

Facing a new commercial reality

Commercial trends study 2025

December 2024

SIMON 
KUCHER
Unlocking better growth



What's in store?

Opinions and views
of over **1700**
key stakeholders
from various
B2B industries

Introduction to this study

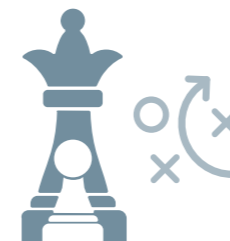
In the dynamic landscape of 2025, companies have an optimistic outlook emerging from a turbulent 2024. Companies face exciting opportunities amidst global phenomena like macroeconomic shifts, innovation, evolving labour markets, and more.



Evaluation of the B2B outlook
and trends for 2025



Action items and
trend response



Simon-Kuchers'
recommendations

Executive summary | Companies are optimistic about 2025 and are planning initiatives to surpass their 2024 performance – yet they are lacking readiness to execute



A. Evaluation of B2B outlook and trends for 2025



B. Action items and trend response

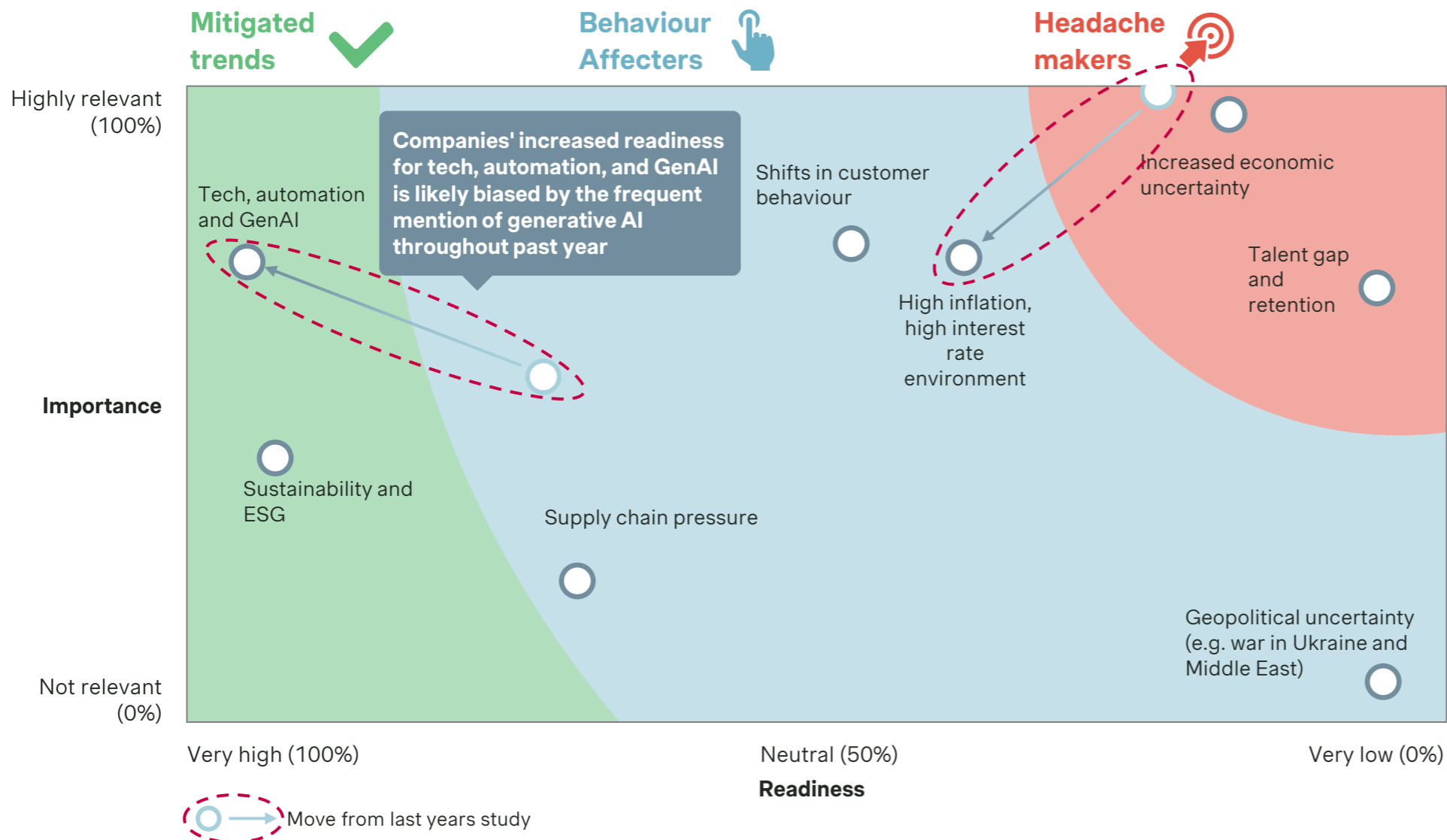
<p>A1</p>	<p>Economic turmoil, shifts in customer behavior and inflation- and interest rates are still present</p> <p>And although being present for the past years, companies are lacking the readiness to combat the trends</p>	<p>Most important trends and factors</p> <p>Only 32% of companies consider themselves ready¹</p>	<p>B1</p> <p>Companies are mainly considering commercial measures to mitigate the market situation</p> <p>Firms are looking across the globe to extract the potential from the intended commercial measures rather than specific regions</p>	<p>Cost-cutting</p> <p>66%</p> <p>82%</p> <p>Commercial measures</p>
<p>A2</p>	<p>Despite troublesome market conditions, optimism is back with B2B companies</p> <p>There is an optimistic economic outlook for 2025, especially outside of Europe where >75% thinks of 2025 as a positive year</p>	<p>71% Companies have a positive outlook</p>	<p>B2</p> <p>Adapting the commercial engine is of focus</p> <p>Attracting talent and recruiting commercial capabilities along with aligning the commercial strategy to a new reality is top of the agenda, with low readiness amongst companies</p>	<p>Importance</p> <ul style="list-style-type: none"> Attracting talent and recruiting commercial capabilities Launching new innovative products Aligning the commercial strategy to new market reality <p>Most important Initiatives</p>
<p>A2</p>	<p>Profits and revenue will grow, but commercial effectiveness is lagging behind</p> <p>B2B companies are expecting to go back to revenue and profit growth in 2025, but the commercial effectiveness is trailing due to continued increases in cost</p>	<p>87% expecting stable or increased profits</p>	<p>B3</p> <p>General lack of readiness</p> <p>Despite having bold commercial ambitions for 2025, a lot of firms are lacking the readiness to drive and execute the listed initiatives and risk to fall short of their ambitions</p>	<p>-1%pts Since 2024</p> <p>61%</p> <p>Of companies consider themselves "ready"</p>

