



24

MMG END-OF-YEAR REPORT

Reviewing Key Trends &
Forecasting Ahead

ENJOY A **DIFFERENT** CONSULTING EXPERIENCE

Let's transform consulting by adopting innovative solutions to today's challenges with creativity, experience, and a touch of fun.



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A FOREWORD FROM OUR PARTNERS

Zurich, Switzerland
December 4th, 2024

Dear Clients, Partners, and Friends of MMG,

As we close another eventful year, we're proud to look back on 2024 as a period of bold steps, fresh ideas, and shared achievements. This year, we reshaped our service offerings to focus on what truly drives impact - Innovate, Source, and Deliver - ensuring our work remains aligned with the needs of our clients in finance, retail, and healthcare. We've also strengthened our position in the insurance sector by welcoming Expertaas AG and its experts into the MMG family, bringing new capabilities and perspectives to our team.

Our commitment to continuous learning and collaboration has kept us moving forward, from AI workshops with the University of St. Gallen to launching MMG Days, a dedicated time for our team to align, learn, and connect every two months. We also celebrated the launch of our redesigned website, mmgmc.ch, which even hides a fun secret - a reflection of our playful side. These milestones, along with your unwavering support, have energized us for the road ahead. As we look toward 2025, we're more committed than ever to creating lasting value for our clients and redefining what consulting can be. Thank you for being a vital part of our journey. Together, let's make the future even brighter.

Warm regards,
The MMG Partners



Richard Bleuler



Christian Bosshard



Ali Mahmoodian



Pascal Bänninger



Thomas Baumgartner





**NO, WE DON'T KNOW
THESE PEOPLE EITHER**



1. SERVICES & PRODUCTS





Services & Products

PRODUCT UPDATES

This year, MMG took a bold step. We didn't just fine-tune our services – we reimagined them from the ground up to focus on what truly drives impact for our clients. In industries like finance, retail, and healthcare, success demands fresh ideas, seamless execution, and trusted partnerships. So we crafted a service lineup that zeroes in on exactly that.

After months of listening, refining, and sharpening our approach, we're proud to introduce our three pillars: **Innovate**, **Source**, and **Deliver**. Each one is designed to address the challenges that matter most to you, delivering real results where they count.

**Because at the end of the day,
this is what we stand for:**

WOW SO COOL



**WE LOVE TO INNOVATE,
SOURCE & DELIVER IN
FINANCE, RETAIL &
HEALTHCARE**



**I WOULD WANT THESE
TASTY SERVICES**



MUCH CONSULTING



Services & Products

INNOVATE

We bring your ideas to life with a blend of creativity, expertise, and a good dash of fun. From the first spark to market success, we're with you every step of the way.



SOURCE

We make procurement a breeze, helping you cut costs, minimize risks, and form strong partnerships. Let's make sourcing simple and successful!

DELIVER

We're here to guide your projects across the finish line, ensuring timely delivery within budget and scope. Let's turn your visions into reality!



**THIS THING PROBABLY
DOESN'T WORK**



2.

**INDUSTRY
TRENDS 2025**



FINANCIAL INDUSTRY: STRATEGIC TRENDS AND DEVELOPMENTS 2025

The Swiss financial industry continues to be heavily influenced by technological innovation, regulatory requirements, and evolving customer expectations. We have identified several key themes shaping the financial sector in 2025 and point out where MMG offers particular expertise.

STRATEGIC SOURCING AS A TRANSFORMATION DRIVER

The shift from traditional IT infrastructure to Software-as-a-Service (SaaS) and cloud solutions is transforming the sourcing landscape. Circular 2023/1, "Operational risks and resilience," effective January 2024, emphasises the need to design IT sourcing strategies that meet operational resilience and risk management requirements. This becomes particularly critical in multi-provider environments, where sophisticated sourcing management is essential.

The growing importance of sourcing is also reflected in the disaggregation of traditional value chains. Banks are increasingly outsourcing non-core functions to enhance efficiency and maintain competitiveness. This trend highlights the rising significance of managing multi-provider environments, requiring new vendor coordination and governance competencies.

FURTHER DIGITALIZATION IN INVESTMENT BUSINESS

The digitalisation of banking services and its customer acceptance continues to advance, as evidenced by various indicators. Neo-banks in Switzerland, for instance, have recorded significant growth this year. Similarly, customers of traditional banks now predominantly use mobile devices for banking access. While large banks like UBS or ZKB can establish leading digital ecosystems thanks to extensive resources, smaller institutions face the challenge of maintaining digital competitiveness with limited means.

Consequently, strategic partnerships and innovative cooperation models are increasingly central to their strategic focus.

