

Internship Report

Of

“Distributor Performance Analysis of ABB Ltd”



Internship Report Of Distributor Performance Analysis of ABB Ltd

Submitted by

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Submitted to

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LETTER OF TRANSMITTAL

December 13, 2016

Dr. Salehuddin Ahmed

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Dear Sir,

It is my pleasure to submit my internship report titled “Distributor Performance Analysis of ABB Ltd” that has been prepared to fulfill my degree requirement. I put my best effort to follow the instructions of you in preparing this report. The internship program was very much valuable to me as it helped me to gain experience from practical field. While preparing this report I went through extensive literature survey and interviewed with the ABB limited officials. It was a great learning experience for me. I tried to the maximum competence to meet all the dimensions required from this report.

With deep gratitude, I also acknowledge the help provided by my supervisor Mr. Subrata Kumar Dey, Assistant General Manager, ABB Ltd. for providing me utmost supervision to prepare the report.

I am, therefore, grateful to you for your kind cooperation in this report. I hope the report will satisfy you.

Sincerely yours,

Iffat Nahar

ID-14164023

ACKNOWLEDGEMENT

I feel immensely pleased to have an opportunity, on the very occasion of submitting my report, to thank a number of individuals for their unprecedented support, cordial cooperation, objective direction and endless encouragement that have significantly contributed to the preparation of the report. First and foremost, I would like to thank almighty Allah, the omniscient and omnipotent, who bestowed me the capability of successful completion of my internship report.

I acknowledge my gratitude to Mr. Subrata Kumar Dey, Assistant General Manager, ABB Ltd. for his help and valuable suggestion from time to time and for being my supervisor in my organization in achievement of my internship program as well as preparing the report.

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And last but not the least; I would like to thank all my Faculty, Staff and Student of BRAC University for creating a sound and helpful environment to collect necessary information, to get advice and finally to prepare the report. Without their assistance and co-operation, this report might not have seen the light of day.

EXECUTIVE SUMMARY

ABB Ltd. is a pioneering technology leader that is writing the future of industrial digitalization. For more than four decades, ABB Ltd. has been at the forefront, innovating digitally connected and enabled industrial equipment and systems. With a heritage spanning more than 130 years, ABB Ltd. operates in more than 100 countries and employs around 135,000 people.

In Bangladesh, ABB Ltd. started its operation from 2002. ABB Ltd. conducts its business through distributor channels in Bangladesh. The report will cover the present financial aspects of ABB Ltd. in Low Voltage Products.

The report will focus on the present performance of distributor, how to improve their marketing strategy to grab new and untouched market; to find out ABB Ltd.'s market share in the industry. It will also cover the challenges ABB Ltd. face and the recommendations to improve the performance of distributors.

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Introduction:

1.1. Objectives

1. Assessment of financial performance of distributors.
2. Identify the market share in the industry and growth plan.
3. Market shares of ABB's competitors
4. Inventory management system improvement to minimize bad inventory
5. The challenges distributors face and ways to overcome.
6. The recommendation to have a sustainable business growth with maximum profit with ABB Ltd.
7. Challenges of ABB with respect to other such MNCs.

1.2. Methodology

All the financial data and inventory data will be collected from distributors. Market share information will be collected through end user and distributor visit. Eventually the challenges from distributor end will come up and with the help of supervisor the recommendation to minimize the challenges will be suggested.

1.3. Limitations

- ABB Ltd. has some restrictions regarding sharing of confidential market data.
- Within this time constraints it is a bit difficult to accumulate all the information from distributors and come to an end with a precise conclusion.

1.4. Budget

To complete the report, some insignificant amount may require for local conveyances which can be managed through ABB Ltd.'s internal policy.



2. COMPANY OVERVIEW

2.1. Business Principles:

- ❖ Respect
- ❖ Responsibility
- ❖ Determination



2.2. Value

ABB (www.abb.com) is a leader in power and automation technologies that enable utility and industry customers to improve performance while lowering environmental impacts. The ABB Group of companies operates in around 100 countries and employs about 108,000 people worldwide. The ABB Group is headquartered in Zurich, Switzerland. ABB Ltd shares are traded on the stock exchanges in London, Zurich, Stockholm, Frankfurt and New York.

2.3. Company brief

ABB High Voltage Switchgear (Xiamen) Co., Ltd. founded in Dec 1999, is a joint venture of ABB (China) Ltd., China Huadian Engineering Corporation, Huadian Engineering (Xiamen) Co., Ltd., and Fujian Xiamen Electric Power Bureau. The business scope of the company is to design, manufacture, assemble, test and commercialize high voltage SF6 gas insulated switchgear and accessories up to 550kV. Beside the customer quality requirement, the company applies ABB mandatory quality control assurance program, assembling processes and testing criteria plus its imported core components from ABB specialized units: high level of performance is guaranteed With the latest technology and service experience from ABB Group, through the local presence ABB Ltd's customers have access to a world class company in the field of high voltage switchgear. As a matter of fact top technology means top performance.



2.4. Customer Focus

Customer Focus is the term for how ABB Ltd want ABB Ltd.'s actions to be directed: everything aimed at the Customer. The success of ABB Ltd.'s company will depend directly on the success of ABB Ltd.'s customers and contributions to that success. ABB Ltd strive to



understand their businesses, markets, processes and competitive needs as closely as ABB Ltd know that of ABB Ltd.'s own business.