1) Average readiness of top 3 most important trends
 Source: Simon-Kucher, Commercial Trends Study 2025 conducted from Oct 31st 2024 to Nov 13th 2024 | Total n=1705

B2B outlook | Market conditions from 2024 are expected to persist and continue challenging firms in 2025



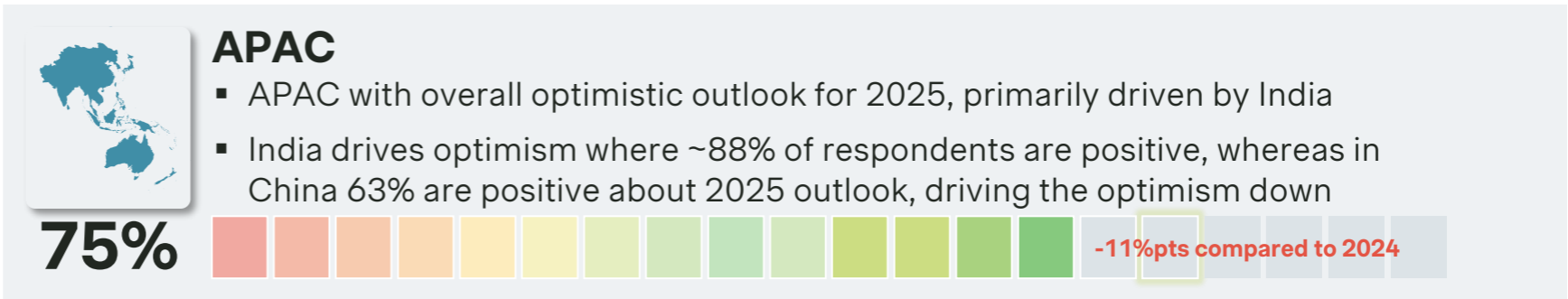
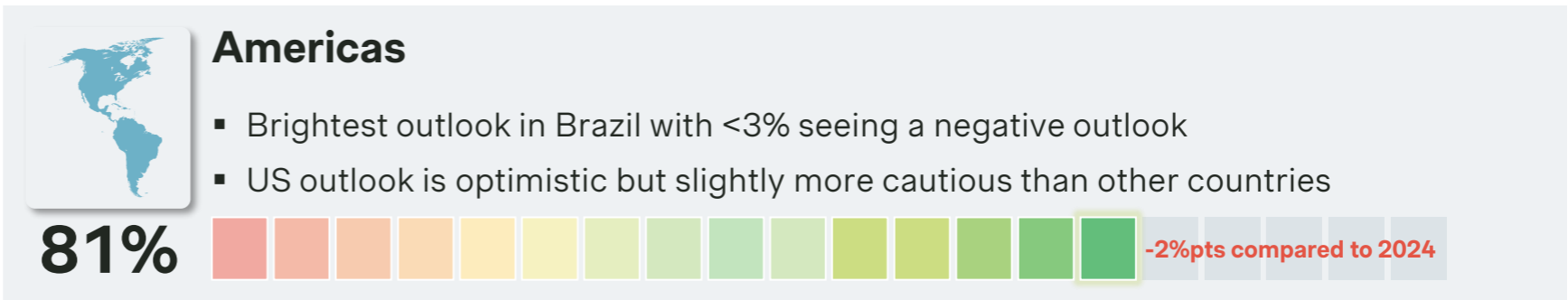
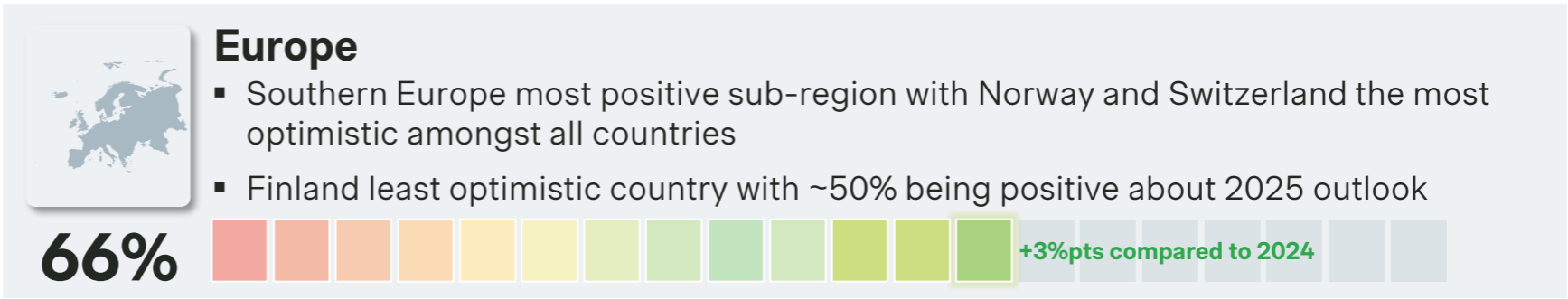
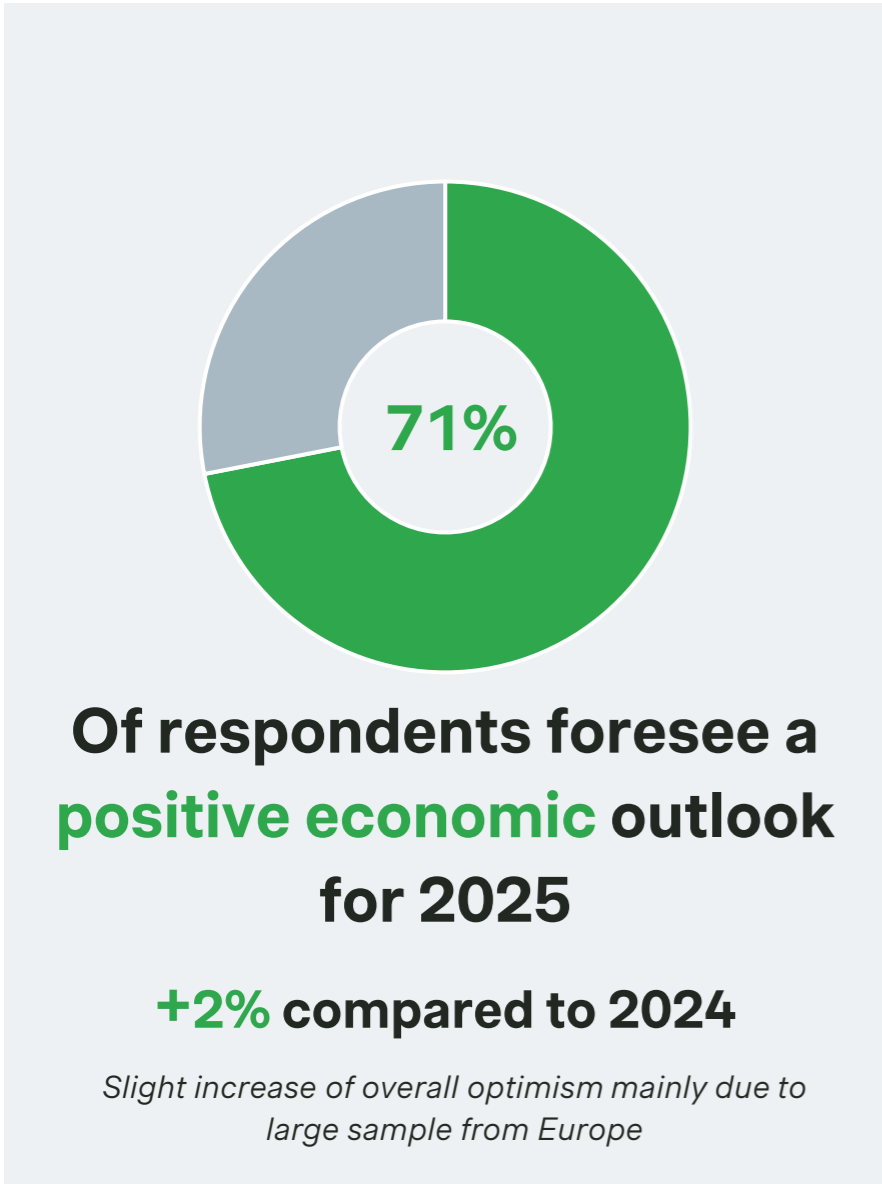
Importance and readiness of commercial trends, average rating relative to lowest and highest