Studies show that standard transactions and simple investment decisions are increasingly conducted through digital channels. However, personal advice remains indispensable for complex investment strategies and wealthy clients. This consultation can also take place asynchronously in a hybrid format. The future of investment advisory lies in a well-conceived multi-channel strategy, where services and physical and digital channels are specifically tailored to current and future customer needs.

DIGITAL ASSETS AS A NEW ASSET CLASS

Growing confidence in regulated crypto infrastructures and renewed customer interest due to market developments have prompted many traditional banks to develop cryptocurrency offerings. This strengthens the Swiss financial market's position as a leading hub for digital assets.

It will be interesting to see how the advisory and integration of crypto assets into traditional portfolios evolves. Moreover, blockchain technology is expected to continue playing a central role in the financial industry, as evidenced by the increasing tokenisation of real assets and the use of blockchain to optimise core business areas.



SUSTAINABILITY REMAINS RELEVANT

Demand for sustainable financial solutions continued to grow in 2024. Financial institutions face a dual challenge: Advisors must continuously expand their expertise in ESG-compliant products to meet growing customer expectations, while institutions must steadily develop their sustainability strategies. Investments in ESG monitoring systems and integrating sustainable criteria into investment and financing products have become essential for successful market positioning. The intelligent combination of digitalisation and sustainability will continue to play a crucial role.

SKILLS SHORTAGE AND THE IMPORTANCE OF EXTERNAL EXPERTISE

The skills shortage presents a significant challenge to the financial industry, particularly regarding digital competencies where demand exceeds available supply. Financial institutions must adopt innovative personnel development and recruitment approaches, with the strategic deployment of external specialists gaining importance. The ability to flexibly and agilely integrate specific expertise becomes a critical success factor in meeting the industry's transformation pressure.

STRATEGIC OUTLOOK

Rising customer demands and the rapid growth of digital banks are compelling traditional financial institutions to make substantial investments in processes and systems.

This requires a holistic strategy that intelligently combines digitalisation, sustainability, and modern sourcing approaches. Those who successfully integrate these aspects and maintain the balance between innovation, evolving customer requirements, and operational excellence will achieve a sustainable competitive advantage in this dynamic market environment.

OUR SUPPORT

At MMG, we understand the complexities facing the financial industry and provide targeted support across several crucial areas. With our expertise in strategy and digital transformation, we guide clients through digitalization journeys, helping them optimize processes and embrace innovative solutions to enhance their competitive edge. Our sourcing services are designed to address the growing trend of multi-provider environments, ensuring operational resilience through effective vendor coordination, risk management, and governance.

We also provide comprehensive support for digital asset integration, enabling financial institutions to capitalize on blockchain advancements and develop robust cryptocurrency offerings. Furthermore, our sustainability advisory assists clients in building strong ESG-aligned strategies, with a focus on integrating digitalization to meet both regulatory standards and customer expectations. Finally, as the industry faces a talent shortage, MMG's flexible workforce solutions offer immediate access to specialized skills, allowing financial institutions to scale and adapt to rapid changes with agility. At MMG, we're committed to helping our clients navigate these transformative shifts with confidence and success.



Industry Trends 2025

RETAIL SECTOR: STRATEGIC TRENDS & DEVELOPMENTS

The Swiss retail sector stands at a pivotal crossroads. Evolving consumer preferences, technological innovations and increasing competitive pressures present companies with unprecedented challenges. Yet, these developments offer significant opportunities to secure a strong market position. This report highlights the most critical topics in 2024 and provides insights into trends and strategic priorities for 2025 and beyond.

REFLECTING ON 2024

2024 marked moderate growth in the food and near-food segments, while the non-food sector experienced stagnation. Persistent shopping tourism, fueled by the strong Swiss franc, negatively impacted the revenues of many Swiss retailers. Concurrently, the online retail sector continued its upward trajectory, achieving double-digit percentages of total sales for the first time. Sustainability remained at the forefront, with consumers increasingly demanding products from regional sources and environmentally responsible production methods.

KEY CHALLENGES AND TRENDS FOR 2025

As the retail industry continues to change, businesses face new opportunities and problems. The following key challenges and trends for 2025 show where retailers must focus to stay competitive and meet their customers' evolving needs.

Omnichannel Excellence: The fusion of physical and digital sales channels has transitioned from a competitive advantage to a business imperative. Customers now expect a unified shopping experience across all platforms, in-store, online, or mobile devices. Retailers must invest in technologies and strategies that provide personalised interactions, fostering deeper customer loyalty and satisfaction.

Sustainability as a Competitive Advantage: Consumers are increasingly scrutinising the origins of products. Retailers that offer transparency and

uphold ethical standards can differentiate themselves in the marketplace. Proactively adopting sustainable production processes meets regulatory requirements and resonates with the growing segment of environmentally conscious consumers.

