



23

MMG End-of-Year Report

Reviewing Key Trends
& Forecasting Ahead

Enjoy a *different* Consulting Experience

The world has changed while the consulting business has mostly stayed the same over the years. What if we take consulting beyond its antiquated image and embrace new ways of solving today's challenges - with creativity, experience and a good portion of fun?

We don't just do consulting, we solve problems that matter. We combine cross-functional expertise with innovation, creativity and passion to help our clients overcome complex challenges and deliver results with a lasting impact. We have fun on the way because we love what we do.

Many of us began our careers within major consulting firms and are therefore fluent in the consulting lingo. At some point, naturally, we had to realise that most client problems can't be solved by mere buzzwords. So, we took our experience, tools, and proven methodologies and founded MMG with a different, more agile consulting approach in mind. In the areas of strategy, solution design, sourcing, implementation, and digital transformation, we combine top-notch consulting and professional expertise with a far-reaching network of proven specialists. We top it off with creativity, humour and a considerable portion of humility.



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A foreword from our partners

Zurich, Switzerland
December 4th, 2023

Greetings, esteemed clients, partners, and friends of MMG!

Reflecting on the year in our annual report, we've experienced a thrilling ride, filled with laughter, achievements, and memorable moments. As we navigate the "new normal," we're proud to celebrate MMG's resilience and our 10th anniversary, marking a decade of excellence and strong partnerships.

We extend our deepest appreciation to our loyal clients, your support has been pivotal to our journey. We're also excited to welcome new clients, broadening our horizons and embarking on fresh ventures together.

In a significant development, we've partnered with eXpertaas, enhancing our spectrum of expertise and services. This collaboration promises to unearth new opportunities and insights across various domains.

Amidst our professional milestones, we're delighted to share personal joys as well—our team has grown with the addition of two newborns, bringing new energy and perspective to our MMG family.

As this eventful year concludes, we look forward to the opportunities and experiences the future holds. Thank you for your integral role in our story, and we anticipate continuing our shared journey toward further success.

Warm regards,



Richard Bleuler



Christian Bosshard



Ali Mahmoodian



Pascal Bänninger



Thomas Baumgartner

A year of many milestones



MMG Celebrates 10 years!

MMG turned 10 years in 2023, and we celebrated this milestone with our esteemed colleagues and clients at a memorable summer event. Hosted high above Zurich on the 35th floor in CLOUDS, it was a night of reflection and joy, marking a decade of achievements.

Our heartfelt thanks go to everyone who joined us, making it an unforgettable evening. Your support has been crucial in our journey, fostering impactful projects and lasting partnerships. This celebration not only commemorated our past successes but also set the stage for future innovations and accomplishments.

As we raise our glasses, we not only celebrate the past ten years of MMG's journey but also eagerly anticipate the exciting opportunities that lie ahead. Here's to a decade of MMG's excellence and the promise of many more triumphant years to come! Cheers!

eXpertaaS joins MMG

After years of fostering a close-knit collaboration and working together on various client projects, we are thrilled to announce the full integration of the eXpertaaS team into the MMG family.

This merger significantly bolsters MMG's capabilities by incorporating unique sourcing expertise in software licensing and expanding our business engineering team across different industries. Together, we offer our clients a broader and more robust capacity and capability base, ensuring that we can effectively meet and exceed their needs. Our new and enhanced company's service offerings encompass core services, along with the flexibility to provide custom-tailored project solutions, ensuring we cater to each client's unique requirements.

We extend a heartfelt and warm welcome to our new colleagues and partners, and we can't wait for you to meet them and experience the wealth of knowledge and expertise they bring to our MMG family.

A decorative graphic in the bottom right corner featuring a large white '23' with scattered blue and orange stars and confetti around it.