- Despite being present and driving factors in 2024, companies are still **struggling to cope** with the **inflationary environment, economic uncertainty** and **talent gap and retention**
- There is an **instilled confidence** with firms to **respond to sustainability and ESG** trends in 2024
- The **geopolitical uncertainty** is **not expected** to be of great importance to the B2B business around the globe

Source: Simon-Kucher, Commercial Trends Study 2025 conducted from Oct 31st 2024 to Nov 13th 2024 | Total n=1705 | Survey questions: "How important are the following trends for your business in 2025?" ; "How ready is your company with its current set-up to react to those important trends?" | "Don't know" excluded | Normalized results

B2B outlook | Despite turbulent conditions, the economic outlook for 2025 is positive while being less positive for both Americas and APAC compared to last year

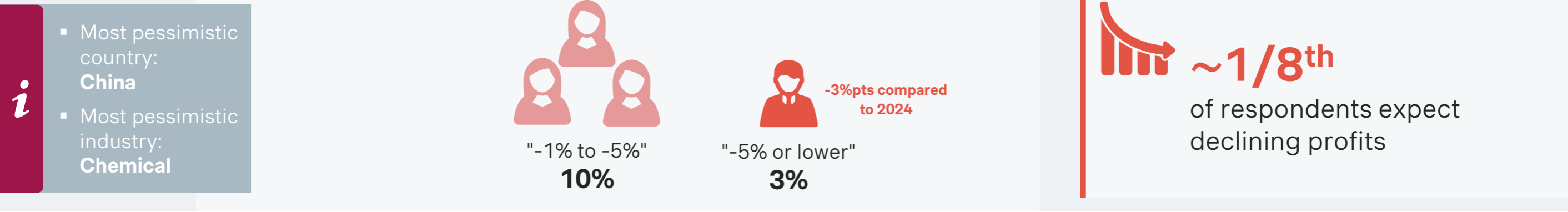
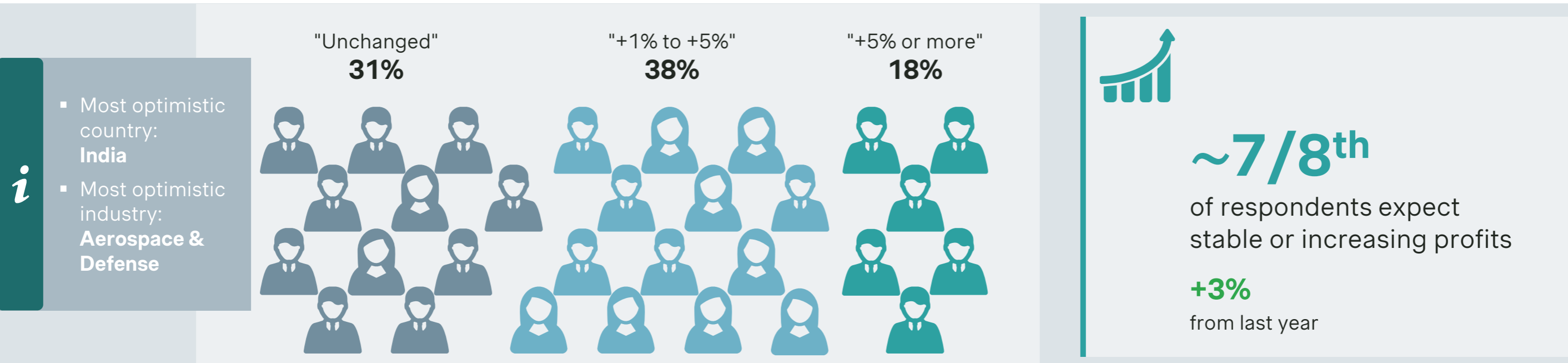