Digitalisation and Automation: Integrating AI-driven inventory management, predictive analytics, and personalised marketing revolutionises retail operations. Embracing automation helps to reduce costs and improve efficiency, enabling retailers to reallocate resources to value-adding activities. Technology is an operational tool and a strategic asset that can drive innovation and growth.

Addressing Labor Shortages: Securing qualified personnel remains a significant hurdle in the industry. Competitive compensation packages, career development opportunities, and positive workplace cultures are essential to attract talent. Implementing flexible work arrangements and employee training can enhance job satisfaction and reduce turnover rates, ensuring a stable and skilled workforce.

Adapting to Changing Consumer Behavior: There is a growing demand for shopping experiences that offer more than just transactions. Retailers should explore creating immersive and interactive environments that engage customers more deeply. Offering tailored services and products can set retailers apart by meeting customers' specific needs and desires and building stronger relationships and brand loyalty.



STRATEGIC RECOMMENDATIONS

To thrive in this dynamic landscape, retailers should invest in omnichannel strategies that provide a consistent and integrated customer experience across all touchpoints. Embedding sustainability into business models by aligning operations with environmental and social governance (ESG) criteria will meet consumer expectations and regulatory demands. Leveraging advanced technologies such as artificial intelligence, machine learning, and data analytics can optimise operations and deliver personalised customer experiences. Innovating talent management practices by creating attractive career paths and fostering a supportive work environment will help attract and retain top talent. Enhancing the customer experience by focusing on unique value propositions through experiential retail and personalised offerings will build strong customer relationships and drive long-term success.

OUR SUPPORT

At MMG, we deeply understand the complexities of the retail industry. Our strategic planning and sourcing expertise enables us to help you effectively navigate these challenges. We also guide you through digital transformation, helping you leverage cutting-edge technologies to improve efficiency, reduce costs, and elevate the customer experience. In addition, by staying attuned to shifting consumer trends, we develop strategies that ensure your offerings remain relevant and compelling in an ever-evolving market. Partnering with MMG grants you access to our extensive knowledge and experience, empowering your business to turn challenges into opportunities and achieve sustained success in a rapidly changing landscape.



**WISE USE OF
AVAILABLE
SPACE**





Industry Trends 2025

HEALTHCARE SECTOR: KEY TOPICS AND OUR FOCUS

The Swiss healthcare sector is undergoing significant transformations driven by technological innovations, demographic shifts, and economic challenges. In 2024, pivotal decisions were made that will shape the sector's future direction. This report examines the core themes 2024 and provides an informed outlook on emerging trends and strategic recommendations for 2025 and beyond.

LOOKING BACK

In 2024, key topics included digitalisation, workforce shortages, funding, and regulatory developments. The introduction of the DigiSanté program by the Federal Council marked a major step in promoting the digital transformation of the healthcare sector. This program aims to enhance the efficiency and connectivity within the industry. However, despite these efforts, Switzerland still lags in digital maturity compared to other countries, underscoring the need for additional investments and targeted initiatives to close this gap and fully leverage the benefits of digitalisation.

Another pressing issue in 2024 was the shortage of skilled healthcare professionals, particularly in nursing. Studies suggest that digital transformation can help mitigate some of the challenges this workforce shortage poses by streamlining processes and reducing the workload on existing staff. However, a targeted strategy is essential to modernise workflows and explore new methods for attracting and retaining talent.

Simultaneously, funding for the Swiss healthcare system remains a critical challenge. Healthcare expenditures continue to rise, with projections from the KOF Swiss Economic Institute indicating that healthcare's share of GDP will remain stable at around 11.5% by 2025. This creates pressure to optimise cost efficiency and calls for innovative approaches to cost control and efficiency gains. Healthcare organisations must, therefore, develop strategies that allow them to utilise financial resources sustainably and effectively.

OUTLOOK AND EMERGING TRENDS FOR 2025 AND BEYOND

In the coming years, there is a clear trend toward advancing digitalisation in the healthcare sector, potentially transforming the industry fundamentally. The implementation of DigiSanté will drive this transformation, integrating innovative technologies such as artificial intelligence and telemedicine into everyday healthcare. In the long term, this will increase efficiency and improve the quality of medical care. Another key trend is personalised medicine, which is gaining momentum through initiatives like the Swiss Personalized Health Network (SPHN). Using data and modern technology, it will be possible to develop patient-specific treatment models tailored to individual needs.

