing platforms. This paper traces that migration, names the vendors leading it, and shows where AI is turning back-office plumbing into a direct driver of revenue.

At a Glance

\$2.9B NEC's acquisition of CSG Systems, completed May 2026	21M+ US policyholders sharing telematics data with insurers, 2024	28% Annual growth in telematics data sharing since 2018	3 Industries covered: telecom, insurance, healthcare
---	---	---	--

What the Full Paper Covers

- **The architecture shift:** how BSS and OSS moved from separate, brittle systems to one real-time feedback loop, and through three eras, from monolithic stacks to embedded agentic AI.
- **Cross-industry adoption:** named examples of the pattern at work in insurance (usage-based telematics policies) and healthcare (subscription-based care).
- **Market consolidation:** NEC's \$2.9 billion acquisition of CSG Systems, Amdocs' agentic CES26 suite.
- **AI-driven monetisation:** how lead-to-cash acceleration, real-time upselling and predictive credit management turn cost centres into revenue engines.

Request the Full Paper

The Evolution of BSS and OSS runs five pages with full source citations. Email s.topiwala@praxiskar.com for a copy.