

## MAX BOGL CASE



GERMANY



ACTIVE

<b>BUSINESS MODEL CATEGORY</b>	One Stop Shop Model – contractor’s cluster cooperation
<b>TARGET BUILDINGS RENOVATION</b>	Every type of building (local, regional, national and international clients of the network of the service provider)
<b>DESCRIPTION</b>	Max Bögl business model is based on fostering its partnering approach and to include all project partners into the project execution at the very beginning of a construction project in order to maintain communication. Main features of broad-based construction SMEs like Max Bögl are vertical integration and a broad product portfolio. As it turned out, a positive evolution of this business model can be achieved by four basic preferences which need to be considered (extension of the targeted market/product segments, entry/expansion of niche segments, specialization on PPP and concessions, introduction of construction-related services) and can be categorized into three strategic fields (expansion of product portfolio/along value chain, specialization, geographical expansion). Thus, added values proposed to the customers are: service variety, orientation and performance, ecological policy and facility management. Key activities foreseen are: project financing, planning, execution, operation, partnership and project development.
<b>SERVICE PROVIDER</b>	A broad-based construction SME (very large construction, technology and service company) in the German construction industry (Max Bogl) that foster its partnering approach to include all project partners into the project execution at the very beginning of the construction project in order to maintain communication (Integrated Project Delivery).
<b>KEY PARTNERS IN THE SUPPLY CHAIN</b>	Architects, Planners, Suppliers, RTD, Governmental bodies, ESCOs
<b>COST AND REVENUES</b>	Cost structure: capital expenditure (CAPEX), revenue stream: Guaranteed maximum price contract, unit prices, general contractor and contractor contract, insurance and financial services
<b>CONTACTS</b>	<b>Website:</b> <a href="https://www.max-boegl.de/en">https://www.max-boegl.de/en</a> <b>Email:</b> <a href="mailto:info@max-boegl.de">info@max-boegl.de</a>



## SWOT Analysis

<p><b>S</b></p> <ul style="list-style-type: none"> <li>• Good regional and national networking and much power to bind local commodity producers.</li> <li>• Existing access to subcontractors</li> </ul>	<p><b>W</b></p> <ul style="list-style-type: none"> <li>• A broad-based construction SME has to face several challenges during its work (e.g. there is much overhead which has to be financed).</li> <li>• In competitive situations with similar construction companies like specialists, a broad-based construction SME as a generalist has to deal with the efficiency of those highly specialized companies.</li> <li>• During construction projects there exists the risk of scarcity of resources (especially personnel and subcontractors) if own capacities for project executions and orders are not sufficient simultaneously.</li> </ul>
<p><b>O</b></p> <ul style="list-style-type: none"> <li>• Opportunity to expand internationally/nationally due to very high equity capital ratio and to get access to PPP projects.</li> <li>• Fluctuations in demand can be compensated by a systematic risk management and product diversity</li> <li>• Opportunity to include all project partners into the project execution at the very beginning of the construction project</li> </ul>	<p><b>T</b></p> <ul style="list-style-type: none"> <li>• It is a challenge to overcome the balancing act between local autonomy and central control.</li> </ul>