Only 10% of respondents consider the outlook for 2025 to be negative

Most optimistic outlook in APAC and Americas, but still positive in Europe

B2B outlook | 7 out of 8 firms expect stable or increasing profits, with ~18% expecting a +5% profit growth despite economic uncertainty

Expected profit change in 2025 compared to 2024, distribution of responses¹



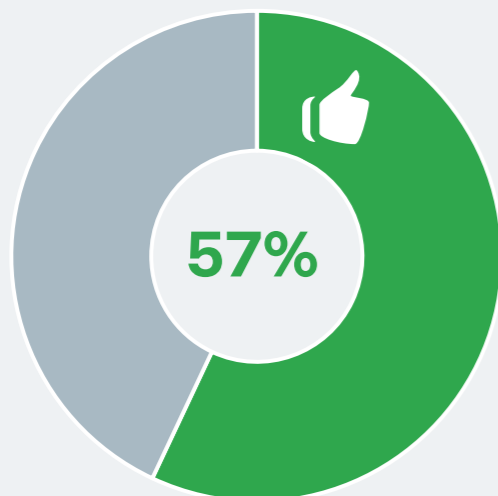
Source: Simon-Kucher, Commercial Trends Study 2025 conducted from Oct 31st 2024 to Nov 13th 2024 | Total n=1705 | Survey questions: "How much will your profit probably change 2025 vs. 2024 (in %)" | "Don't know" excluded | 1. Rounding difference in silhouettes

B2B outlook | There is confidence in revenue and profit growth in 2025, but costs are still expected to increase reinforcing the importance of commercial excellence



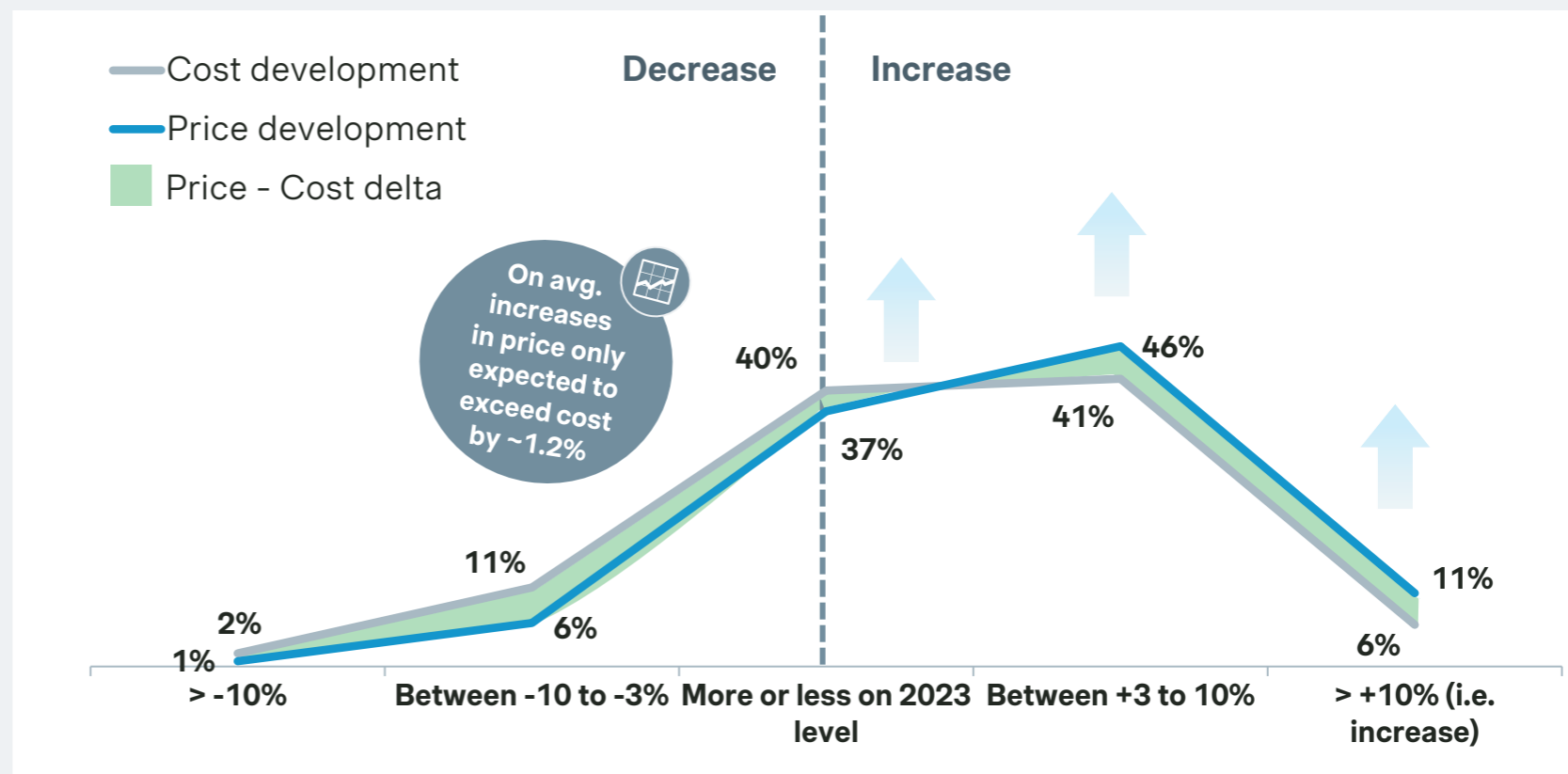
Expected revenue, cost and price change in 2025 compared to 2024, distribution of responses¹