OUR SUPPORT

MMG brings extensive expertise to support the healthcare sector strategically in these transformation processes. As advisors specialising in innovation, strategic sourcing, and efficient project execution, MMG offers solutions that address immediate challenges while establishing a sustainable foundation for future development. MMG guides healthcare organisations in making targeted investments in digital technologies, planning workforce resources effectively, and developing innovative financing models focused on the long-term stability of the healthcare system. Through strategic partnerships and comprehensive consulting, MMG helps healthcare institutions balance technological innovation, regulatory compliance, and economic goals to ensure resilience.



**WHY IS SHE SO SAD,
NOW SHE HAS MORE
TIME FOR CANDY CRUSH**



3. THIS YEAR'S FOCUS SUBJECT

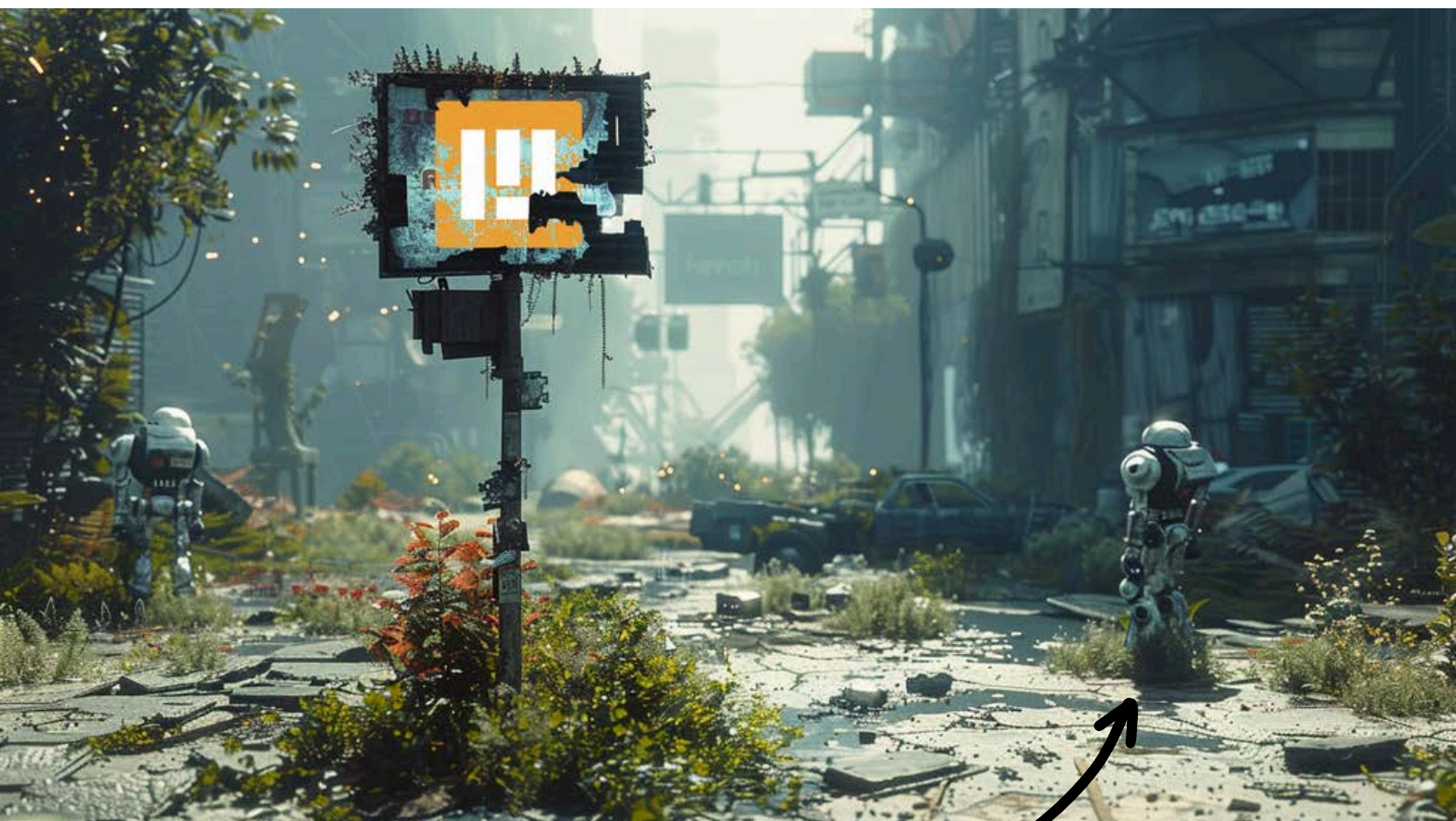


This Year's Focus Subject

AI EVERYWHERE AND ALL THE TIME

Artificial intelligence is no longer a distant concept. It's becoming an increasingly integral part of our daily lives and business operations. From transforming industries to redefining customer experiences, AI's influence is both pervasive and profound. Amidst this rapid evolution, organisations face the challenge of how to apply AI effectively.

