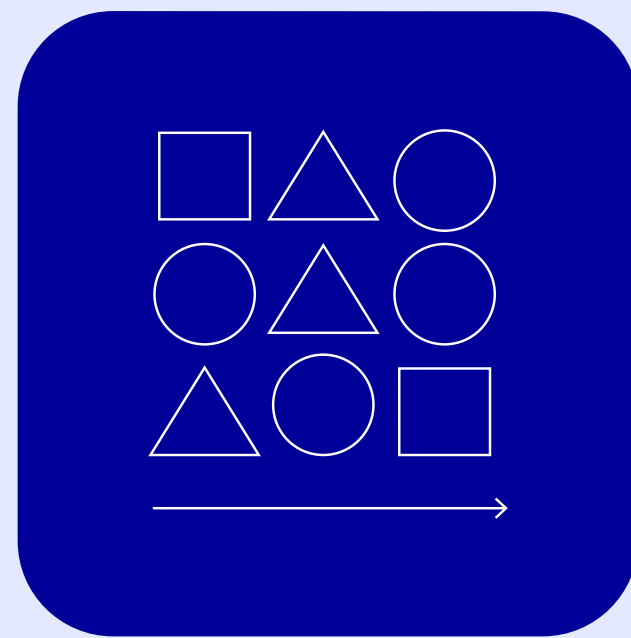


MHP TRENDREPORT

With or Without You

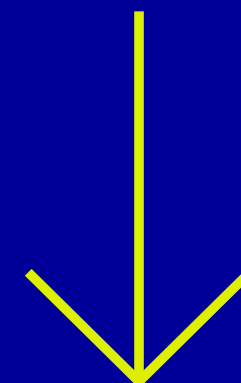
The Future of B2B Commerce



PREFACE

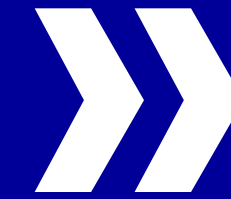
Trading for Tomorrow

Trends and reporting them: The name of this medium defines both its purpose and its mission statement. This MHP Trendreport gets to the epicenter of the developments that will revolutionize our B2B sector in the coming years—in terms of both everyday life and the role of technology. It looks into the effects of digitalization and examines the rise of AI and machine learning, including their snowball effect on the industry, production and the whole world of B2B.



The Future of B2B Commerce, or “the Great Merger”

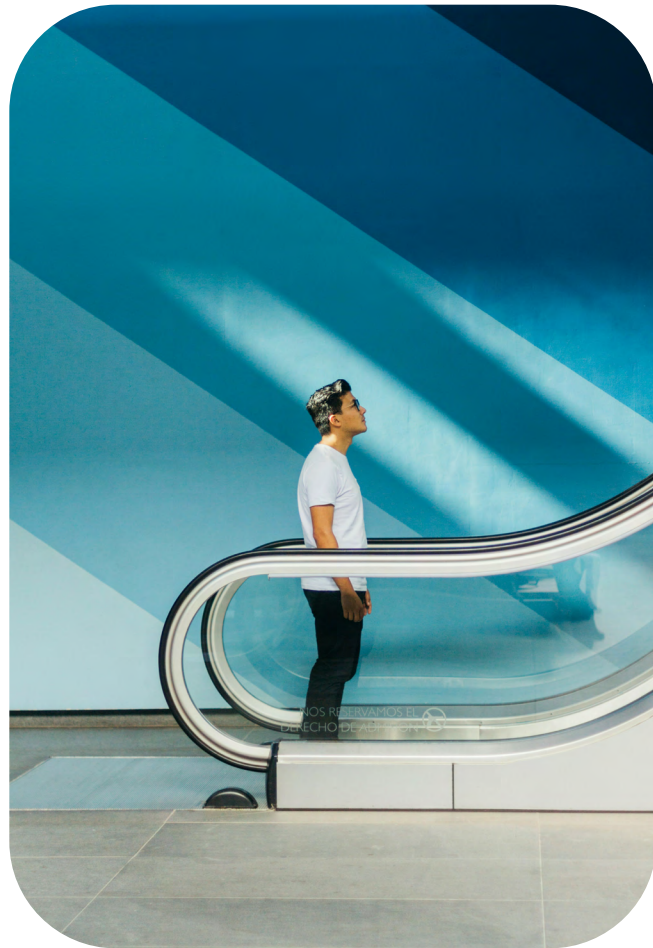
When it comes to industrial manufacturing, Jack Ma’s list can be significantly expanded: The production, configuration, transport and analysis of products, the supply chain and the customer journey are becoming increasingly intertwined. The lines between “product” and “commerce” are becoming blurred. We will explain what this means for purchasing, selling and communicating in the following chapters.



“In the future, we will only have e-commerce. Offline, online, and logistics will be combined into one thing.”

JACK MA, FOUNDER OF ALIBABA





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When the One-Off enters Series Production

How AI enables new, personalized customer experiences



When the Customer Journey becomes Unique

Seat fabric in the pattern of your favorite tie. The family crest on your briefcase. A designer vase in a customized color. Manufacturing has come a long way in terms of individualization since the Ford Model T and the assembly line. Products manufactured in batch size of 1—meaning only one example is produced—are becoming increasingly common. But it's not just the product—today, thanks to AI and big data, the entire journey toward it is increasingly a unique, individualized path. A look at the “big 3” of hyper-personalized commerce and their interaction.