Majority of companies expect revenues to increase ...



Of respondents expect an **increased revenue in 2024**

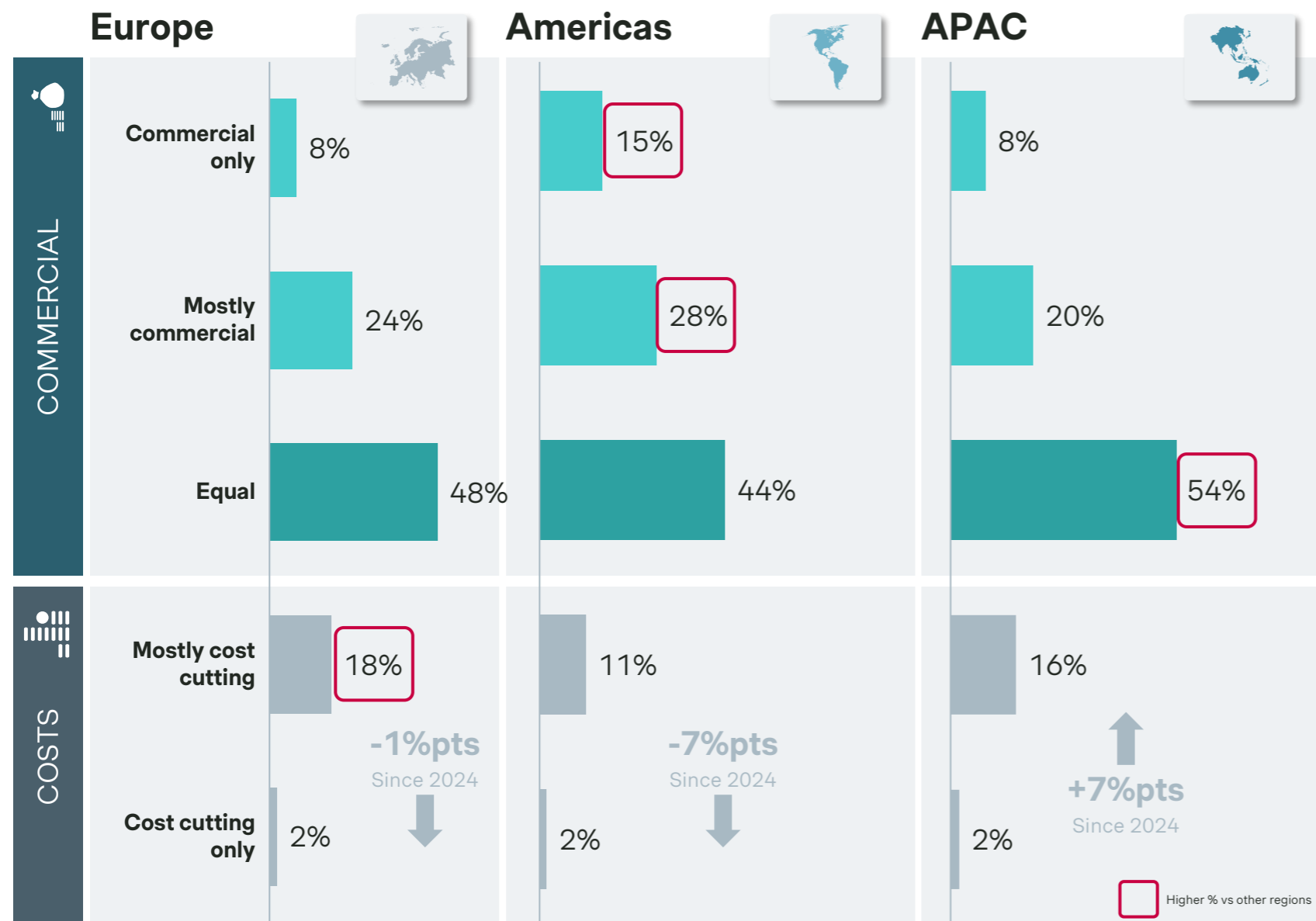
... but the planned price increases are expected to only slightly outperform the development in cost