23



Product Updates

Latest Innovations in the MMG Portfolio

On our new **Sourcing Advisory Platform**

In 2023, MMG introduced its latest offering, the “Sourcing Platform Advisory,” designed to assist companies in enhancing their sourcing practices through the adoption of procurement platforms. Choosing the optimal procurement platform is known to cause a headache, even for seasoned sourcing professionals. Fortunately, MMG has the experience, a systematic approach, and tools for the evaluation and selection of the most suitable procurement platform. By developing an in-house pre-selection tool tailored for procurement platforms, MMG reaffirms its commitment to innovation in consulting. Stay tuned for further updates and a planned launch of the pre-selection tool in 2024.

Updates on darwn

In 2023, **Darwn.io** pivoted to emphasise its role as a leading educational hub in the cryptocurrency space. Our vision: create a cohesive ecosystem where professionals and enthusiasts converge, learn, and innovate. Our mission, rooted in this vision, centres on delivering unparalleled, intuitive educational content. Tailored for both industry experts and newcomers, we demystify the crypto landscape, ensuring everyone navigates with clarity and confidence.

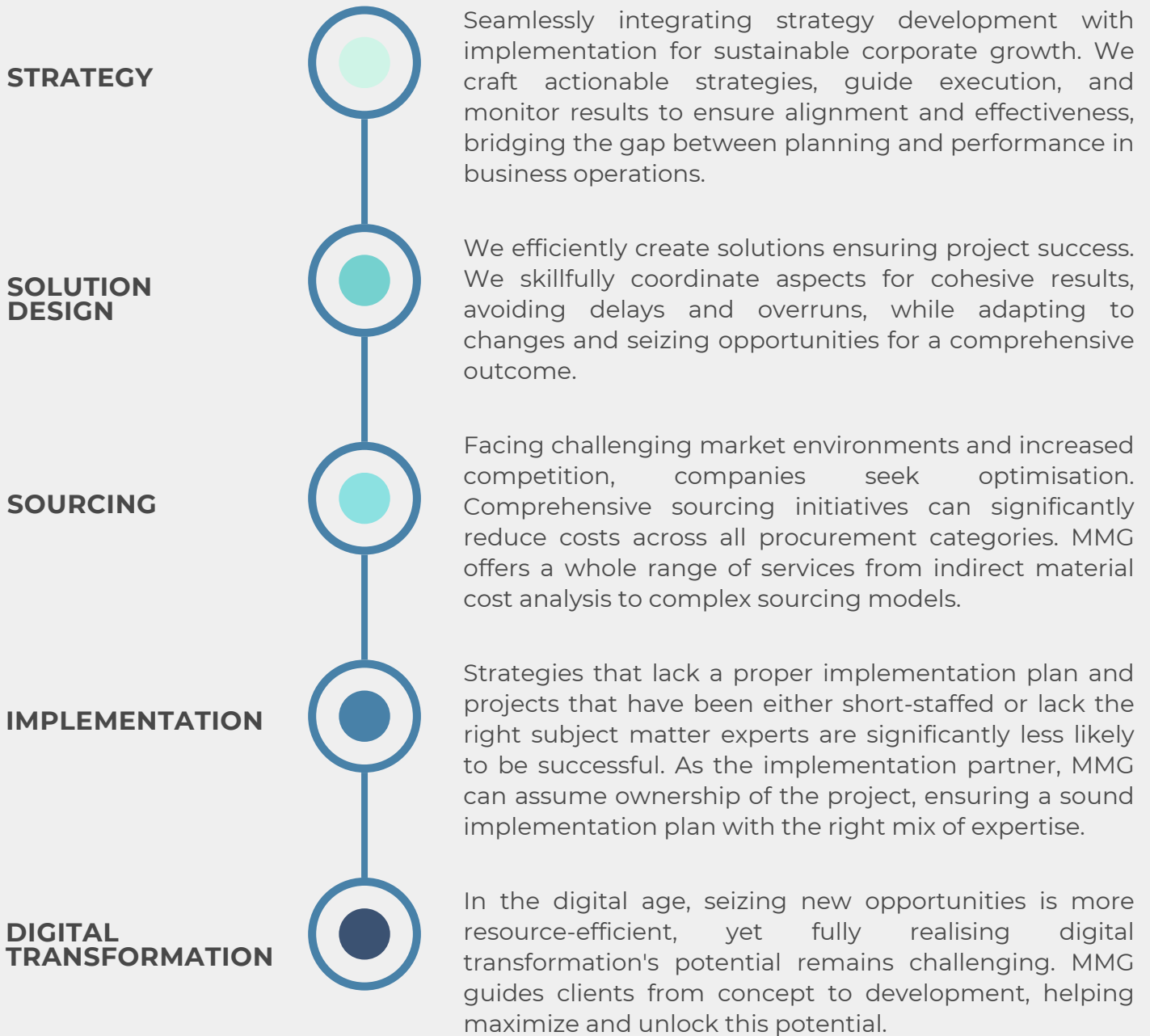
A highlight this year was the soft launch of 'Expert Talks', reinforcing our commitment to communal learning and fostering dialogue. This initiative will be further expanded in 2024, initiating a series which aims to bring new voices and digital assets topics to the table. As the crypto narrative evolves, Darwn stands firm and dedicated to empowering, enlightening, and engaging its diverse community.