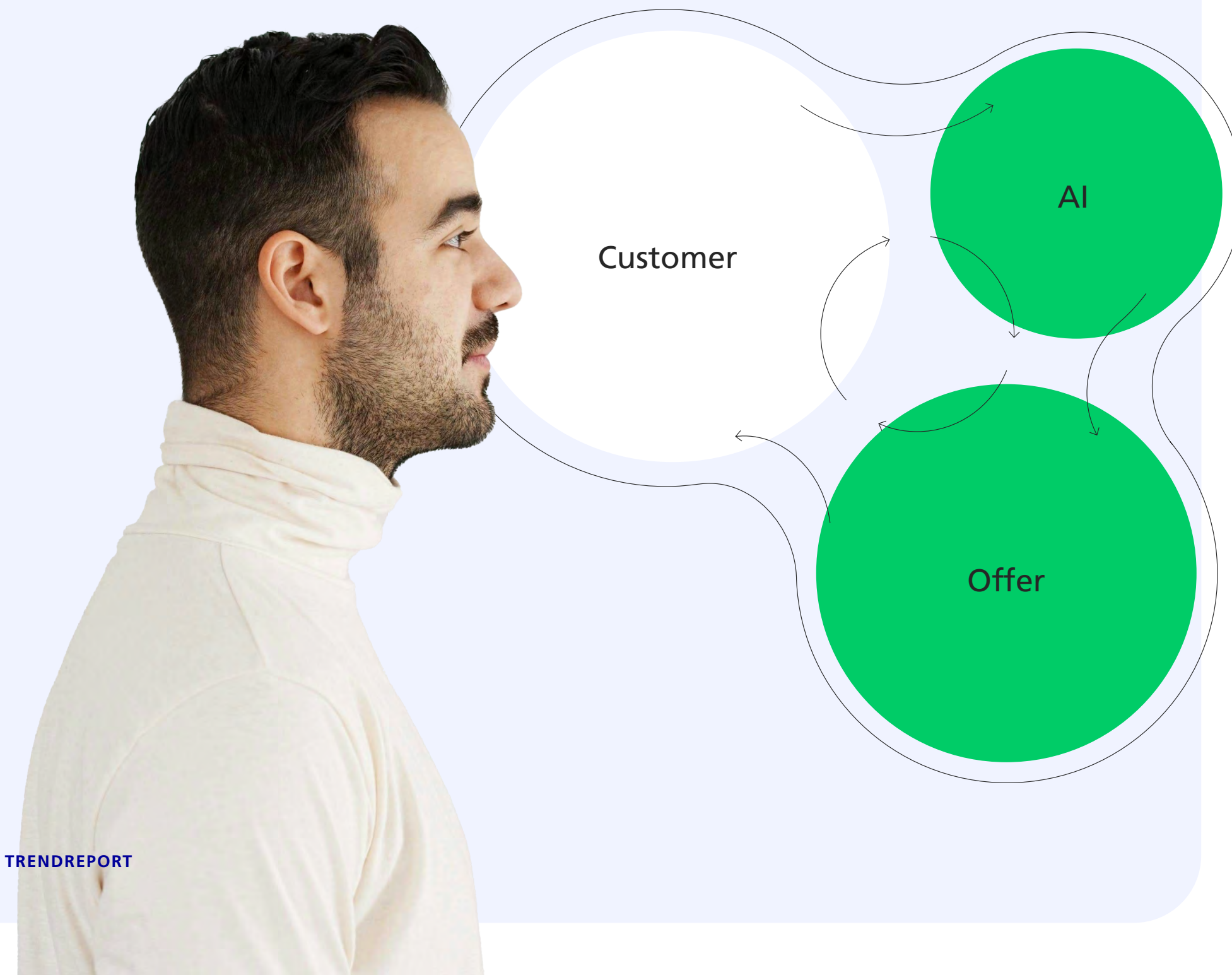


“Any customer can have a car painted any color that he wants so long as it's black.”

HENRY FORD ON THE MODEL T

The person: the alpha and omega of each buyer journey

The (purchasing) person is at the center of the model and provides data to supply the input for personalization. This data is no longer limited to purchase history and name. Whether consciously or subconsciously, customers provide a multitude of different insights with each interaction today.



What the person does: behavioral data

- Click behavior: Which products were viewed? Which sites were visited?
- Duration of use: How long do people spend on certain pages or viewing certain products?
- Search behavior: Which search terms are used?
- Interaction patterns: How often are certain features used (e.g. filters, ratings)?

What they have done in the past: historical data

- Purchase history: Which products have been purchased previously?
- Aborted purchases: Which products have been placed in the shopping cart but were not purchased?
- Repeat purchases: Which products or services have been frequently purchased?
- Return history: How often have products been returned and why?

What they feel: sentiment data

- Ratings and reviews: When and for what has positive, neutral or negative feedback been provided?
- Social media interactions: What is the tonality of posts and comments on social media?
- Customer service interactions: Which emotions are conveyed in support tickets, calls or chats?

Who they are: demographic and psychographic information

- Age, gender, location, income, marital status and level of education
- Hobbies, preferred use of free time, ethical views (environmental awareness, social responsibility), lifestyle

The personalized experience: every display window becomes one of a kind

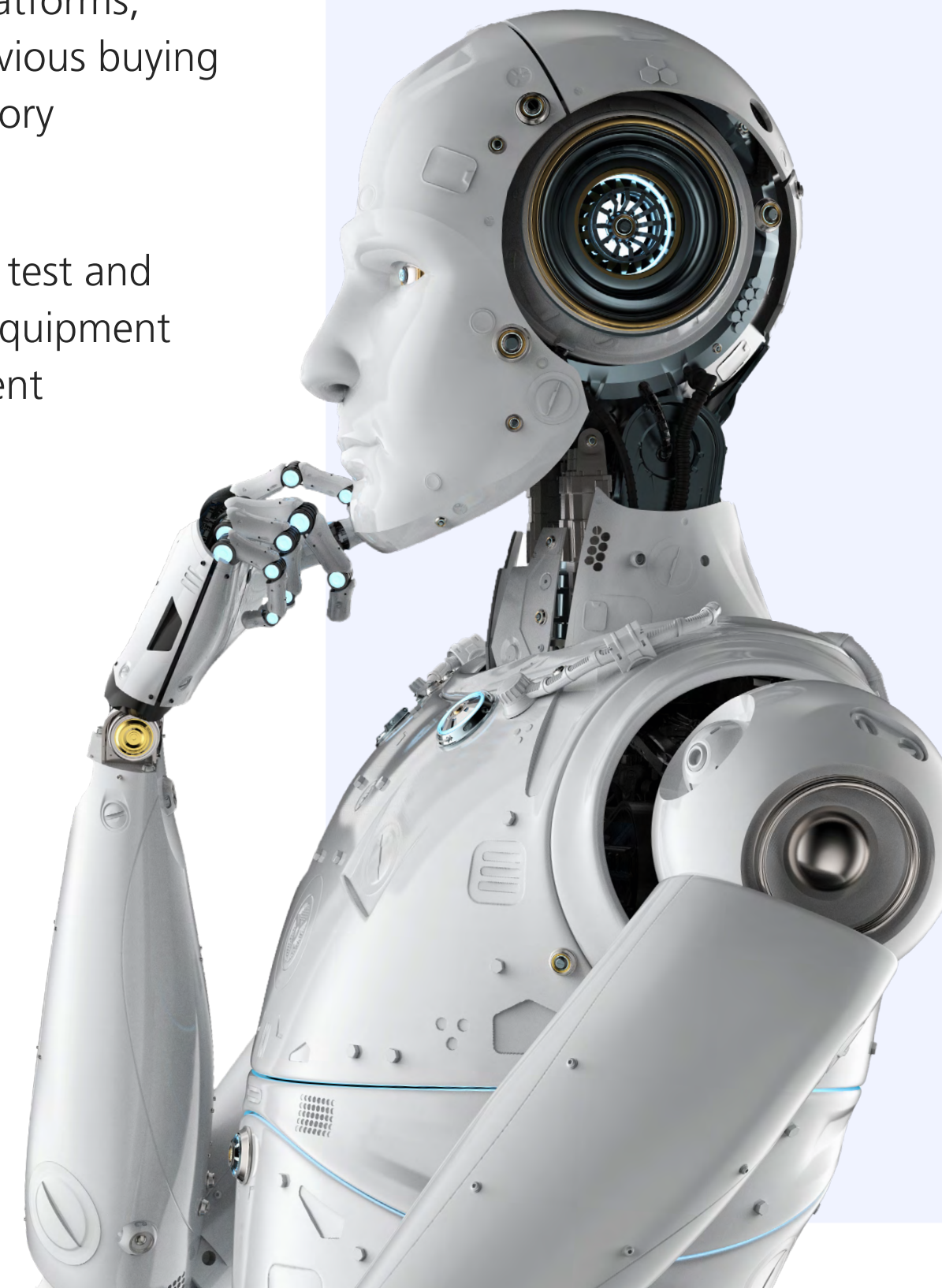
The outcomes of AI analyses: a personalized buying experience with individualized products, services, prices and offers, the likes of which have never been seen.