! Need for commercial effectiveness measures to protect margins

Source: Simon-Kucher, Commercial Trends Study 2025 conducted from Oct 31st 2024 to Nov 13th 2024 | Total n=1705 | Survey questions: "How much will your revenue probably change 2025 vs. 2024 (in %)" ; "Which per-unit cost base changes do you anticipate in 2025 compared to 2024 (i.e. less vs. more costly to produce/provide the same product/service in 2025)" ; "Which changes do you anticipate to make for your prices in 2025?" | "Don't know" excluded

2025 mitigating measures | Commercial topics seen as powerful mitigation measures by most of the companies



Similar situation in Europe and APAC

- ~80% consider commercial topics at least as much as cost cutting measures
- 2% focus only on cost cutting
- APAC with a relatively high share of companies considering both cost-cutting and commercial topics as equally important

Americas mitigating measures are more commercial than in other regions

- >85% consider commercial topics at least as much as cost cutting measures
- ~15% focus only on commercial measures

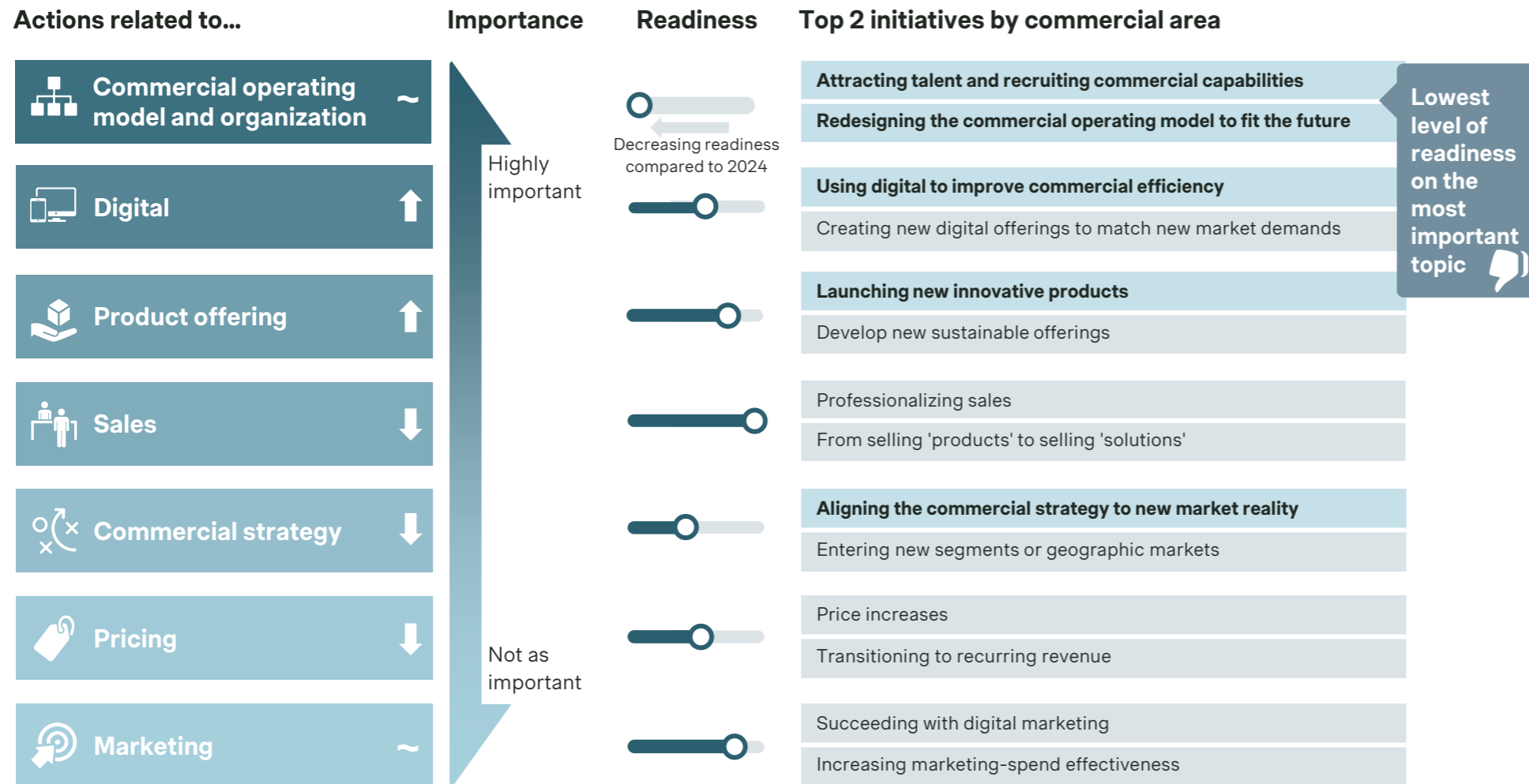
Only ~1/5 of respondents look mostly at cost cutting

- Commercial topics seen as crucial to mitigate the challenges posed by the current macroeconomic situation

Source: Simon-Kucher, Commercial Trends Study 2025 conducted from Oct 31st 2024 to Nov 13th 2024 | Total n=1705 | Survey question: "For your company, how are you mitigating the challenges posed by the current macroeconomic environment?" | "Don't know" excluded

Commercial initiatives | Companies are planning commercial initiatives to react to the current situation – main focus on commercial operating model, and digitalization

Importance and readiness of commercial initiatives, average rating relative to least and most relevant



Prioritized planned commercial initiatives for 2025 include:

- The redesign of commercial operating model and strategy to fit a changing market and different requirements
- Launching new innovative products
- The recruitment of new talents and commercial capabilities that drive the business
- The use of digitalization to improve commercial efficiencies

Organizations are de-prioritizing inorganic growth (M&A) as a strategy to address 2025 challenges, ranking it among the least important levers