www.darwn.io



MMG Services

An End-to-End approach





ESG Reshaping the Financial Landscape

by Jonas Bauer

In recent years, the landscape of corporate responsibility has transformed. Environmental, Social, and Governance (ESG) factors are now fundamental for governments and businesses worldwide. This article explores the growing relevance of ESG, particularly in the financial sector, and the increasing number of regulations shaping corporate behavior.

Society and ESG

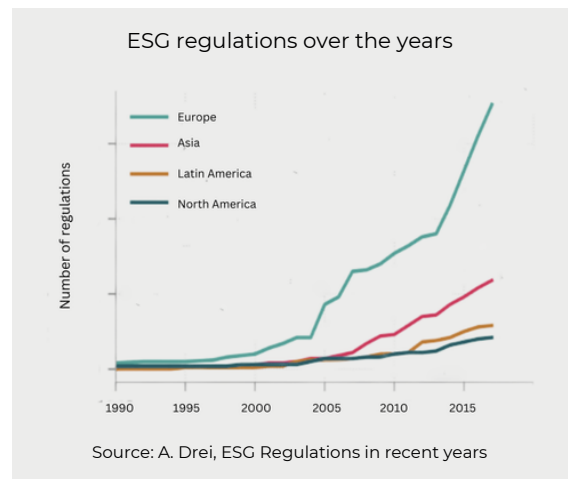
ESG considerations have swiftly climbed the ladder of importance in society. The perception of corporate responsibility has evolved, and businesses are no longer solely judged by their financial performance. Today, companies are expected to address a broader spectrum of concerns, ranging from environmental sustainability to ethical governance.

Every company, regardless of size or industry, must grapple with ESG challenges and, crucially, align themselves with an ever-expanding web of regulations.

The Rise of ESG Regulations and Europe's leading role

The rise of ESG regulations is a natural progression from the era of self-regulation, which proved inadequate in ensuring meaningful change, leading governments and regulatory bodies to step in.

The European Union (EU) has taken the lead in pushing for stringent ESG standards, often followed by others. Switzerland, closely intertwined with the EU market, is significantly impacted by these regulations.



ESG and the Financial Sector

While ESG considerations have swept across all industries, the financial sector holds a unique position in the ESG landscape. Financial institutions are under pressure to integrate ESG metrics into their investment strategies and products. The regulations represent a fundamental shift in how the financial sector operates and invests.

Conclusion: As regulations continue to evolve and grow in importance, companies in the financial sector must be prepared to navigate this complex landscape. ESG is no longer a choice but an imperative, and those who fail to adapt may find themselves struggling to meet both market and regulatory expectations in the future.

