

Forecasts for 2025 and beyond



The business world is at an inflection point where technological advances and new risks are equally driving the agenda. I look forward to 2025 and the coming years with a mixture of anticipation and realistic assessment of the challenges. Four key trends will have a lasting impact on the business world:

New political and economic realities

Changes brought about by new governments and trade relations

The geopolitical situation has a direct influence on the flow of goods. With a new US administration and increased tariffs, exports to the USA will become less attractive for many European companies. At the same time, Europe plans to take countermeasures, which will put an additional strain on trade between the two continents. New sources of supply, especially from Asia and Africa, are coming into focus.

Morocco is an example of these new "newcomer markets". This offers enormous opportunities for investors: lower costs, a young and dynamic population and a strategically advantageous location make this region attractive. For the European economy, however, this means that parts of production could migrate. Companies must therefore remain flexible and adapt to alternative supply chains and new investment strategies.

Demographic change in Europe

Europe's ageing population will be even more noticeable in 2025. In Germany, for example, baby boomers are retiring – a process that has a massive impact on the labor market and society. The shortage of skilled workers continues to worsen, while the cost of social benefits is rising and the younger generation has to shoulder this burden.

Family-run companies, which account for 70% of German SMEs, are particularly affected. In the approximately 3.1 million medium-sized companies, one in three owners is 60 years or older, with the majority of these being family-run. An estimate by the Institute for SME Research concludes that around 190,000 companies are due for handover in the period 2022 to 2026. Many of them cannot find a successor, which could lead to a noticeable decline in the variety of products and services. New solutions are needed here, for example through innovative succession models or the integration of skilled workers from abroad.

Shortage of skilled workers and change in values

The new generation of workers brings with them other priorities: While the Baby Boomers shaped the economy with their "create, create, build a house" mentality, today's generation values mental health and work-life balance. Companies have to rethink in order to attract this generation and retain it in the long term. Flexible working models, a sense of purpose in work and an open corporate culture will be crucial.

Sustainability

The cost development of fossil fuels will reach a critical turning point in 2025. With the expiration of Russia's gas supply contracts to countries such as Hungary and Moldova, Europe is facing an energy crisis. While some countries have switched to alternative energy sources in time, others are being hit hard by the drastic price increases. Fossil energy sources are becoming even more expensive, which significantly increases the pressure to rely on sustainable energy.

Companies that have already switched to renewable energies will have a clear competitive advantage here. But this transformation requires investments that could put a strain on small and medium-sized companies in particular. The challenge is to help these companies manage the transition through government subsidies or innovative financing models. Sustainability is no longer an optional goal, but is becoming an economic necessity.

AI as a standard tool

Artificial intelligence is rapidly evolving from an innovation feature to an indispensable standard tool. Companies are using AI across the board – from data analysis to decision-making to process optimization. The added value lies not only in increasing efficiency, but also in the ability to make informed and forward-looking decisions. Anyone who hesitates here risks losing touch with competitive markets.

Cybersecurity is coming into focus – also in the supply chain

As digitalization increases, so do the threats posed by cyberattacks, and organizations are under pressure to implement comprehensive security strategies to protect data, systems, and business processes. For business leaders, this means that protecting digital infrastructure must be an integral part of any transformation strategy.

A new security challenge exists above all in supply chains. Growing transparency in the supply chain is undoubtedly a competitive advantage, but it brings with it new dependencies – especially in the area of cybersecurity. Transparency means that data is made available along the entire value chain, which expands potential attack surfaces. Companies investing in transparent supply chains must inextricably combine this with robust security solutions to ensure the integrity of their processes.

Conclusion: Actively shaping the future

The forecasts for 2025 and beyond show a business world that is characterized by profound changes. Whether geopolitical uncertainties, demographic developments, changes in labour values, the need for sustainable energy supply, the use of artificial intelligence or the growing demands on cybersecurity – all these trends are more than challenges; they are opportunities to actively shape the future.

Companies that act boldly and with foresight will benefit from the changes and set new standards. It will be important to remain flexible, enter into strategic partnerships and develop innovative solutions to meet the diverse requirements. The coming years offer the opportunity not only to react to changes, but to actively shape them – and thus lay the foundation for a successful, sustainable and resilient future.



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Ich bin Interim Manager durch und durch. In jedem meiner Mandate steckt ein Teil an Beratung, Know-how, das ich mitbringe und an meine Auftraggeber transferiere. Als Global Citizen verstehe ich Zusammenhänge länder- und kulturübergreifend und versuche, unseren Planeten durch meine Entscheidungen nicht nur gerechter, sondern auch sicherer und nachhaltiger zu machen. Sicherlich ist es dabei vorteilhaft, dass ich selbst in Brasilien geboren und als Deutsch-Brasilianer in einem internationalen Umfeld, darunter Asien, Südamerika und Osteuropa, gelebt sowie auch an mehreren Produktionsstandorten gearbeitet habe.