2.5. Advanced Professional Management System

By using ABB worldwide first class management skills, such as office electronic data system, enterprise resource planning system, computer-aided design (Pro-Design) system and financial reporting system, ABB High Voltage Switchgear (Xiamen) Co., Ltd. serves the customer in China with the highest degree of quality and professionalism required from the GIS market.

2.6. Provide Tailor-Made Excellent Solution

As a leading electrical engineering company, ABB Ltd provide ABB Ltd.'s clients with perfect solutions which are brought about by advanced design concept and software, the best PDM (production data management) system, SAP production management system shared with ABB Germany and well experienced specialists with considerate service as well as professional project management team.



2.7. Quality Management System

The hallmark of ABB is quality. The excellent quality is the fundamental for ABB Ltd.'s products to attract customers. While the systematical management and people's contribution throughout the processes from understanding customer's requirements to their satisfaction are where the excellent quality comes from. "Customer focus and continual improvement" continue to be ABB Ltd.'s most important working principles. ISO 9001 Certificate



ISO 14001 & OHSAS 18001 Certificate

2.8. State-Of-The-Art Workshop

The workshop is where all the upstream processes are developed into reality; it is where ABB Ltd.'s products are assembled, tested and prepared for final delivery. World class product quality is achievable only if assembly processes are supported by concise and transparent material handling processes. To achieve world class quality, CONWIP (Constant Work-In-Process) is employed as an assembly technique. CONWIP is implemented in combination with continuous investment in equipment and continuous training for staff in order to meet ABB Ltd.'s customers' demands of best in class quality, on time delivery and the best overall value for the products ABB Ltd produce. ABB Ltd firmly believe that these are the keys to state-of-



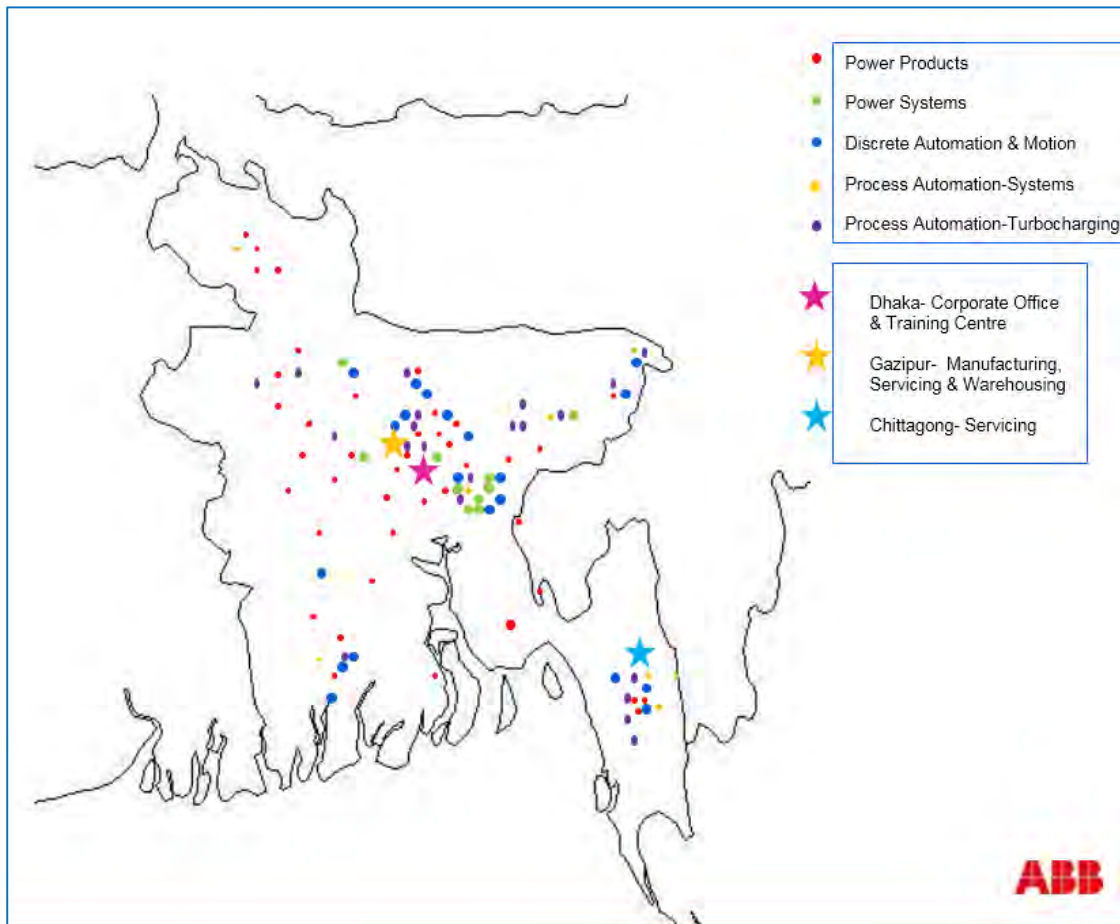
the-art workshop.

