

Brief Case Study Description

Workshop Uni Mannheim: schaltec



Integration of new business models and their consequences for a company's sales channel strategy

The PERI Group is the largest international producer and provider of formwork and scaffolding systems. In 2016, the company achieved a revenue of € 1.33 Billion. Next to selling and renting of formwork and scaffolding material mainly through its direct sales channel, PERI offers widespread services such as engineering, logistical services, project specific assemblies, training and support on the job site.

While the PERI Group developed its global presence primarily through organic growth, in 2015 the company schaltec was integrated into the Group through a merger. Schaltec's business model comprises the purchase & sale of used formwork and scaffolding, its maintenance & repair as well as the replacement of formwork plywood panels. Still under its own name, the new subsidiary's products and services are marketed through an online platform as well as through PERI's sales engineers mainly in the region Central Europe.

The case study aims at developing a strategy for the internationalization of the new business model including the analysis of potential conflicts with existing sales channels and the development of solutions to overcome them.