An ode to Business Engineering

By Luz Hitters

In the world of consulting, innovation and adaptability are the cornerstones of progress. As we approach the end of another rewarding year at MMG Management Consulting, we're on a mission to share with you a powerful solution in our toolkit - Business Engineering. While we've been using it for years, we understand that many are unfamiliar with its real-world advantages. Therefore, we have decided to shed some light on it!

What is Business Engineering?

Simply put, Business Engineering is the perfect blend of business expertise and technology. It's like a bridge that connects a business's strategic vision with practical implementation, making it work smoothly. We bring together experts from various fields to design, fine-tune, and operate complex systems. This ensures technology is a seamless part of achieving business excellence.

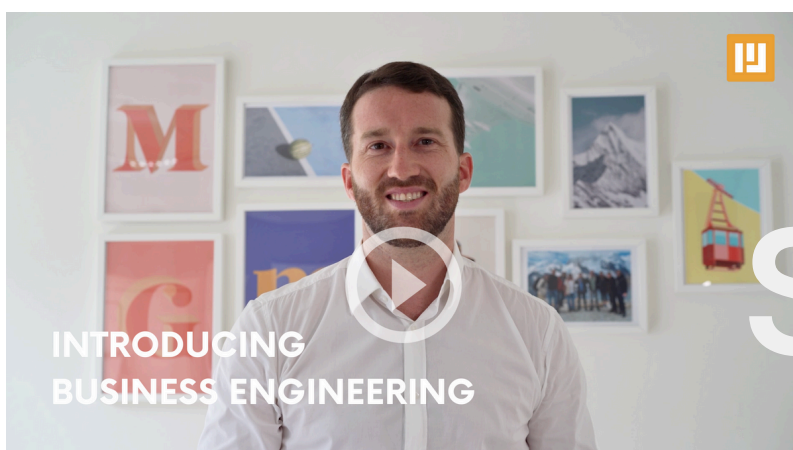
Why embrace Business Engineering?

In an era where change is constant, Business Engineering equips businesses to stay agile and ahead of the curve. It's not just about keeping up; it's about leading the change. By aligning tech with your business goals, you can make smarter decisions, enjoy smoother processes, and satisfy customers more effectively, which drives success in any market.

Why Business Engineering matters

If you're not familiar with Business Engineering, you might wonder why it's so important. The answer is simple: it keeps businesses flexible, adaptable, and ready for the future. It helps us build, operate, and manage intricate systems, ensuring that technology and business goals align seamlessly. The result? Better decision-making, smoother processes, happier customers, and businesses that thrive in an ever-changing market.

In short, Business Engineering is the key to unlocking a business's potential, streamlining its processes, and preparing it for ongoing success. Although we've been using this approach for years, we understand that many people still don't know its benefits. With this explanation, we're excited to continue our journey into a world of innovation and endless possibilities.



Want to learn more? Check out our video on LinkedIn

Solution Design



Dynamic Sourcing

By Dario Zambrino

Dynamic Sourcing is not just another buzzword; it represents a paradigm shift in procurement strategies. Instead of the conventional Request for Proposal (RFP) process, Dynamic Sourcing employs a Request for Solution (RFS) approach. This change introduces an effective alternative, allowing for a more fluid, iterative, and feedback-driven process. It allows organizations and suppliers to tailor solutions to your organization's needs.

Key Advantages

Embracing Supplier Expertise

Dynamic Sourcing adopts a flexible approach. Suppliers are invited to showcase their expertise and creativity and encouraged to propose the solution that best meets the organization's needs.

Empowering Solution-Driven Workshops

Dynamic Sourcing harnesses the power of iterative workshops, creating a conducive environment for innovation and out-of-the-box thinking.

Stronger Stakeholder Relationships

By involving suppliers in the co-design process, businesses can build stronger stakeholder and end-user relationships. This improves alignment on solutions and creates a sense of ownership for all parties.

Reducing S2C Lead Times

Dynamic Sourcing establishes agile processes that significantly reduce source-to-contract (S2C) lead times by 20% to 50%.