2.9. First-Class Service

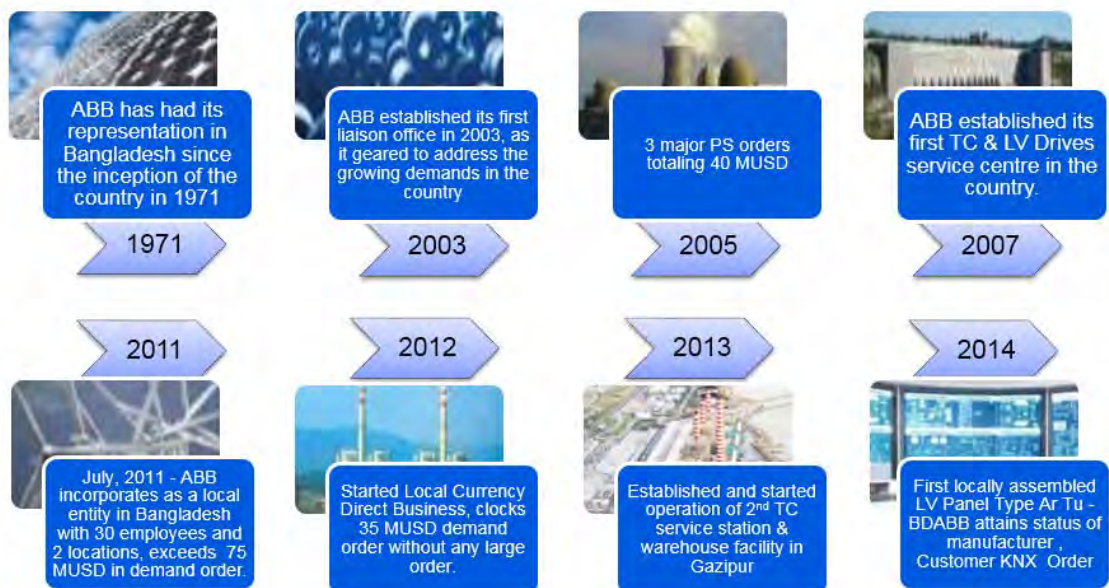
In addition to providing high quality GIS, ABB High Voltage Switchgear (Xiamen) Co., Ltd. also provides perfect the whole course service. The first class service that ABB Ltd guarantee to ABB Ltd.'s customers in any place in the country, is provided by a far-reaching service network that brings all ABB knowledge and capability to the GIS site of installation. ABB Ltd can also provide timely and general services, such as technical training, maintenance instruction, supervision of erection, commissioning, spare parts and so on. Customer Complain Resolution Process is a procedure that allows us to understand, improve and anticipate customer needs.