- **Personalized solution offers:** products and services tailored exactly to the company's operational requirements based on previous orders and sector-specific requirements
- **Dynamic contract drafting:** real-time adaptation of payment and delivery conditions depending on the business partnership, order volume and current market conditions
- **Next best offers (NBOs):** automated recommendations for related products, upgrades or services based on current business processes and predictive analytics and predictive maintenance or that highlight possibilities for scaling
- **Individual negotiation approach:** personalized negotiation and communication strategies via digital platforms, optimized on the basis of previous buying behavior and negotiation history
- **Interactive configurations:** simulation models to virtually test and adapt complex machines or equipment in their production environment

The technology: mediators and matchmakers of supply and demand

AI-assisted technologies and systems are now capable of gathering, processing and analyzing the legion of data in order to derive actionable insights.

- **Data integration:** centralization and unification of customer data on a customer data platform (CDP)
- **Data analysis:** use of machine learning, deep learning and predictive analytics to analyze patterns and predictions
- **Recommendation engines:** systems that make personalized product recommendations based on the data analyzed
- **Natural language processing (NLP) and chatbots:** processing and analysis of text data and of customer interactions with chatbots or language assistants
- **Sentiment analysis:** evaluation of moods and emotions from text, language and perhaps even video data





From “Model T” to “Model Me”: the evolution of personalization from the past and into the present. And future?

We have come a long way since Henry Ford’s time and the universal, one-size-fits-all color of black. And the evolution does not yet seem to be complete. The first phase, which is still ongoing but is slowly coming to an end, could be described as “semi-personal”. This refers to the era in which market research and an increasingly broad palette of products can simulate a personalized offer but ultimately still “push” things onto customers in a unidirectional way.

The emerging trend is hyper-personalization, in which customers have direct access to the process of product design and presentation. This is one way in which each customer journey and subsequent purchase becomes a unique experience.

This does not need to be the last step of the purchase, though, especially in B2B, with its long order lists of widely varying and highly complex products and services. A further, meta-personal scenario with digital intelligence that can articulate our desires better than we can is also conceivable. We will take a closer look at this scenario in the chapter [↗ „Purchasing Pros at Last – The new market by and for machine customers”](#)

Would you Like a Little More (Value)?

Marketplaces—from “digital display windows” to value drivers along the entire supply chain

Time to Get Networking

In Germany, Temu has been advertising the promise of being able to shop like a billionaire for around one and a half years and has even organized its entire supply chain as a “race to the bottom”. The online marketplace is thus oriented towards the direct-to-consumer (D2C) model, in which products are sent directly from the manufacturer to the consumer. Temu largely refrains from quality control and additional digital services in order to offer the lowest prices possible. This radical cost-cutting approach may be attractive for price-sensitive B2C customers, but in B2B commerce it’s the “race to the top” that counts. This involves not just cost cutting, but also value adding with new services.





The task: the marketplace as a sales platform in keeping with the times

Commerce platforms like Amazon Business set the standard when it comes to shaping the “sales environment” to make transactions as pleasant as possible. The range of payment, shipping and return options as well as further features not only benefit the customer, they also enrich the offer of subcontractors that use Amazon as a sales platform. It is precisely this level of services, intuitive usability and modern web design that is required in e-commerce, whether it’s about purchasing a coat, a machine or industrial raw materials.

Freestyle: from “around the product” to “beyond the product”

What do companies need to do to expand their marketplace from the “standard components” to USPs? They need to understand it as a strategic growth lever in three directions: towards a larger audience, towards more added value and as a result towards a vastly expanded customer journey.

New audience: the network effect in action

This phenomenon is also referred to as “economies of scale”. This means that the larger a company is, the easier it is to achieve further growth through its established position and market significance. A large marketplace continually attracts more customers, making it lucrative for new businesses that in turn attract a new audience with their customer base and offer.

New added value: more service for more value

One thing is clear: if only the audience grows on a marketplace and not the offer, competition within the platform will increase. As a second area of scaling, a marketplace must also create more value with additional services by offering value-added services. In the automotive industry, these are primarily classic services like paint jobs, repairs and even insurance services for commercial vehicle fleets and digital fleet management.

In the manufacturing sector, value-added services especially include access to personal time and expertise that companies generally do not possess. This could mean specialized professionals who assemble and install highly complex machines on site or who ensure compliance with industry standards, safety regulations and certifications.