Limitations

Additional Resource Needs

Implementing Dynamic Sourcing may necessitate extra resources and specialised expertise, particularly in agile methodologies, to ensure its success.

Confidentiality Concerns

In co-design workshops, some vendors might be reluctant to disclose sensitive information. It's important to emphasise that the objective is collaborative solution-finding, not fostering supplier competition.

Adaptability and Agility

A key to successful Dynamic Sourcing is team adaptability to iterative processes and a dynamic decision-making environment. Embracing continuous feedback loops allows organisations to respond to market shifts swiftly, making informed decisions that lead to more agile procurement results.

In conclusion, Dynamic Sourcing represents a significant step forward in procurement practices, but it requires a strategic and balanced approach to realize its full potential. By understanding both the advantages and limitations, organizations can make informed decisions, allowing them to reap the benefits of agility and innovation in their procurement journey.

Design Thinking for AI

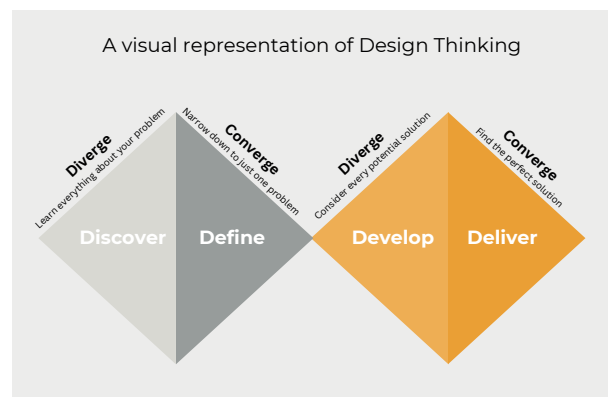
by Christian Bosshard

In this increasingly digital world, we at MMG consistently strive to bridge the gap between theoretical academia and tangible, real-world challenges. Therefore, we were overjoyed to partner with the **University of St. Gallen** for their 'Design Thinking for AI' course, aligning this collaboration with our core beliefs.

At the heart of this partnership were the students - bright, inquisitive minds eager to traverse through the labyrinth of AI. Their enthusiasm was palpable, as they tackled real-world corporate challenges, riddled with complexities and promising opportunities alike.

As for our project with HSG, we presented an intriguing challenge — the re-imagination of corporate action workflows at **SIX** utilizing AI's enormous potential. The students hit the ground running, showing their adeptness in understanding complex issues and coming up with innovative solutions. Their capability to grasp the intricate elements of AI and apply it in designing more efficient workflows was truly inspiring.

Design Thinking's importance in this context can't be overstated. It provides a vital framework for systematic innovation, placing emphasis on understanding the user's needs, having a solution-oriented mindset, and encouraging risk-taking in a controlled environment.



The students brought forth a barrage of promising and creative concepts to leverage AI to overhaul and streamline the current corporate action processes. Thereby, we mentored them throughout the process, introducing them to key concepts and providing insight into the potential challenges and intricacies of the AI landscape.

The journey with St. Gallen was a perfect blend of learning, innovation and fun, making it a memorable partnership. It was an experience that all of us at MMG cherished and we look forward to more such exciting collaborations in the future. The blend of academia and real-world problem-solving, with an added sprinkle of crazy ideas, was a recipe for success.

Transaction-based Investment Advisory



Embracing Digitalization for Enhanced Service and Compliance

by Christoph Buck

In financial services, investment advisors often mention that some clients are interested in specific titles, calling for discussions on these instruments before implementing the recommended actions. This trend finds regulatory support in Switzerland's Financial Services Act (FinSA or FIDLEG), particularly under the framework of transaction-based investment advisory. Unlike portfolio-based advice, which offers holistic guidance on an entire investment portfolio, transaction-based advisory focuses on specific transactions or financial products.