Change since 2024

↑ Increased importance ~ Same importance ↓ Decreased importance

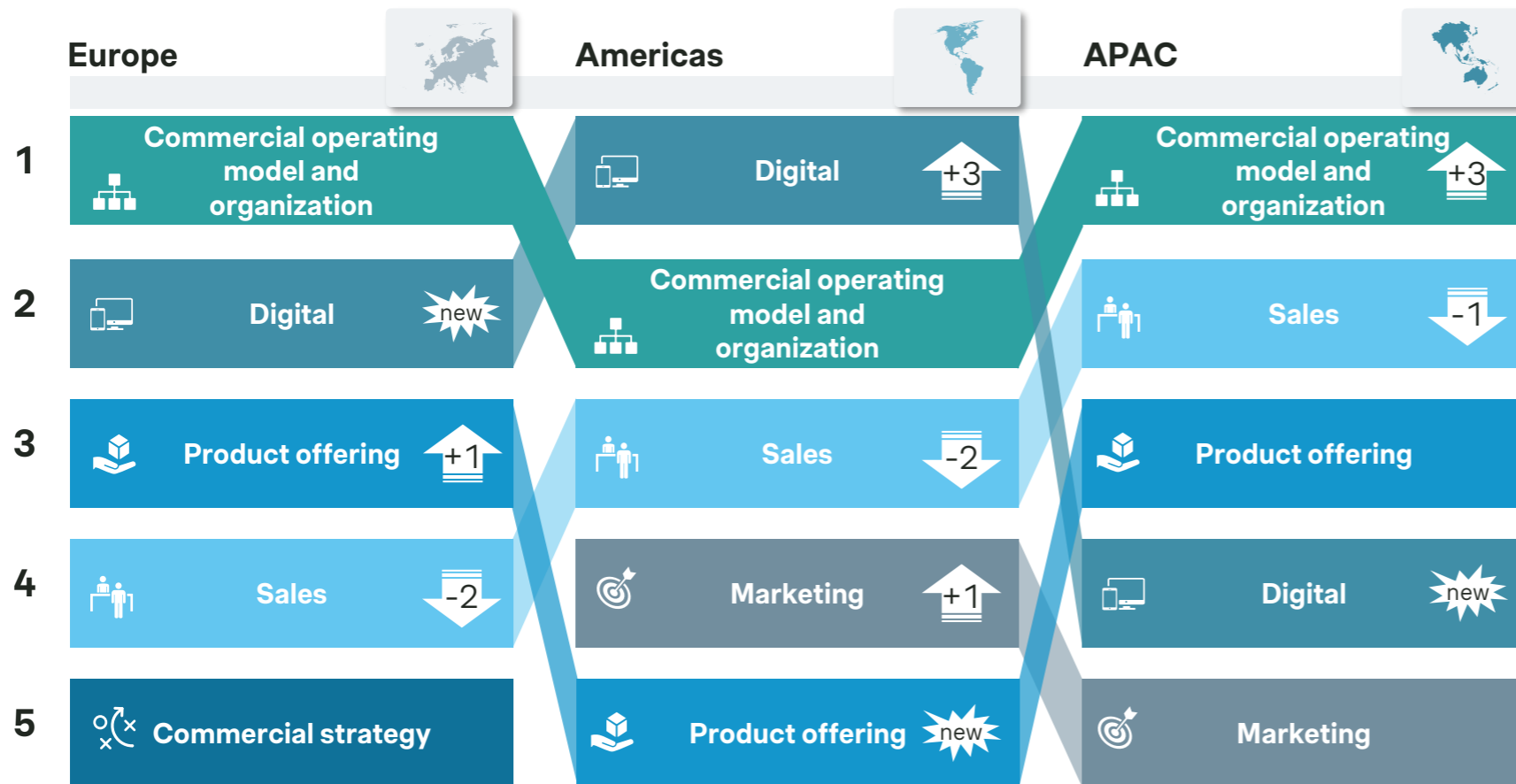
Top 5 initiatives overall

Source: Simon-Kucher, Commercial Trends Study 2025 conducted from Oct 31st 2024 to Nov 13th 2024 | Total n=1705 | Survey questions: "How important are the following commercial initiatives for your business in 2025?" ; "How ready is your company with its current set-up to carry out those important commercial initiatives?" | "Don't know" excluded | Normalized results

Commercial initiatives | Organizations aim to redesign their operating models and attract talent, using digitalization as a key lever to navigate changing market dynamics



Prioritized commercial areas of development for 2025 (top 5, by region)



Europe

- Major focus on redesigning the commercial operating model and strategy to the future, attracting talent and digitalization

Americas

- Major focus on using digital (e.g. analytics and CRM) to improve commercial efficiency with organizing and aligning commercial teams in a digital age also being an important goal

APAC

- Major focus on redesigning the commercial operating model, with attracting talent, recruiting commercial capabilities as well as organizing and aligning commercial teams in a digital age being important levers

- Commercial operating model and organization and digital are the 2 major planned initiatives for 2025
- Sales considered as important initiative in APAC and Americas
- Product offering being an important initiative in Europe and APAC