New buyer journeys: marketplaces— THE interface for every customer journey

The marketplace is an environment that fosters a diverse offering on a platform, enabling offers to be compared and combined at a glance. A car dealership that does business on the OEM marketplace, a company for industrial software operating under the umbrella of a large machinery manufacturer: they all appear to be part of the same universe, sharing the same good reputation and bound by the same high standards of quality. A decisive buying argument:

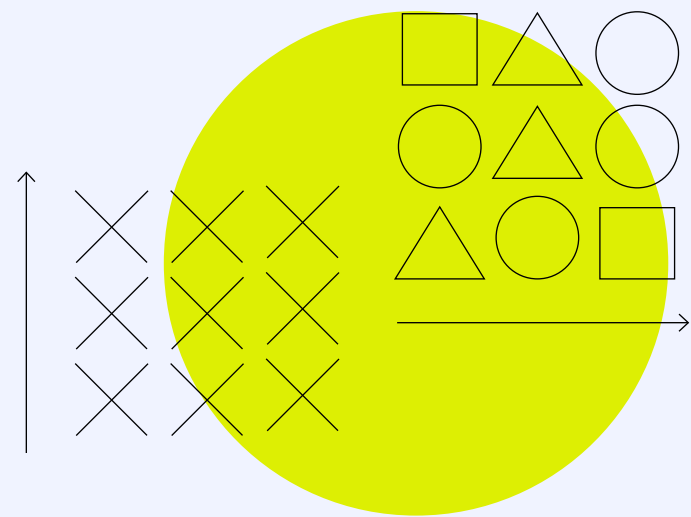
People don't want to open eight browser windows to make a purchase, coordinate appointments and make payments. They are looking for a reliable "one-stop shop" that merges these tasks on a single platform and solves them in a highly trustworthy manner. This large, shared ecosystem enables new, multidirectional buyer journeys: if a company books the painting service for a new car, this could trigger the next car purchase. Value-added services can be offered at the beginning and at the end of the sales process. The buyer journey, which until now has been linear and limited in scope, becomes a network that establishes a close-meshed, value-creating link between customers, services and products. This is a second network effect that is crucial to the future of B2B commerce.

Free market, free choice: what is the right type?

The features aren't the only versatile thing about a marketplace. There are also diverse options for its profile and its organization. As a rule of thumb: if the mere existence of a marketplace and its services is enough to meet the business goals, then the focus tends to shift to the second alternative in each case (horizontal, shared, outsourced). However, if the goal is to further differentiate within an existing marketplace, for example with an exceptionally innovative or comprehensive offer or a strong brand as a distinguishing feature, then more emphasis should be given to the vertical, self-managed model.



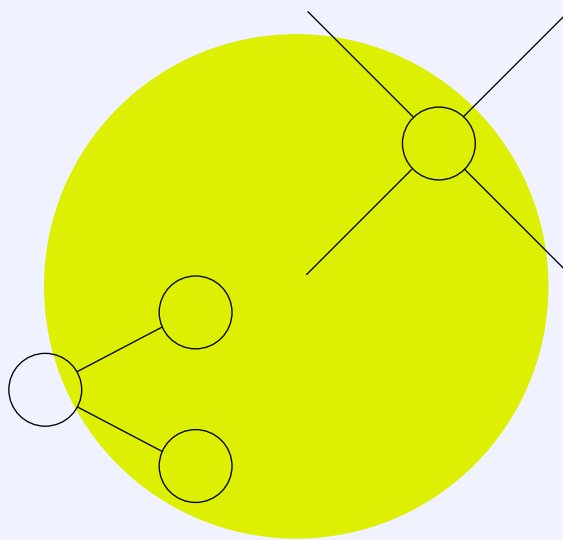
01



Vertical or horizontal?

Horizontal marketplaces (like Alibaba) offer a broad palette of products and services from a range of sectors and categories. They are geared towards a wide audience and often cover multiple sectors. Vertical marketplaces (like Metalshub for the metal industry or Xometry for the manufacturing industry), on the other hand, are specialized in specific sectors or segments. They offer a comprehensive selection of products and services that are specially tailored to the needs of that sector.

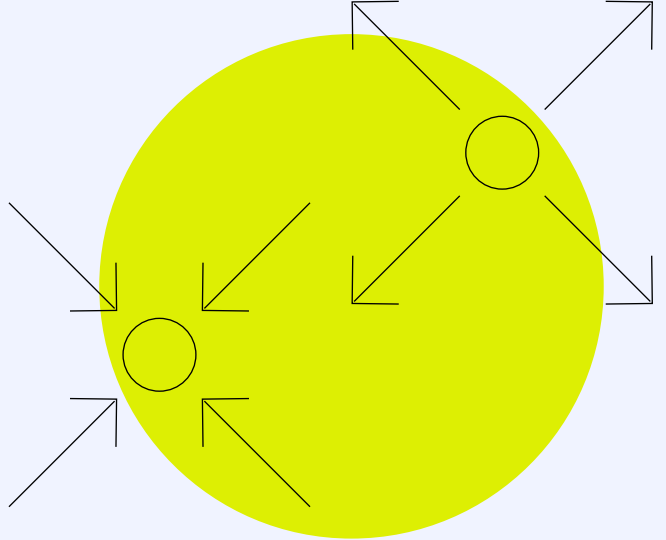
02



Owned or shared?

An “owned marketplace” is managed and controlled by the company using it. A “shared marketplace”, on the other hand, is generally operated by an independent third party. This type of marketplace is used by companies in order to expand their reach and to open up additional sales channels.

03



Insourcing or outsourcing of services?

Sales and support, but also more complex services like API integration and system integration can either be handled by external partners or remain in the company’s own portfolio of services.

“I Just Want to Play”

Using gamification to generate customer engagement and higher revenues



B2B Commerce: A Playthrough

From badge to user manual: More and more of what is to be sold, used or understood relies on active entertainment as a motivational factor. This trend is known as “gamification” and has long been a popular sales strategy in B2C. For example, the iconic “Ü-EI” (Kinder Surprise treat) has been around since 1974, and the first frequent-flyer programs were initiated in the 1980s. Today, however, new technological possibilities and a much deeper understanding of the psychology behind gamification have expanded its scope of application enormously—especially in B2B. A look at the gamification game and its goal of higher revenues, more intense engagement and more comprehensive customer data.



“In every job
that must be done,
there is an element
of fun.”

MARY POPPINS

The glory days of nobility are—at least in most countries—long gone. But still, we collect titles more eagerly than ever: our audio book app gives us the designation “Explorer” for our multi-genre literature interests, Nike dubs us “Mile Master” for our routine runs, and we achieve “All Star” status as soon as we have immaculately completed our LinkedIn profiles.