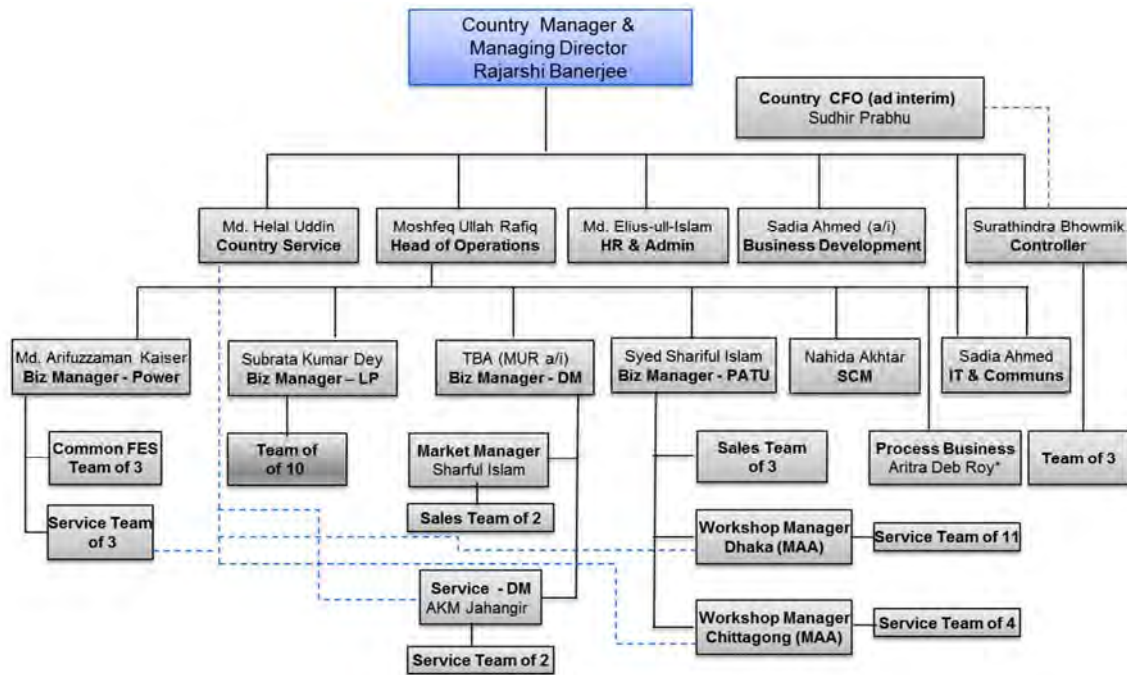
2.10. ABB key footprints in Bangladesh



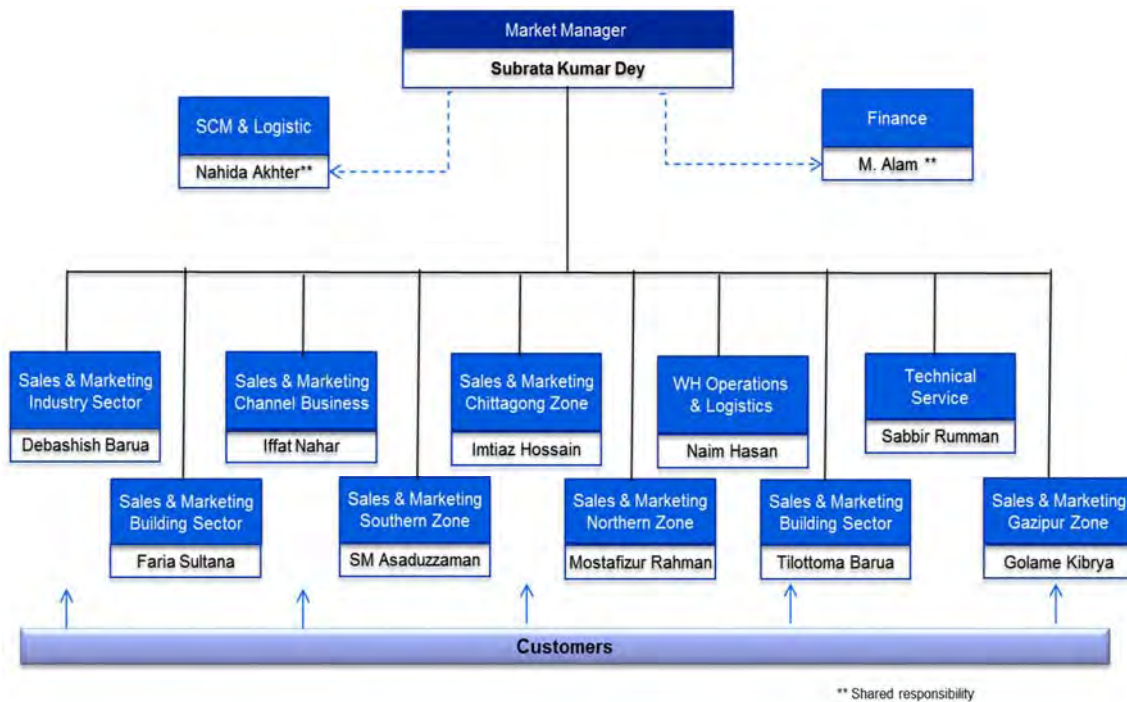
2.11. Expedition of ABB in Bangladesh



2.12. Organogram- ABB Bangladesh



2.13. Team-Low Voltage Products



2.14. Low voltage products and systems

ABB provides a full range of low voltage solutions to connect, protect, control and measure a wide range of electrical installations, enclosures, switchboards, electronics and electromechanical devices. The business improves the reliability and efficiency of its customers' activities across all major industries including the residential sector

2.15. What are low-voltage products about?

- keeping the electricity flowing in the data center supporting electrical installers with the best fitting instructions and training
- providing distributors with the broadest range of electrical products and service support
- providing the best engineering software for a Systems Integrator
- controlling the flow of electricity in small manufacturing line
- reducing electricity bill through smart building automation in apartment building
- protecting prized sound system when lightning strikes
- putting the lights on when one put the key card in the hotel room wall
- it's providing every single switchgear and motor control center for a global leader in the oil business

It is power and productivity for a better world



2.16. Local Partners

Energypac Engineering Ltd.

Annual Turnover ~ 120 MUSD



Manpower – 1500

Nature of Business – EPC Contractor, Trader & Manufacturer: Trafo, Power products, LV Panels, CRP.

Breakers (ACB, MCCB)

MCB

Control Products mainly Contactors, TOR, MMS

Multiple Trading

Annual Turnover ~ 3.5 MUSD



Manpower – 10

Nature of Business – Trading of LV products from Europe

Breakers (ACB, MCCB)

MCB

RFL Electronics

Mainly ABB make ACB, MCCB & MCB.

Annual Turnover ~ 35 MUSD



Manpower- 2000

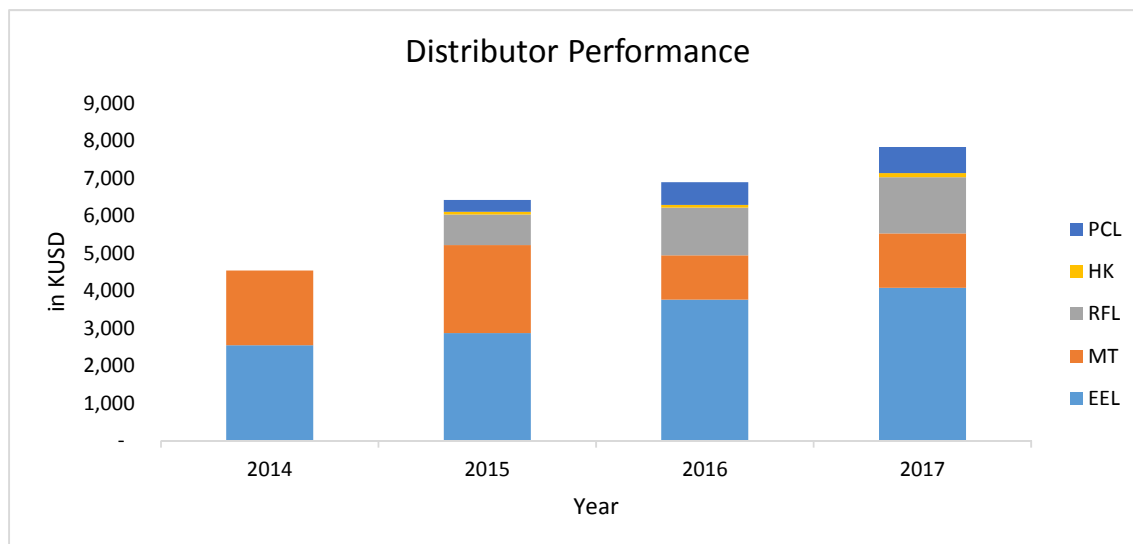
Nature of Business- Manufacturer of Consumer Products (Electric Fan, CFL Bulb, Cable, EWA, Home Appliance Products etc.), Trader & Panel Builder.



