



Pelzer Fördertechnik GmbH Definition of a strategy roadmap for the next five years

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> Through the collaboration with FIR we have been able to lay the foundation for a comprehensive and promising corporate strategy. Thanks to the extensive involvement of our staff in the process of strategy development the result is widely accepted in our entire company. <

Erik van Leeuwenstijn, Director, Pelzer Fördertechnik GmbH

Initial situation

For more than 45 years, as the leading provider and service specialist of conveyor and storage technology, Pelzer Fördertechnik GmbH has been generating added value for their customers through the distribution of products and the provision of technical services.

In order to continue to be successful in an increasingly competitive environment, the company sought to more strongly differentiate its offerings from the competition and generate even more added value for its customers. Against this backdrop, the aim of a project conducted in close collaboration with FIR at RWTH Aachen University was to develop a corporate strategy that defines clear entrepreneurial guidelines for the next five years.



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Pelzer Fördertechnik GmbH:

- Sector:** Conveyor and storage technology
- Products:** Industrial trucks, cleaning machines, storage technology
- Sales:** 80 million euros (2013)
- Staff members:** 250
- Locations:** Kerpen, Cologne

Key Aspects of the Project

The project managers placed particular emphasis on holistically involving all relevant stakeholders in the development of the corporate strategy. As a result, actors from within and outside the company contributed to the project. In addition to the management team, company-internal contributors included staff from all of Pelzer's divisions. With the help of their extensive expertise, it was possible to gain important insights in SWOT workshops and by implementing the "Serv Checks" developed by FIR.

Externally, a detailed competitor analysis was conducted to arrive at an initial overview of the marketplace realities. Furthermore, interviews with Linde distributors throughout Germany were instrumental in deriving best practices, to the benefit of both Linde and the distributors. Moreover, with the help of a customer survey, trends and requirements for conveyor and storage technology were identified, generating important insights for the development of Pelzer's corporate strategy.

Approach and Results

The project started with a review of the existing product and service portfolio and the maturity levels of all offerings. Simultaneously, the relevant competitors were analyzed and their product and service offerings compared to Pelzer's portfolio. The resulting insights were used and further developed in internal workshops. Based on this analysis, it was possible to identify market opportunities and risks as well as the company's internal strengths and weaknesses.

By performing so-called "Serv Checks," a methodology developed by FIR to identify the maturity level of the service organization, it was possible to gain valuable insights into the current situation of Pelzer. Subsequent to this company-internal analysis, a comprehensive customer survey was conducted with the aim of identifying relevant trend and topics in the area of conveyor and storage technology. In addition, a nationwide cross-company benchmarking was conducted to identify best practices.

The insights gained served as a basis to review existing and develop new business models, which were subsequently defined in writing in the business portfolio strategy. The results of the project define the strategic guidelines for Pelzer for the next five years, which will be implemented in the following months and years.