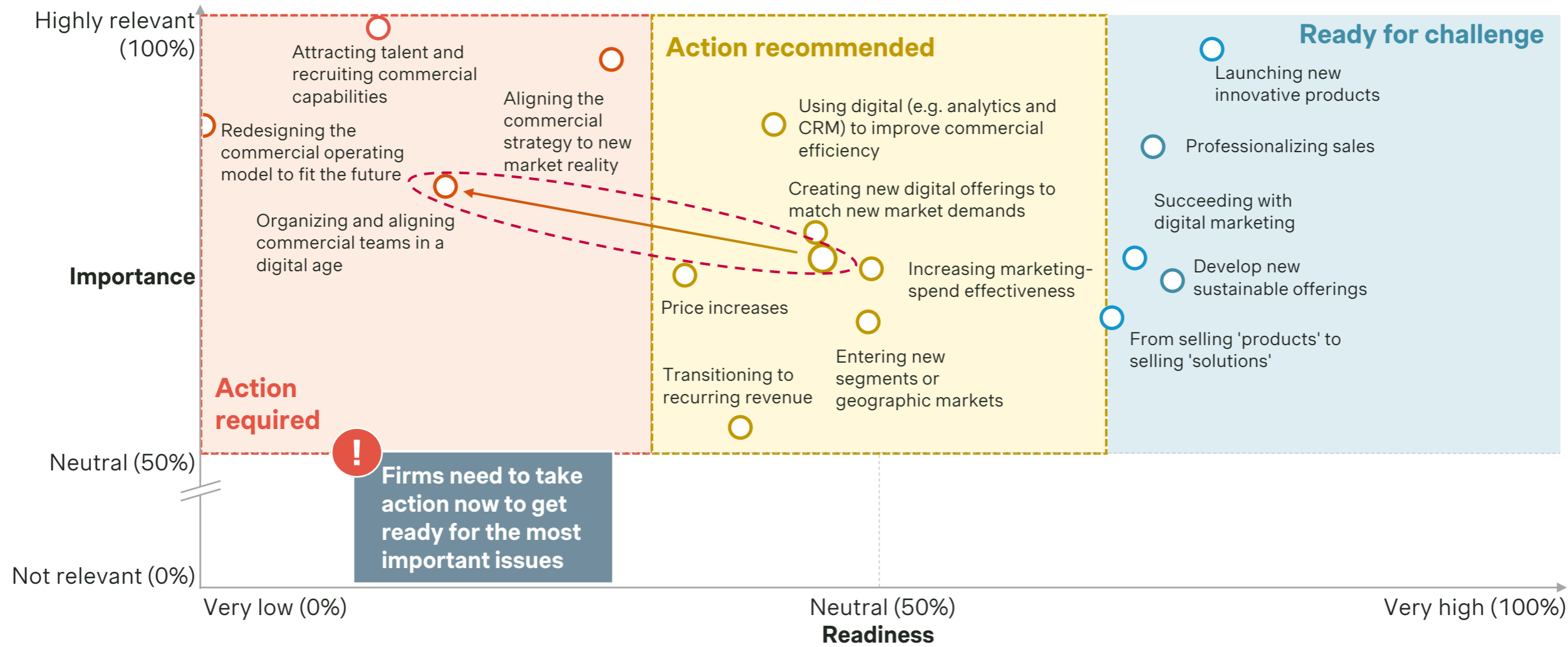
Higher than last year
 Lower than last year
 New top 5 area

Source: Simon-Kucher, Commercial Trends Study 2025 conducted from Oct 31st 2024 to Nov 13th 2024 | Total n=1705 | Survey questions: "How important are the following commercial initiatives for your business in 2025?" | "Don't know" excluded | Normalized results

Readiness | While commercial actions, particularly the operating model, are a management priority, companies still lack readiness in key areas



Importance and readiness of commercial initiatives, average rating relative to lowest and highest



Move from last years study

Source: Simon-Kucher, Commercial Trends Study 2025 conducted from Oct 31st 2024 to Nov 13th 2024 | Total n=1705 | Survey questions: "How important are the following trends for your business in 2025?" ; "How ready is your company with its current set-up to react to those important trends?" | "Don't know" excluded | Normalized results

2025 is the year for action

Three reasons why to act

Optimistic outlook

71%

have an **optimistic outlook on 2025**, with even higher numbers in Americas and APAC where >75% think of 2025 as a positive year indicating opportunities for growth

Launching commercial initiatives

82%

are looking into **launching commercial initiatives** that not only enhance their business but transforming and adapting them to the new reality

Lacking readiness

39%

find themselves **lacking readiness to implement and launch** the desired initiatives despite high ambitions of commercial excellence in 2025, presenting an opportunity for getting ahead of competition

Choose your battles wisely - embrace the opportunities of the digital age and prioritize the commercial strategies that will define success in 2025 and beyond

SK Internal:
each vertical
to adapt slide
based on their
findings



Get in contact to receive an individual benchmarking against our commercial KPI database

Simon-Kucher is your trusted advisor on commercial topics to excel in 2024

Sales excellence

- Hybrid sales operating model
- Channel set-up and mgmt.
- Sales force effectiveness
- ...

>10% efficiency gain and sales time



- Higher hit-rate (win/loss)
- Better customer penetration

Growth strategy

- Market prioritization
- Customer journey and segmentation
- Value proposition and USPs
- ...

+30% Improved strategy realization rate



- Improved share of wallet
- Increased sales effectiveness via targeted approach

Portfolio and digital growth

- Multi product line strategy
- Bundling and offering
- Portfolio extension*
- ...

>20% flop rate reduction



- Less cannibalization between product lines
- Higher value-orientation

Commercial transformation programs // Tracking and KPIs // Data, platform, and IT capabilities

Pricing excellence

Marketing excellence

Transaction services

Simon-Kucher is the leading global consulting firm specializing in unlocking better growth.

Our people

- Specialists in Commercial Strategy and Pricing Consulting, Transaction Services and Private Equity, Digital and Software
- Our partners and experienced leadership team are hands on, delivering results at pace

Our sector expertise

- Consumer
- Financial Services
- Healthcare and Life Sciences
- Industrials
- Technology Media and Telecoms

Our clients

Our clients come from 120+ industries and range from Fortune and FTSE 100 firms to unicorns

2,000+
Employees

190
Partners

**WORLD'S BEST
MANAGEMENT
CONSULTING FIRMS**

**Forbes
2023**

POWERED BY STATISTA

1985
Founded

45
Offices

30
Countries