The primary challenge in transaction-based advisory lies in delineating its scope, particularly distinguishing it from portfolio-based services. This differentiation is crucial as it directly impacts the nature of the suitability and appropriateness assessments required under FinSA. While portfolio-based advice necessitates a comprehensive understanding of the client's financial situation, objectives, and risk tolerance (suitability assessment), transaction-based advice requires an appropriateness assessment, ensuring the client comprehends the risks associated with a specific transaction.

Embracing digitalisation offers a promising solution to these challenges. By transitioning to digital platforms, financial service providers can streamline the process, ensuring accurate and consistent suitability and appropriateness assessments. This digital approach fosters compliance with regulatory standards and presents an opportunity to introduce innovative services. For instance, recommendations based on automated analyses of clients' knowledge and experience as well as their preferences, enhance both service quality and efficiency.

Moreover, the digitalisation of transaction-based advisory services aligns well with the broader digital transformation trend in the finance sector. It meets the evolving preferences of tech-savvy clients while ensuring that advisors adhere to the stringent regulatory requirements of FinSA. By adopting digital solutions, financial service providers can kill two birds with one stone: they can advance their digital capabilities while potentially launching new, client-centric services. This dual benefit underscores the significant role of digitalisation in shaping the future of investment advisory services.

Meet the MMG Team



Ali Mahmoodian is a partner at MMG with over 25 years of experience in the financial services industry, including 20 years as a management consultant. His expertise spans securities services, business and process analysis, digitization, post-merger integration, and strategic sourcing.



Richard Bleuler is a partner at MMG since 2007. He is dedicated to providing top-notch service and value with a focus on sourcing and procurement, cost-cutting, and process optimization across all industries. He is also passionate about digitalization and investment management optimization.



Christian Bosshard is a partner at MMG with experience in business engineering and innovation, leading the areas of digitalization and digital transformation. He specializes in business analysis, requirements and test management, banking operations, banking systems, sourcing, and procurement for IT systems and BPO.



Pascal Bänninger is one of the new partners at MMG, is a blend of entrepreneur and advisor. After years of international projects and travel, he settled down in the Zurich Area. Pascal has mastered the alignment between business capabilities, processes, and technology to create successful business innovation and digitalization in a methodical yet pragmatic manner.



Thomas Baumgartner is a new partner at MMG. With extensive expertise in software licensing and SAP procurement, Thomas is an entrepreneurial management consultant with over two decades of experience in sourcing, license management, and service development and delivery across diverse industries.



Christoph Buck is a director within MMG. He has extensive experience assisting clients in the financial sector with domain expertise, process, and digitization. Passionate about innovations, he possesses a deep knowledge of the investment management business and also has been focusing on digital assets for the past five years.



Loris Hutterli is a senior manager at MMG, with international experience. He's all about leading exciting changes in the Financial Services world, with skills spanning PM, Strategy, Digital Transformation, Business Analysis, and Process Optimization. Loris is goal-oriented, a good communicator, and not easily rattled no matter the situation.



Rachel Lim is a senior manager at MMG Management Consulting. Her extensive expertise encompasses business analysis, digitalization, workflows, process optimization, testing, and strategic sourcing. Her profound insights and strategic acumen continue to drive transformative initiatives to success, particularly within the financial services sector.



Yanick Mandl is a senior manager, well-versed in sourcing-related topics, with a particular interest in combining digitalization and procurement. He has developed MMG's "Sourcing Platform Advisory" service and is passionate about helping companies improve their sourcing practices using the latest technological advances.



Dario Zambrino is a manager at MMG who seamlessly blends procurement expertise, digital finesse, and investment business. Fuelled by the essence of Italian coffee and global wanderlust, he is our driving force with a German work mentality, driving value in the areas of sourcing and implementation.



Luz Hitters is a senior associate, who possesses expertise in business analysis, project management, solution design, and digitalization strategy, primarily in the financial services sector. With a varied background in economics, cultural management, and finance, she thrives in areas like business engineering, offering a unique and creative perspective.