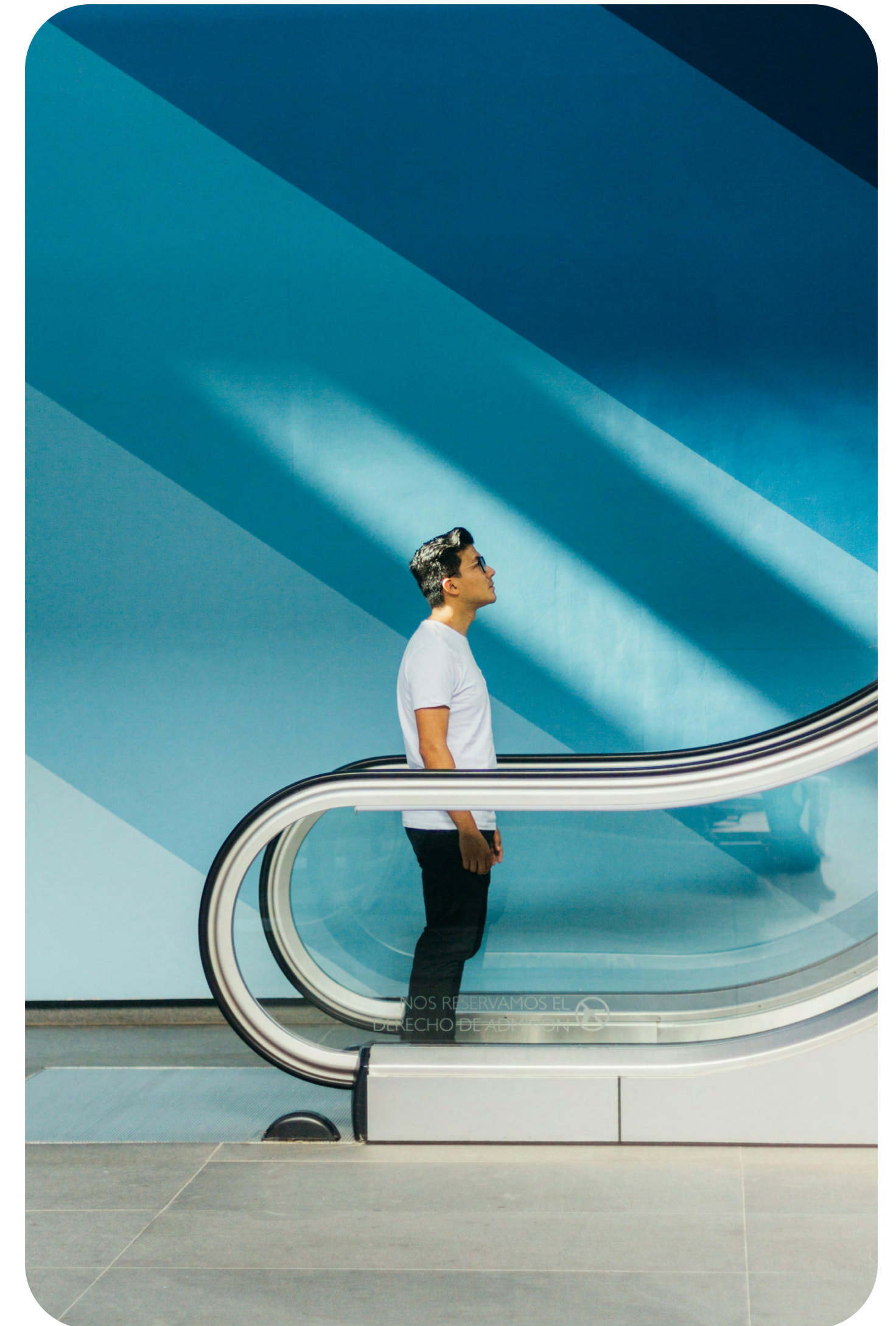
And these small, fun dopamine boosts have an effect: If we are rewarded for drinking coffee, running, or learning a new language, we will drink, run, and learn longer and more frequently.

100-
150%

higher engagement metrics

47%

higher customer retention
through gamification



Play becomes serious: in B2B, gamification combines education, engagement and entertainment

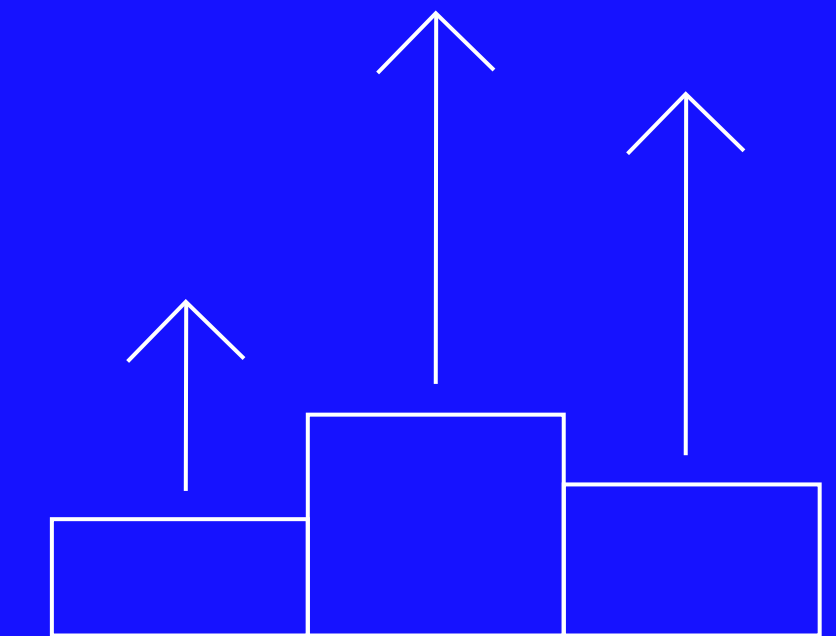
It's no wonder that the world of B2B has also discovered the joy of gaming. But it has its own specific set of rules.



	B2C gamification	B2B gamification
Target groups and motivation	Consumers with short-term motivation: increase customer engagement, brand loyalty and sales through elements like points, badges, rewards or competitions.	Specialists, employees, sales teams or business partners with strategic goals: increase productivity, skills and professional success through training, innovation and process optimization.
Areas of use	Customer loyalty programs, mobile apps, marketing campaigns and e-commerce platforms that use playful elements to incentivize purchases and using services.	Gamified training and further education programs, optimization of sales processes, implementation of new technologies, employee onboarding or improvement of business relationships. Cross- and upselling campaigns as well as loyalty programs with elements like challenges, badges and further incentives.
Technological integration	Mobile apps, websites and social media with a focus on user friendliness and access for a broad target group. The technology must be scalable and easily accessible in order to reach and inspire a large number of users.	Deep integration into existing company systems like CRM systems, learning platforms and internal channels. The technology must be able to process complex data and offer personal experiences for a range of user groups.