We understand that the constant and high-speed development of new AI solutions and approaches across all business fields and -processes can be overwhelming. Our decade-long journey with AI has taught us that successful adoption isn't about racing to implement the latest technology; it's about embracing a measured, strategic approach.





MMG'S USAGE OF AI

While many organisations are beginning to explore AI in response to the surge of large language models (LLMs) like ChatGPT, some of us have been using AI innovations internally for over five years. This experience has deepened our understanding of AI's potential, practical applications, and limitations. Our early adoption and continuous learning position us uniquely to guide clients through the complexities of AI integration.

OUR STRATEGIC FRAMEWORK: LEARN, ADAPT, EXPAND

We believe in a thoughtful, phased approach to AI adoption, encapsulated in our framework: Learn, Adapt, Expand.

1. Internal Excellence First

Before advising others, we ensure we're masters of the tools ourselves. Internally, we've leveraged AI to streamline operations and enhance decision-making. For instance:

- **Automated Data Categorization:** We started using AI to help categorizing creditor data
- **Intelligent News Aggregation:** We are experimenting with AI-driven news aggregation systems to provide our team with curated insights on industry trends and developments
- **Multi-Modal Content Processing:** We are using various AI capabilities for audio and visual content to generate custom graphics and videos
- **AI Agent Experimentation:** We are exploring the potential of dedicated AI agents as research assistants, project management support and for quality assurance.

This hands-on experience allows us to deeply understand AI's capabilities, ensuring that our recommendations are grounded in reality.

2. Collaborative Learning

We recognise that innovation doesn't happen in isolation. Through AI design thinking workshops with the University of St. Gallen (HSG) and large corporates, we gain direct insights into real business challenges while fostering environments where practical solutions emerge. These collaborations keep us at the cutting edge of AI advancements and ensure our solutions address current market needs. You may find more info about this year's collaboration on the next page.

3. Strategic External Deployment

Understanding that there's no one-size-fits-all in AI, we've joined forces with AI.Impact to offer tailored solutions. This partnership enhances our ability to provide clients with bespoke AI strategies that align with their unique needs and objectives. From consultation to implementation, we ensure that AI technologies deliver tangible value.

GOING THROUGH THE AI LABYRINTH

In a world where AI solutions are abundant yet not always clear-cut, organisations face the challenge with where to begin. Our experience suggests a path forward:

- **Start Small with Clear Objectives:** Identify specific internal use cases where AI can make a measurable difference.
- **Cultivate Expertise:** Invest in building your team's understanding and skills through training and hands-on projects.
- **Foster a Learning Culture:** Encourage continuous exploration and openness to new AI developments.
- **Establish Governance:** Develop frameworks to manage AI initiatives responsibly and ethically before scaling up.

MMG'S AI SERVICE OFFERING

We offer various services to support organisations on their AI journey, from half-day Innovation Impact Workshops that showcase AI capabilities to strategic sprints to define and align an AI strategy with expert guidance or specific prompting workshops. Together with our partner AI.Impact, we also deliver specialised workshops on industry-specific challenges or regulatory developments.

As we advance our AI capabilities, our commitment remains steadfast: to combine innovation with practicality. We believe that by maintaining a balanced approach – grounded in experience, enhanced by collaboration, and tailored through strategic partnerships – we can help organisations transform technological potential into real-world success.

We're excited about the future of AI and invite you to join us on this journey. Whether you're just starting or looking to refine your AI strategy, we're here to guide you every step of the way.