3. Assessment of financial performance of distributors

- Energypac Engineering Ltd. Sales is increasing at a steady rate
- Multiple Trading sales is decreased in 2016
- Pran RFL group is becoming emerging distributor with good backup and planning
- Hamko Corporation Ltd. & Power Control & Engineering Ltd. is growing at a lower rate with small share in biz

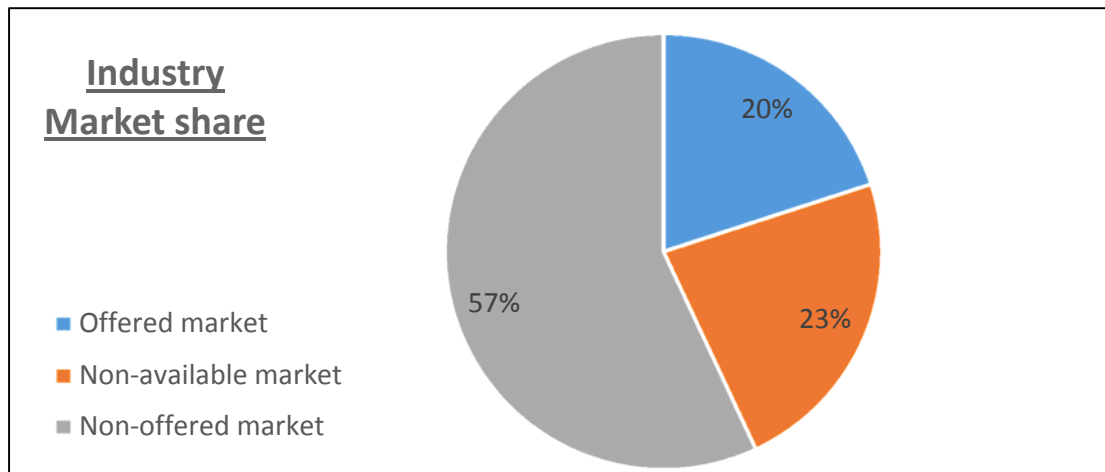
All the figures in KUSD						
Sl No	Name of Customer	A1412	A1512	A1610	E1612	B1712
1	Energypac Engineering Ltd.					
	EPBS (Commission Order)	1,981	2,032	2,179	2,806	3,000
	EPBP (Commission Order)	304	355	275	275	325
	EPCP (Local Order)	260	477	680	680	750
2	Multiple Trading					
	EPBS (Commission Order)	1,700	1,933	787	987	1,200
	EPBP (Commission Order)	290	347	67	67	100
	EPCP (Local Order)	1	69	120	127	150
3	Pran RFL Group	-	817	1,000	1,270	1,500
4	Hamko Corporation Ltd.	-	70	74	74	108
5	Power Control & Engineering Ltd.	-	316	527	604	700
Total (KUSD)		4,536	6,416	5,709	6,890	7,833



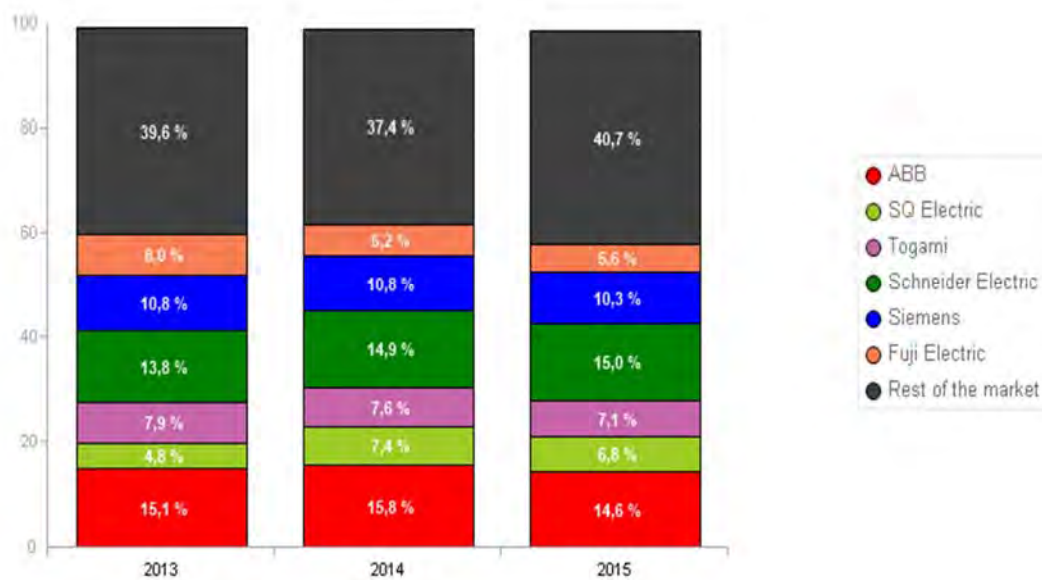
Channel Partners Credentials:

Distributor Name	Strength	Weakness (in ABB's perspective)
Energypac Engineering Ltd.	1. Turnkey solution provider.	1. Less focus on trading business.
	2. Strong technical team.	2. One man centric decision making
	3. Strong financial stability.	3. Multi-brand promoter
	4. Strong brand image	
	5. Experienced service team	
	6. Strong Project Handling capability with skilled installation team.	
Multiple Trading	1. Dedicated and loyal to ABB more than a decade.	1. Dhaka centric business, High profit gainer
	2. Fast responsive to end customer.	2. Lack of skilled technical team
	3. High acceptance level to end customer.	3. Financially weak.
Pran RFL Group	1. Aggressive to capture market.	1. Lack of skilled technical team
	2. Strong financial stability.	2. Possibility to promote own label branded product
	3. Strong regional coverage.	
Hamko Corporation Ltd.	1. Financially strong	1. Less focus on ABB; promoting ABB, HEE and Orange EWA at the same time.
	2. Country-wide brand recognition.	2. Dealer of Havels low voltage products.
Power Control & Engineering Ltd.	1. Strong market presence in industry segment.	1. Financially weak.
		2. Lack of skilled technical team

4. Identify the market share in the industry



Competitive Landscape



- ABB is the market leader for breakers over a decade.
- Schneider is getting aggressive by allowing direct import for most of the customer.
- Siemens is progressive in breaker business by also providing turnkey solution- attracting customer as a one stop solution.
- SQ is offering cheap price to the market via their local channel.
- Legrand has no ACB footprint and has limited products offerings for MCCB.

5. Growth Plan:

5.1.The main strategy to address main growth plan:

- Developing new customers in priority growth segments (Develop New End User, New Panel Builder & Distributor, and Telecom).
- Strengthen the Intra BU relationship in between EPMV and DM with effective collaboration, packaging solutions and cross selling.
- Appoint Distributor to increase the sales in geographic area.
- Encourage and support distributor to maintain stock for full Product Basket.
- To ensure a quality local sales organization by talent retention, employee motivation and career development plan.
- Promoting new trend technology in home automation systems and breaker & switches.
- Maintain strong business relationship with customer by addressing their requirements- prompt response, market oriented price and service support etc.

5.2.Pathways for country growth strategy:

- Segment Focus: Panel Builder, Data Centre. Expand business in Textile, Pharmaceuticals, Infrastructure, Food & Beverage, Process Industry segments.
- Geographical footprint: Increase two or more distributors through division, collaboration and cross selling.
- Distributor Expansion: Increase the number of distributor to cover sub-cities for premium products.
- Panel Builder: Increase the number of panel builder to have one stop solution.
- Expansion of Product Basket: Developing opportunities with advanced technologies- KNX systems, System Pro E, PSTX softstarter.

5.3.Geographical Footprint - mapping & coverage

Current Operation

- Dhaka (8 FES)
- Chittagong (1 FES)

Future Operation

- Khulna- End User(Textile, Cement)
- Sylhet- End User(Hotel & Resorts, Textile, Cement)

- Rajshahi- End User(Building, Feed Mill, Rice Mill)

Notes: There's no ABB representative appointed in respective areas from any of the BU/ Division currently. Also, the distributor businesses have weak focus on these remote areas

5.4.Action Plan (Generic)

1. Availability of ABB's own Salesforce on different geographic location by appointing young professionals.
2. Encourage existing distributor to expand their wings in different geographic location. ABB has to ensure economic product and solutions in discussion with BU/Division.
3. Arrange technical seminar for remote areas to create awareness about ABB's products and systems.
4. Capture the installed base data for major item in order to create service opportunities jointly with EPMV and DM.

5.5.Action Plan (2017-2020)

- Arrange one technical seminars in seven different regions to increase market awareness- Dhaka, Chittagong, Khulna & Sylhet
- Appoint System Control as distributor in Chittagong region for Stock and sales purpose.
- Establish service point in three locations- Dhaka (DAC) Gazipur (GAZ) & Chittagong (CTG)
- Appoint HAMKO & Pran RFL group to maintain retail business in remote areas like Rajshahi (Raj), Khulna (Khu) & Sylhet.

5.6.Marketing Approach:

- Meet consultant and aware them about ABB technologies on ABB Ltd.'s recently launched products like Emax E2 ACB, AF/AX Contactor, PSTX Soft starter
- Arrange Roadshow, technical seminars for Panel Builders & End User.
- Arrange Feeder Factory visit to experience the state of art technology and production facilities of ABB to gain confidence.
- Providing strong local service support and prompt response.
- Distributor's stock availability for full product portfolio like Contactors, Soft starter out of fast moving items (ACB & MCCB).
- Regular technical demo at BDABB Demo cum training center.