High scores: best practices of B2B gamification

Gamification reaches its “highest level” wherever it delivers genuine, informative and monetary value in addition to being fun. Industrial companies and software producers, for example, are increasingly replacing static user manuals with interactive, gamified formats and are bridging the gap between passive learning and active use in the process.



01 **SAP Ariba**

SAP Ariba: gamification for B2B acquisition platforms

SAP Ariba uses gamification elements to enhance the performance of logistics and purchasing. For example, logistics partners receive rewards like digital badges or access to exclusive features when they regularly make their deliveries on time or achieve an extraordinary level of customer satisfaction.

02 **THOMAS**

ThomasNet: supplier engagement

The special platform for industrial products uses gamification to increase loyalty between the companies trading there. Logistics partners that achieve metrics like short response times to inquiries are rewarded, for example, and are given the chance to be placed prominently on the platform.

03 **GRAINGER®**

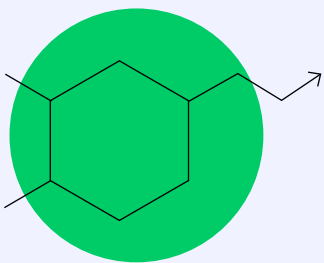
Grainger: optimized buying process

Grainger has implemented a reward and points program with the goal of garnering return customers. Customers collect points for each purchase they make and can redeem these points for discounts or exclusive services. Progress bars show how close you are to receiving discounts or rewards. This system incentivizes regular purchases and larger orders.

A game where everyone wins

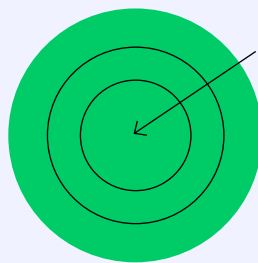
Purchasing, providing data, answering questions: in the typical commerce context, people often view these actions as burdensome obligations and approach them with hesitance or skepticism. But the playful context turns them into voluntary challenges, missions and opportunities—and thus to voluntary tasks. From a psychological standpoint, this is more valuable than any potential reward and is thus a win-win situation.

WHY WE PLAY: THE PSYCHOLOGY BEHIND GAMIFICATION



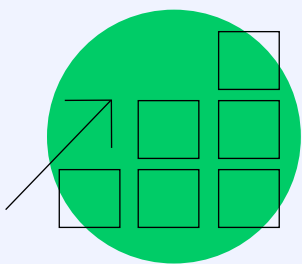
Dopamine release

Dopamine, a neurotransmitter that amplifies positive feelings and motivation, is released when we are rewarded for achieving goals. Badges and other incentives in gamification strategies trigger the release of dopamine and thus promote engagement.



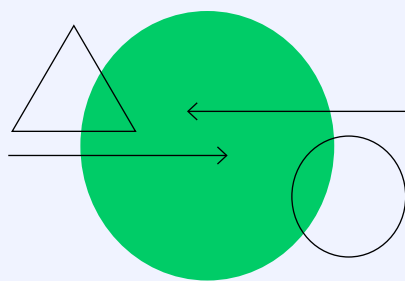
Goal-setting theory

Tangible and challenging goals improve performance. Gamification sets clearly defined goals that motivate us to improve our personal performance and to achieve hidden objectives.



Self-determination theory (SDT)

We are intrinsically motivated whenever our desire for skills, autonomy and social involvement is fulfilled. Gamification elements like levels and rankings satisfy this need by rewarding progress and mastery (mastery of a certain task).



Social comparison theory

We evaluate our own capabilities and performance by comparing ourselves to others. Rankings and badges promote competition and social interaction by encouraging users to compare themselves to others and to successively improve their performance.

Purchasing Pros at Last

The new market by and for
machine customers

Shopping Cart on Autopilot

Gaming. Marketplaces. Personalization. So far, the individual has been the main focus of this Trendreport. But what if the entire focus on individual, emotionally engaging buying and selling was just a final surge—a type of swan song marking the transition to a new phase? A phase in which machines rather than people buy and sell. The trend towards the autonomous “machine customer”, or custobot, will be one of the most important developments in the coming years. It represents the late realization of an old ideal.



M&M: the new market by and for machines

Machines have already overtaken people in terms of buying, at least in terms of numbers. As of 2024, around 13 billion networked devices were able to (at least potentially) make purchases compared to a global population of around 8.2 billion. The term “networking” is crucial for B2B commerce. After all, it is precisely the machine-to-machine scenarios typical of production in which technology increasingly takes over not only production, but also consumption and purchasing.

An example: predictive maintenance. If, for example, controlling sensors in manufacturing determine that increased vibration in a robotic arm indicates that a bearing needs to be replaced, they as custobots will be able to turn this insight into an order with the preferred supplier. The wealth of data that intelligent devices gather and analyze in real time prevents downtime; downsizes inventory through just-in-time orders; and promotes optimized, reliable supply chains.



25%

By 2030, executives believe at least 25% of all consumer purchases and business replenishment requests will be substantially delegated to machines.*

* Gartner: Machine Customers Will Decide Who Gets Their Trillion-Dollar Business. Is It You?

Endurance at last: the machine customer as the promise of Homo economicus



With this type of machine customer comes a player that has been a concept for around 200 years: its name is Homo economicus and it comes from the economic theories of English Enlightenment thinkers like Adam Smith and John Stuart Mill. The term describes an idealized buyer who factors in all available information to make purely rational decisions. New theories from the fields of psychology and neuromarketing have long shown that the individual is not Homo economicus: our behavior is too greatly informed by our emotions and limbic system. With the custobots, players are now emerging that can truly be described as Homo economicus:

They know (almost) everything

Machine customers gather and process enormous quantities of information from a wide range of sources in real time before they make their decisions.

They don't have to be inspired

Long-term raw material procurement, subcontracting for complex special services, highly specific IoT software and more: even with the best gamification strategies and the most intuitive marketplaces, these buying processes are not fun for most people but rather hard work and lots of responsibility. Algorithms,

on the other hand, do not need incentives, a motivating UX or convincing storytelling but rather just power and data in order to run their program.