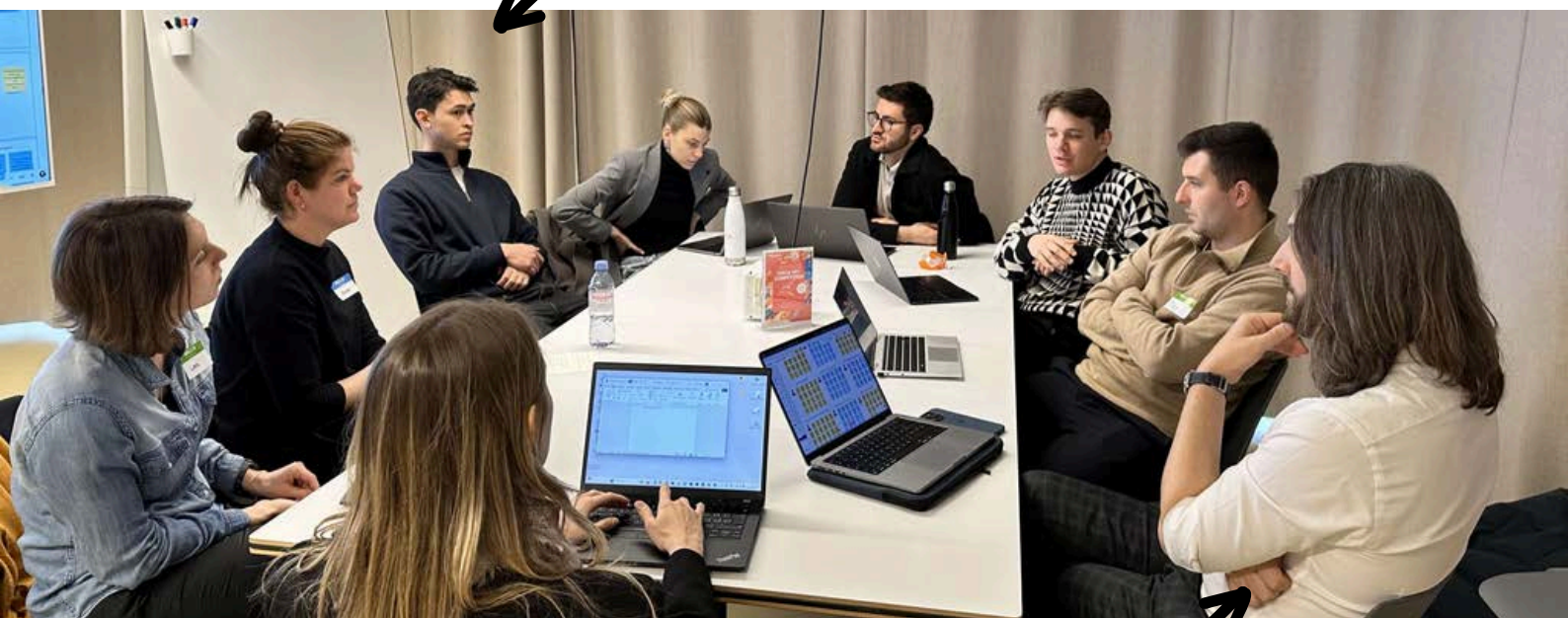
This Year's Focus Subject

PARTNERING WITH TOMORROW'S INNOVATORS

This year, we had the pleasure of partnering once again with the University of St. Gallen in their "Design Thinking for AI" program, and it was nothing short of inspiring! Together with a talented group of students, we tackled a real-world challenge set by the Zürcher Kantonalbank (ZKB), delving into the unique intersection of AI and design thinking.

Throughout the semester, these bright minds impressed us with their curiosity, dedication, and the ability to think beyond the expected. They took on the challenge with enthusiasm, exploring innovative ways AI can bring value to complex design problems. From the initial brainstorming sessions to the final presentation, their energy and commitment reminded us of why we love doing what we do. And the result? An outstanding final project that not only impressed the teams at MMG and ZKB, but truly set a high bar for future collaborations.

**THIS AWESOME GUY
NOW WORKS FOR US**



**AND THIS GUY
NEEDS A HAIRCUT**

This Year's Focus Subject

EXPLORING THE WORLD OF GENERATIVE AI AND PROMPT ENGINEERING

From transforming ourselves into Disney characters to demystifying the complex workings of neural networks, this year's workshops on Generative AI and prompt engineering were anything but ordinary. We took participants on a journey through the latest advancements in AI, blending theory with hands-on techniques to bring the power of generative models to life. Exploring the art of crafting effective prompts and the science behind AI's "thinking," we showcased how these tools can drive innovation in unexpected ways.

The response was inspiring. Lively discussions, thought-provoking questions, and a shared excitement for AI's potential filled each session, whether with university students or industry professionals. We're grateful for every curious mind that joined us and pushed the conversation forward. As generative AI continues to reshape industries, we look forward to more shared learning, exploration, and a little bit of AI magic in the year to come.





This Year's Focus Subject

FORGING NEW PATHS IN AI: OUR PARTNERSHIP WITH AI.IMPACT

At MMG Management Consulting, we know that the future of innovation lies in collaboration. The most groundbreaking ideas and transformative solutions emerge when diverse minds and perspectives unite to tackle complex challenges. That's why we're thrilled to announce our new strategic partnership with AI.Impact - a dynamic organization that shares our vision for pushing the boundaries of artificial intelligence.

This partnership marks the beginning of an exciting journey into uncharted AI territory. By combining our strengths, we aim to unlock new possibilities for businesses across industries, helping them harness AI's full potential to drive meaningful change. Together, we're diving deep into practical applications of AI, from identifying opportunities to implementing tailored strategies that accelerate growth and innovation.

We've already started our successful collaboration through the Buzzword Breakfast series, which will continue in 2025, providing valuable insights and fostering conversations around AI and its transformative potential.