Lovis von Richthofen is a senior associate with a strong focus on IT transformation, digitalization, and implementation projects. He consistently drives performance and ensures high-quality deliverables in a versatile environment. Lovis also possesses expertise in WebApps solutions development, playing a key role in driving process automation and operational digitalization within the financial industry.



Fabio Rozzi is a senior associate who excels in the fields of strategic procurement, professional services, and business analysis. He is a sourcing expert known for his dedication to finding optimal solutions for every project. Additionally, Fabio specializes in process improvement, thoroughly examining strategies and their implementation.



Jonas Bauer is an associate with skills in business analysis in the areas of fintech and wealth management. His background in political science and business administration, paired with international and entrepreneurial experience drives value in the areas of strategy and implementation.



Jimena Paluch joined the MMG Team as the new office manager. Her career has been as varied and diverse as her personal interests, ranging from romance studies to economics, and design pedagogy. Jimena manages administrative matters such as accounting, human resources, and company events while supporting the team in its daily business.



Kelly Carlson is a recent associate addition at MMG, specializing in sourcing, digitalization, and project management. Her proficiency in problem-solving and proactive approach empowers her to engineer innovative solutions.



Andri Lang is our newest incoming associate member of our team starting in January 2024. He is a strategic thinker with an academic background in Law, Economics, and Management. His diverse experience includes work roles in a startup, consulting, and project management, with a focus on optimizing processes.

10 Fun facts about MMG

1. MMG was founded in 2013
2. Together we sum 9 nationalities
3. While our biggest client has a revenue of \$30 billion, our smallest client is a tech start-up
4. We have implemented more than 80 sourcing projects
5. Multiple MMG employees played semi-professional sports
6. We have implemented more than 60 strategic & operational projects
7. Our most visited restaurant in Zurich is Le Cèdre at Badenerstrasse
8. Our team has studied in 9 different countries
9. We always walk 59 steps up to our Zürich office on Lintheschergasse
10. We have supported more than 55 projects in the financial services industry

Bonus: Our most enjoyable project wrap-up event was when we cooked Safran Chicken with Barberries with 20 project members

MMG's Corporate Social Responsibility

Our 2022 Xmas Charity Initiative

In the spirit of our enduring commitment to Corporate Social Responsibility (CSR), MMG proudly continues its tradition of launching impactful charity initiatives. Last year, amidst the prevailing buzz around Artificial Intelligence (AI), we invited our clients to explore their artistic side through our "AI Artist Challenge". Thanks to the active participation of almost 100 clients, MMG made charitable donations based on their engagement, reinforcing our commitment to making a positive impact in the community.

We are excited to showcase a few artistic highlights from this engaging endeavor:



These individuals showcased not only their grasp of AI capabilities but also their creative brilliance. We extend our congratulations to the winners and gratitude to all participants for making the challenge a success.

More to come

Stay tuned for our upcoming initiative, which we will unveil shortly. MMG remains dedicated to innovation, creativity, and a sustainable future.

Thank you for a great 2023 together

Dear Valued Clients,

As we approach the end of the year, we want to express our heartfelt appreciation to you, our invaluable clients. Your trust and partnership have been the cornerstone of our continued success. Together, we've tackled exciting challenges and paved the way for an innovative and promising future.

This year has been a remarkable journey for us. We are delighted that we could welcome exceptional new members into our team. Looking ahead, we eagerly anticipate further expanding our talented workforce, thereby enhancing our capabilities and ensuring an even more dedicated service to you in the coming year. At the core of our company lies the MMG spirit, the driving force that inspires us daily. We are committed to maintaining this spirit, ensuring that our work remains dedicated, passionate, and client-centric.

Thank you for being an essential part of our journey. Here's to a year of remarkable progress and an even brighter future ahead.

Warm Regards,

Your MMG Team





MMG Management Consulting is a consulting boutique founded in 2013, with offices in Zurich, Switzerland and Vienna, Austria.

For more information regarding our services, offerings, partnerships and more, please visit our website or contact us at:

swissoffice@mmgmc.ch

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2024
2023