5.7. Specific Focus:

- Market promotion & technical support
- Increase One Distributor in Q2-2017 and expand the business of existing distributor by Q4/2017.
- 1 HC in Q1-2020 for End User focus in discussion with BU.
- Increase technical awareness amongst customer, specially on soft starter, arc guard system, UMC.
- 1HC for technical support in Q4-2018 and 1 HC for Sales & Marketing (End User) in Q2-2018 in discussion with BU.

6. Competitors:

- **Siemens** – (Direct presence)
 - Got more than 50+ years direct presence in BD and having local panel building facility
 - Strong presence in ‘Turnkey Building Projects’ due to Bus Bar Truncking (BBT) and others
 - Permits direct import for large quantities by Industrial customers – CD benefit to customer
 - Approx. business (LP specific) : ~ 5.5 MUSD (with BBT)
- **Schneider** – (Liaison status)
 - Strong presence in ‘Turnkey Building Projects’ due to BBT and others
 - Leader in Building Automation.
 - Due to strong OEM connection automatically getting MCC’s business.
 - Permits direct import for large quantities by Industrial customers – CD benefit to customer
 - Approx. business (LP specific) : ~ 6 MUSD (with BBT)
- **Legrand** – (Through Distributor – Energypac Electronics Limited.)
 - Strong presence in the Telecom sector
 - Relatively Cheap price
 - Approx. business (LP specific) : ~ 1.2 MUSD
- **Fuji** - (Through Distributor)
 - Represented by ‘Automation Engineering’.
 - Approx. business (LP specific) : ~ 1 MUSD
- **LS** - (Through Distributor)
 - Represented by ‘System Engineering Ltd.’ & ‘Shaheen Electric’.
 - Approx. business (LP specific) : ~ 1.2 MUSD
- **MK (for EWA)** - (Through Dealer)
 - Approx. business : ~ 2.5 MUSD
- **Chint** - (Through Distributor)
 - Represented by ‘Energypac Power Generation’ and few others
 - Approx. business (LP specific) : ~ 1.5 MUSD

- **GE** - (Through Dealer)
 - Approx. business: ~ 0.2 MUSD
- **Dorman Smith** - (Through Dealer)
 - Approx. business : ~ 0.3 MUSD
- **MEM** - (Through Dealer)
 - Approx. business : ~ 0.5 MUSD
- **Hyundai** - (Through Distributor)
 - Represented by ‘System Engineering’ and few others
 - Approx. business (LP specific) : ~ 0.5 MUSD
- **Togami** - (Through Dealer)
 - Approx. business : ~ 2.0 MUSD (Only Contactors)
- **A lot of Japanese, Chinese and Korean brands** (Through Distributors / Dealers)
 - Approx. business (LP specific) : ~ 12.00 MUSD
 - (Ship-breaking items, Other non-branded items)

6.1.Competitors Movement (2015-16)

All Japanese Manufacturers

- Introduced STL member lab issued type test report requirement for all major products and 0.1% gas leakage requirement for HV GIS to all utilities, restricting reputed EU product in the bid.

Mitsubishi, Japan

- Arranging a seminar on HV products and transformers for utilities.

Toshiba, Japan

- Has inaugurated local office in Dhaka
- Focusing for Dhaka MRT & HV GIS

Hitachi, Japan

- Targeting infrastructure and power generation market influencing specification for JICA funded tenders
- Secured first 230kV & 132kV GIS and transformer to PGCB

Siemens

- Recruiting engineers from competition and focusing business expansion
- Very aggressive in HV GIS project; refraining from 132kV & above AIS turnkey quotes to utilities

- Focusing on multi location MV distribution projects – Rural substation as well.
- Local expertise for delivering engineered projects including as consortium partner to IN / DE
- BD Siemens takes lead for turnkey projects if qualified

Alstom /GE

- Adopted new strategy to offer complete electrical including substation for future power plant bids.
- Doing unilateral analysis of Bangladesh power system and trying to offer finance for upgrade / replacement of PGCB's NLDC
- Alstom is one of the leader for HV AIS equipment & Protection Relays
- Recruited some mid-level engineers

CCC China

- Presence in BD market for more than a decade & aggressive in utility competitive bidding
- Given a proposal for G2G finance of 2 BUSD to PGCB and signed an MOU for a huge number of T&D substation projects.
- Finance will be arranged from China.
- 80% Products will be sourced from China.
- Recent success:
 - PGCB JICA funded 230kV & 132kV GIS project ~50 MUSD
 - Only qualified bidder in 132kV GIS project of DPDC ~60+ MUSD

TBEA China

- Recently opened a liaison office
- Good installed base of Power transformer
- Given a proposal for G2G finance of 2 BUSD to PGCB and signed an MOU for a huge number of T&D substation projects.
- Finance will be arranged from China.
- 80% Products will be sourced from China.