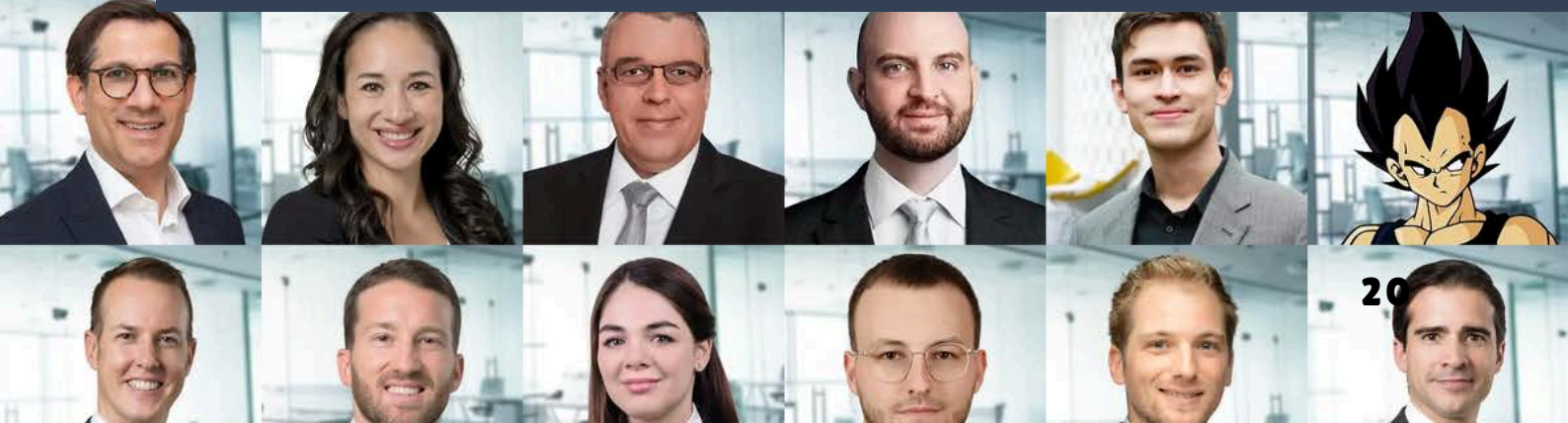
For many companies, stepping into the AI landscape can be both exciting and daunting. That's why we've developed specialized services to guide businesses through every phase, whether it's exploring AI opportunities, creating a clear roadmap, or executing projects with precision. With AI.Impact by our side, we're more equipped than ever to empower our clients on their AI journey.

A heartfelt thank you to Steffen Maas and the entire AI.Impact team for your dedication and shared ambition. We're excited for the incredible things we'll achieve together - and ready to make a real impact. Here's to new horizons in AI and the transformative power of collaboration.

AI.IMPACT



4. INSIDE MMG





Inside MMG

THE SUCCESSFUL INTEGRATION OF EXPERTAAS AG

This year, MMG Management Consulting took a significant step forward by successfully integrating Expertaas AG into our team, enhancing our capabilities in the Swiss insurance sector. We're thrilled to welcome Pascal Bänninger and Thomas Baumgartner as new partners, whose combined expertise further enriches our offerings and deepens our industry reach.

Pascal brings nearly 20 years of consulting experience, including extensive work in digital transformation across various industries, while Thomas joins us with specialized expertise in software sourcing and licensing, gained from over two decades working with major clients and vendors like SAP, Oracle, and Microsoft.

Together, Pascal and Thomas embody MMG's commitment to innovative, high-quality consulting services. With this integration, we're even better positioned to meet our clients' evolving needs, setting new standards in consulting with a unique blend of proven methods, creativity, and a touch of humor.



**OUR NEW MMG
PARTNERS**



Inside MMG

A FRESH COAT OF PAINT

This year, we unveiled an exciting new chapter for MMG with the launch of our redesigned website, mmgmc.ch. More than just a digital refresh, our new web presence captures the essence of who we are - dynamic, innovative, and dedicated to delivering impactful solutions. The sleek design and enhanced functionality reflect our commitment to staying ahead in an ever-evolving industry, making it easier than ever for clients and partners to connect with us and explore our services.

But here's the twist 🤖: Our new site holds a secret! Tucked away within the pages of mmgmc.ch lies a hidden feature waiting to be discovered. We won't spoil the surprise, but consider it an invitation to explore and find a little piece of MMG's playful side.