They work flawlessly, automatically and around the clock

Custobots reduce personnel requirements, especially in data-driven processes. They make real-time purchasing and procurement decisions. In accounting, they automatically review invoices, process payments and make entries in the ERP system. In support, they respond to customer inquiries. They also continually take on new tasks in logistics, personnel and risk management. They are available 24 hours a day, 7 days a week and, unlike their human counterparts, they are never unconcentrated or fickle in the face of overwhelming choices. Every order is just right.

Buy or be bought: the new pecking order in the machine buying age

But what implications does all of this have for marketing and communication in particular? How do you appeal to relentlessly rational algorithms? It's important to observe the following principles.

Communication: making values verifiable

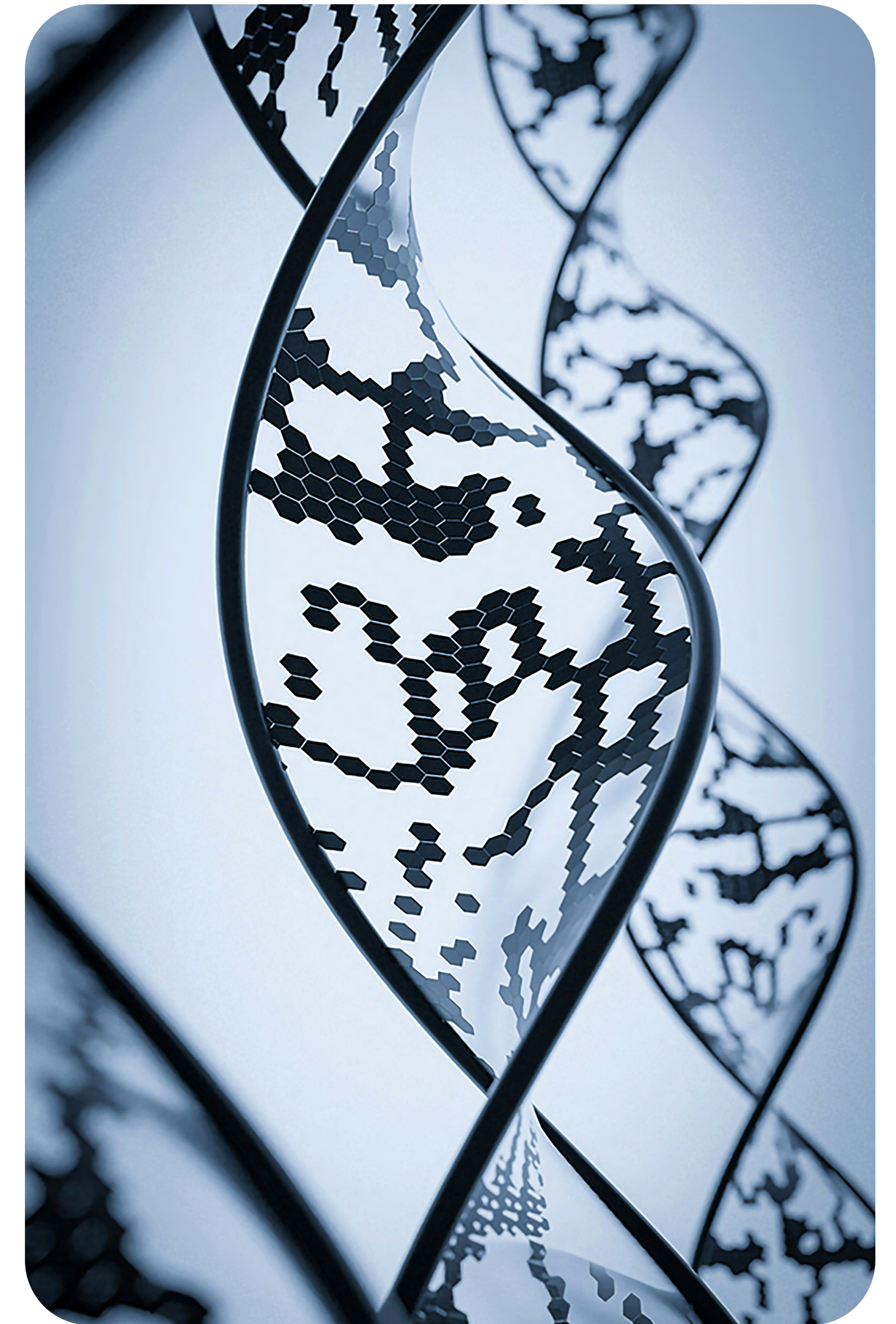
Benefits like sustainability, quality or corporate social responsibility (CSR): these are pleasing to the ear, and we may be receptive to some figures or batches as evidence. But if we're honest, we would often rather feel and believe than meticulously verify them. This is not the case with machine customers, which measure and verify such statements against dozens of parameters. They need another, purely data-driven way of communicating values, one in which attributes like "sustainable" can be translated into tangible factors like water or energy consumption.

Technology: openness for integration (APIs)

One thing is clear: marketplaces and acquisition platforms that machine buyers cannot access have no place in the new billion-dollar business. Robust APIs, blockchain integration and mechanisms for authentication are mandatory components in the catalog of technical specifications.

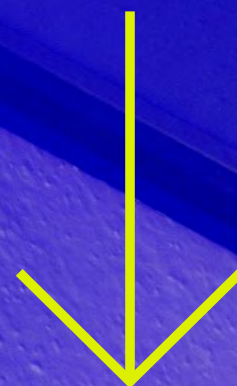
The custobot journey: rethinking marketing and sales in B2B

Who will be responsible for purchasing replacement parts for machines or raw materials for production in the future? The machine itself? The automated warehouse? The manufacturing robot? These questions still remain unanswered, which presents both opportunities and risks. A company that produces industrial equipment, for example, should ask itself some of the following questions: Am I enabling my products to independently organize the supply of necessary components like tools, lubricants or replacement parts, or am I designing them in such an appealing way that they will be purchased by machine customers? And am I creating new interfaces that are better adapted to my new buyer segment in terms of form, technology and content? The deep understanding of machines' buyer journeys and their integration into B2B value chains will present a challenge for long-term sales and marketing strategies in the manufacturing industry.