Energypac, Bangladesh

- Largest local electrical manufacturer and EPC company; also owns 3 HFO power plants
- Manufacturing capacity up to
 - Indoor/outdoor AIS swgr up to 33kV, 31.5kA
 - ITs, DS up to 230 kV
 - CRP panels up to 230kV
 - power trafo up to 230kV & 120 MVA
 - BBT
 - Dry trafo; assembly setup in Italy for BBT to cater EU market
- Type tested from CPRI, India for 50/75MVA, 132/33 kV trafo, 11kV AIS panels, 33kV ODCB. Planning for 120 MVA trafo type testing by 2016
- Qualified for mid-range utility tenders in Bangladesh
- Recently secured 4 nos 132kV AIS substation order from PGCB by quoting price level of 15-30% lower than customer budget; ~60 MUSD
- Also secured 33kV AIS substation orders from REB ~ 50 MUSD

7. The challenges distributors face and ways to overcome

1. Re-sellers do not covers entire Low Voltage Products portfolio
2. Counterfeit products in local electric market & sometimes authentic products entry via unauthorized channel can be limited putting us in trouble
3. Re-sellers not having sufficient cash solvency- lead to sell in credit (60 days min and more)
4. Deferred payment from ABB supply unit can't enjoy for all the imports due to local regulatory issues for value addition.
5. Counterfeit products availability in local electric market.
6. Authentic product entry in local market via illegal channel.
7. Customer wants to place order directly to supply factory in order to enjoy import duty benefits.
8. Product damage and clearance difficulties in customs- losing profitability, delayed delivery to end customer.
9. Loosing time in BSTI/Authority Certification.
10. Customer don't get One Stop solution from channel partner.
11. Some of the re-sellers have insufficient cash solvency as well as insufficient technical knowledge.
12. Yearly price increment from supply units hinders price competency in market.
13. Regulatory issues while delivering products from ABB warehouse to third party panel builder for panel manufacturing.
14. Extended delivery time from some feeder factories.
15. Delays in providing commercials/shipping documents.
16. Small orders aren't accepted in the feeder factories. Minimum set value is too high, sometimes it affects success rate in small scale projects.
17. No system integrator for KNX system can be appointed as direct order from the customer isn't entertained by the supply factory.
18. ABB Ltd don't have lighting bus-bar system in ABB Ltd.'s product basket which is most popular and required in our RMG sector. Although, ABB Ltd have power bus bar, but as ABB Ltd can't offer turn-key solution in total bus bar system, customer gets uninterested in only power BBT.
19. ABB Ltd.'s Lighting Arrestor doesn't technically match with the Bangladesh National Building Code (BNBC) regulation in specific industries such as RMG.

20. Less focus of the re-seller on the control products; they tend to focus more on the breaker and switches and almost no focus on wiring accessories

7.1.Way Forward

- To create market awareness against fake product and promotions, ABB is planning advertisements through proper channel, and billboards in important places; such as- industrial territory, airport and commercial areas.
- Organize zone-wise customer seminar (Chittagong, Khulna, Sylhet, Gazipur)
- Organize Seminar/workshops in public engineering institutes.
- Organize architect and consultant seminar.
- Complete the delivery for full SO quantity.
- Appoint new re-sellers geographically to capture more market.
- Support existing distributors for slow moving items, such Industrial plugs sockets, SPD, RCD, Lighting Arrestor etc so that they can be turned into One Stop solution for end customers.
- Support distributors to increase technical competence by arranging regular technical trainings and knowledge sharing.
- Strengthen Information management systems: including price sharing clause, competitor price clauses, improve communication protocol (emailing: subject, body, conclusion, attachment, recipient etc), improve PO cancellation, payment clauses in ABB offerings to customers.
- Segregate internal and external Email Domain in the MS outlook.
- Sharing Concerns ABB's internal information to customer, competitor and social media (Facebook, Twitter and LinkedIn).
- Mandatory use of SFDC.
- Exploration of new customer.

7.2. Recommendations

- Assign a skilled commercial personnel to handle custom formalities, insurance and C&F, freight Forwarder as well as inter-department logistic operation.
- Support required for complete solution with power and lighting BBT.
- Stability in yearly pricing from the supply factory.

- Project basis support for direct orders to supply unit by the end customer so that they can utilize maximum duty benefit.
- Small handy testing tools to attend customer complaint at site.
- Periodic technical, commercial training for internal skill development; such as soft starter, ACB, magnetic contractor, SPD, RCCB etc.
- To make an inventory for regular products, ABB need to ensure initial fund of BDT 15,000,000 to maintain such inventory.
- Arrange consultants/customer visit to ABB factory.

8. Conclusion

ABB Ltd. is a global leader in power and automation technologies that improve the performance and lower the environmental impact of customers in the utility, industry and transportation & infrastructure sectors. ABB Ltd. provide a broad range of products, systems, solutions and services that are designed to boost productivity, increase power reliability and enhance energy efficiency. Sales are made both through direct sales forces as well as through third-party channel partners, such as distributors, resellers, installers, machine builders and OEMs, system integrators, and panel builders. The proportion of direct sales compared to channel partner sales varies among the different industries, product technologies and geographic markets.

The Low Voltage Products division helps customers to improve productivity, use energy efficiently and increase safety. The division offers a wide range of products and systems, with related services, that provide protection, control and measurement for electrical installations, enclosures, switchboards, electronics and electromechanical devices for industrial machines and plants. The main applications are in industry, building, infrastructure, rail and sustainable transportation, renewable energies and e-mobility applications. The Low Voltage Products division's principal competitors vary by product line but include Eaton Corporation, Legrand, Mitsubishi, Schneider, Siemens, Leviton and Rittal.

9. Reference

- a) ABB Ltd. internal and external stakeholder
- b) ABB Ltd. annual report 2015
- c) <http://new.abb.com/>