**CONCEPT, CONTENT
AND DEVELOPMENT
ALL DONE IN-HOUSE**





Inside MMG

CELEBRATING TOGETHER: A SUMMER EVENING TO REMEMBER

What better way to kick off the season than with an unforgettable evening in great company? This summer, we gathered our amazing clients, partners, and colleagues for an event filled with laughter, delicious food and drinks, and a bit of adventure. From gourmet bites and refreshing cocktails to an impromptu surfing session that had a few daring souls getting more than just a little wet, the night was a perfect blend of relaxation and fun.

To everyone who joined us, thank you for making the event truly special. Your enthusiasm and support are what keep us inspired, and we're grateful for the opportunity to share these moments together. Here's to many more unforgettable experiences and a bright future ahead - filled with more laughter, connections, and successes. Cheers to you all! 🍷🍷



**THEY DIDN'T KNOW WHAT
THEY GOT THEMSELVES INTO**





Inside MMG

WHEN **MMG** TAKES MADRID

Consultants might be known for their hard work, but who says we don't know how to have fun? Our recent team offsite in Madrid was proof that MMG knows how to mix business with a good dose of adventure.

Our first stop was Mercado San Miguel, where we dove into a world of Spanish flavors - tapas, cava, you name it! The ROI on those bites? Absolutely unbeatable. Then came our ultimate consulting test: A city-wide treasure hunt. Navigating Madrid's streets and uncovering its hidden gems brought out our best problem-solving skills in a whole new way. By evening, we shifted gears with an incredible dinner, creative cocktails, and dance moves that rivaled our smoothest project deliverables.

The next day, we challenged our balance (and our bravery) with a Segway tour through Retiro Park. After a night of dancing, those two wheels tested our resilience, but we made it through with plenty of laughs. It was an unforgettable offsite, filled with camaraderie, energy, and memories that we'll carry forward. Here's to the MMG spirit, and to making each event better than the last!



**WE LOOKED MUCH COOLER
IN REALITY, WE SWEAR**





Inside MMG

MMG DAYS: BUILDING A STRONGER, MORE CONNECTED TEAM

This year, we launched the **MMG Days**, a bi-monthly tradition dedicated to building an even stronger company and deepening our team connection. Each MMG Day begins with a strategy session where we align on our mission, vision, and the future we're shaping together. These sessions give us clarity, purpose, and a shared excitement for what's ahead, ensuring we're all moving in sync toward our goals.

Beyond strategy, MMG Days include dedicated learning sessions, where we dive into relevant topics like AI, equipping ourselves to stay ahead in the industry. And, of course, no MMG Day would be complete without team-building activities, reinforcing the camaraderie and collaboration that define us. We wrap up with team drinks, celebrating our progress and recharging our spirit. MMG Days have quickly become a highlight - a time to learn, connect, and move forward together.



THIS TABLE IS ONLY SO CLEAN BECAUSE OF AI



Inside MMG

OUR TEAM



**ALI
MAHMOODIAN**



**ANDRI
LANG**



**CHRISTIAN
BOSSHARD**



**CHRISTOPH
BUCK**



**DARIO
ZAMBRINO**



**DELINA
MALIQI**



**FABIO
ROZZI**



**JENNY
WINTER**



**JEREMIAS
SENN**



**JULIA
KUGLER**



**KELLY
CARLSON**



**LORIS
HUTTERLI**



**LOVIS
VON RICHTHOFEN**



**LUZ
HITTERS**



**PASCAL
BÄNNINGER**



**RACHEL
LIM**



**RICHARD
BLEULER**



**SOPHIA
STREBEL**



**THOMAS
BAUMGARTNER**



**YANICK
MANDL**

THANK YOU FOR A GREAT 2024 TOGETHER

As we reach the close of an eventful year, we want to extend our deepest gratitude to you, our exceptional clients. Your trust, collaboration, and vision have fueled our journey, allowing us to achieve remarkable milestones together. From groundbreaking projects to navigating new horizons in AI, sourcing, and sustainability, your partnership has been the cornerstone of every success.

This year brought exciting transformations at MMG. We welcomed new talent, formed strategic partnerships like our collaboration with AI.Impact, and launched our redesigned web presence, mmgmc.ch (with a little hidden secret just for you to discover!). Our regular MMG Days and offsite events have kept our team energized and united in a shared mission to serve you even better. These efforts reflect the MMG spirit - innovative, dedicated, and always client-centric.

Thank you for being such an essential part of our story. We look forward to another year of progress, growth, and shared achievements. Here's to a bright future ahead!

Warm regards,
Your MMG Team

..24...25



IT'S GOING TO BE
EVEN BETTER!!



Con·sul·ting

[kən'saltɪŋ] *noun*

The magical art of answering the unasked questions with just the right mix of expert knowledge and jargon, packaged in a PowerPoint presentation long enough to seem authoritative and short enough that no one quite remembers the main point.