NAVIGATING TOMORROW WITH MHP

The Future Decoded



Sales of Tomorrow are not about What, but about Who, Where and Why

Who will be the driving force behind the sales process in the coming years, humans or machines? As this Trendreport has shown, the right answer might be both. This unique moment may be the best time to reconsider the big strategic question: What do people (or machines) really want when they make purchases? Whether blockchain or price negotiations, algorithmic decisions or personal brand loyalty, the goal is the same. People and machines just have different ways of getting there. To close, we'd like to outline three of these goals here.



“The economy is shedding baggage and becoming more agile. In the B2B commerce of tomorrow companies will sell ‘usage’ and ‘availability’ instead of goods. ‘As a service’ is increasingly replacing ‘on premise’. The shift from CAPEX to OPEX is enabling us to unify strategic and financial flexibility and offer customers comprehensive solutions through orchestrated platforms. The entire value chain is becoming a service!”

FLORIAN GUMPERT, MHP EXPERT





“Success in B2B isn’t reached through transactions alone, but through the creation of a seamless and personalized ecosystem that fosters long-term partnerships. Closing the current gap between technology and customers’ needs is the biggest challenge when it comes to redefining digital trade for the future as a company.”

FLORIAN LANGER, MHP EXPERT



01

Supply chain as a service: everything is offered

Sell solutions, not products. This has been a well-known formula in marketing for years, but in the coming years it is slated to become the “golden rule” for the entire business model. Successful companies are increasingly acting as orchestrating platforms. The complete supply chain is being provided as a service with which companies are coordinating orders, manufacturing, deliveries, maintenance and other services through partner companies. These “supply chain as a service” models enable flexibility, efficiency and faster reactions to changes in the market. The central hub for this consists of high-performance marketplaces, often with virtual showrooms, production facilities or meeting rooms for doing business, testing products or working on projects.

02

The best solution in real time: everything is becoming dynamic

The factory as company property, the location as a long-term factor and contracts as lasting regulatory frameworks. In many ways, the world of B2B was once calibrated for steady output with consistent power development, more of a powerful diesel engine than a tuned Formula 1 race car. But the RPMs are now rising rapidly. In the future, increasingly nomadic companies will build flexible production facilities that can easily be moved depending on local market conditions and political situations. The half-lives of prices (dynamic pricing) and contracts (smart contracts via blockchain) will also be considerably shorter in the future. AI and its ability to gather, compare and analyze legions of data in a very short time is increasingly replacing the cautious pace of human decision-making.

What about legislation? It often lags behind in this ever-faster spinning world, trying to contain the business reality as best as possible, for example when it comes to data protection.

03

Non-negotiable trade: everything is becoming transparent

The economy of tomorrow is a “space without fine print”. Price models, product developments and even supply chain information are becoming completely accessible to customers for compliance reasons, among other things. Only companies whose supply chains are demonstrably and completely sustainable and whose CO2 balances are transparent will have access to certain markets or partnerships, for example, in the future. Trade is becoming non-negotiable because products and services are being offered at fixed, transparent and equitably calculated prices according to ESG parameters.

The future of B2B commerce is more than just a technological adaptation: it is the transition into an era in which companies aren’t just establishing themselves as suppliers but as partners in a networked, digital ecosystem. For humans and for machines.



Florian Langer

Partner, Digital Sales & Customer Experience

Florian brings a unique perspective on creating outstanding customer experiences through his extensive experience in the agency industry and the industrial sector. His mission is: Impact Beyond Technology – Florian and his team deliver far more than just technology to our clients, as they believe in a holistic customer journey. They offer ‘end to end’ and thus create holistic solutions. Through his leadership role at MHP, he contributes to developing forward-thinking solutions and represents the connection between creativity and technology.



Florian Gumpert

Associated Partner & Head of Digital Commerce

Florian is an experienced innovator who offers a valuable perspective on digital transformation with 15 years of international expertise in the automotive and manufacturing industries. His technical IT background as a developer, along with his current role in Customer Experience and Digital Commerce, forms the foundation of his ability to transform complex technological challenges into strategic business opportunities. His goal: to promote cross-functional innovation, strengthen customer relationships, and unlock new potentials. In this Trendreport, Florian took on the content creation and strategic direction.



Jan Flattich

Senior Manager & Head of Business Development Digital Commerce

Jan brings 10 years of international industry expertise in the automotive and manufacturing sectors and shapes the future of digital commerce with foresight and passion. As a sparring partner for his clients, he identifies forward-looking trends, develops innovative business models and supports them in selecting the right platform providers. He also brought these skills to the Trendreport, which he significantly influenced as a futurist and lead strategist. With a clear vision for the future, he took on the validation and targeted refinement of the identified trends to deliver practical and forward-thinking insights.



Kim-Marie Lange

Senior Consultant & Commerce Specialist

Kim brings extensive expertise in Commerce, Customer Experience, Platform Economy, and Digital Sales. With deep industry knowledge, particularly in the automotive and manufacturing sectors, she leverages her skills to design innovative solutions. However, Kim is more than just a strategist – she is also a driving force behind MHP's commerce marketing activities, significantly shaping the company's external image. Kim's focus in the present Trendreport was primarily on identifying and elaborating on trends in the B2B sector. With her deep industry knowledge, she has provided valuable impulses for forward-looking business strategies.



Sophia Greiner

Consultant & Commerce Specialist

Sophia advises leading companies in the automotive industry on customer experience matters. With a focus on B2B commerce, she combines technical knowledge with a deep understanding of the challenges and opportunities presented by the current market. In the context of this Trendreport, her focus was on identifying practical solutions for the complex challenges of B2B commerce in a volatile market environment. Sophia follows the philosophy of elevating customer experience in the B2B sector to the next level and bringing companies closer to their customers through tailored solutions and a deep understanding of digital trends.

About MHP

As a technology and business partner, MHP has been digitizing the processes and products of its around 300 mobility and manufacturing sector customers worldwide for 28 years and providing support for their IT transformations along the entire value chain. For the management and IT consultancy, one thing is certain: digitization is one of the biggest levers on the path to a better tomorrow. This is why the Porsche AG company MHP provides both operational and strategic consulting in areas such as customer experience and workforce transformation, supply chain and cloud solutions, platforms and ecosystems, big data and AI, as well as Industry 4.0 and intelligent products. Headquartered in Germany, the consultancy operates internationally with subsidiaries in the USA, Mexico, the UK, Romania, and China. More than 5,000 MHP employees are united by their pursuit of excellence and sustainable success. It is this aspiration that will continue to drive MHP – today and in the future.

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