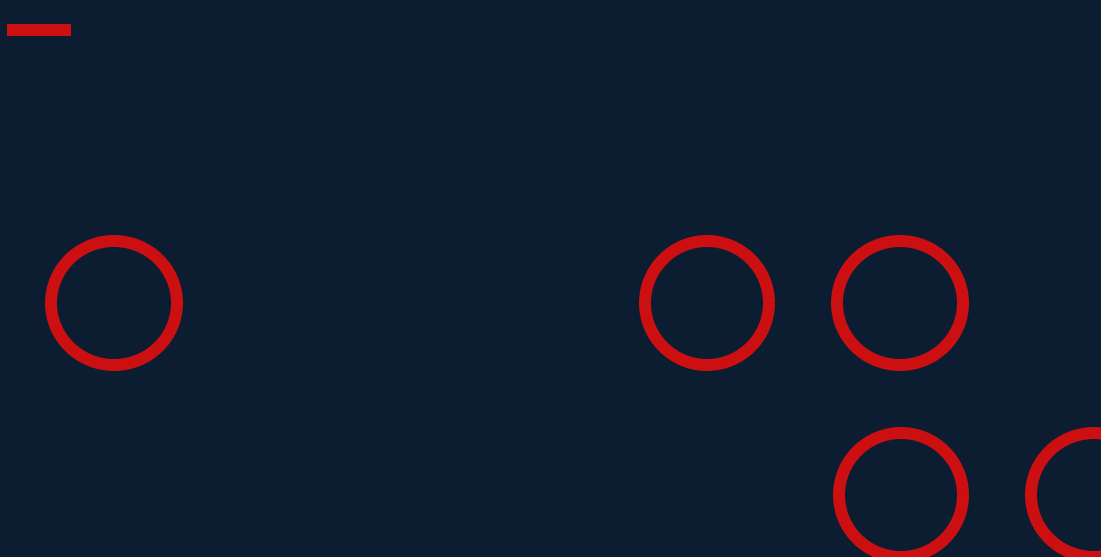


Manufacturing • C33.140

Electrical Equipment Repair & Maintenance in the UK

Shocking shifts: Lacklustre economic growth boosts orders for traditional repairs, but electrical grid replacements limit revenue

A decorative graphic consisting of a solid red horizontal line followed by several red circles of varying sizes, some of which are partially cut off by the edges of the frame.

Ison Hau

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About

IBISWorld specializes in industry research with coverage on thousands of global industries. Our **comprehensive data and in-depth analysis** help businesses of all types gain quick and actionable insights on industries around the world. Busy professionals can spend less time researching and preparing for meetings, and more time focused on making strategic business decisions.

Table of Contents Standard

1. About This Industry	1	Key Takeaways	17
Definition	1	Business Locations	17
Codes	1	6. Competitive Forces	20
What's Included	1	Key Takeaways	20
Companies	1	Concentration	20
Related Industries	2	Barriers to Entry	21
Related Terms	2	Substitutes	22
Additional Resources	2	Buyer & Supplier Power	23
2. At a Glance	3	7. Companies	27
Key Takeaways	3	Key Takeaways	27
Major Players	3	Market Share	27
Products and Services	3	Company Details	28
Key External Drivers	3	8. External Environment	32
SWOT	4	Key Takeaways	32
Industry Structure	4	External Drivers	32
Executive Summary	4	Regulation & Policy	33
3. Performance	6	Assistance	33
Key Takeaways	6	9. Financial Benchmarks	35
Performance Snapshot	6	Key Takeaways	35
Current Performance	7	Cost Structure	35
Outlook	8	Financial Ratios	38
Volatility	10	Key Ratios	39
Life Cycle	11	10. Key Statistics	41
4. Products and Markets	13	Industry Data	41
Key Takeaways	13	11. Key Success Factors	43
Products and Services	13	Key Success Factors	43
Innovations	14	12. Call Preparation Questions	45
Major Markets	15	Role Specific Questions	45
International Trade	16	External Impacts Questions	46
5. Geographic Breakdown	17	Internal Issues Questions	47

About This Industry

Definition

This industry covers the repair and maintenance of electrical equipment such as transformers, motors, generators, switchboard apparatus, electric lighting equipment and current-carrying wiring devices. It excludes the repair and maintenance of consumer electronics, computers and telecommunications equipment.

Codes

SIC		
2007	33.14	Repair of electrical equipment
ISIC		
2006	3314	Repair of electrical equipment

What's Included

- Electric motor, generator and transformer repair
- Electricity distribution and control apparatus repair

Companies

- Schneider Electric
- ABB
- Caterpillar Logistics
- Caterpillar Norther Ireland

Related Industries

Domestic industries

Competitors

- Electric Lighting Equipment Manufacturing in the UK
- Electric Motor, Generator & Transformer Manufacturing in the UK

Complementors

- Machinery Repair & Maintenance in the UK
- Electronic & Optical Equipment Repair in the UK
- Fabricated Metal Product Repair & Maintenance in the UK
- Electronic Component Manufacturing in the UK

International industries

- Cell Phone Repair in the US
- Electrical Equipment Repair & Maintenance in Germany
- Appliance Repair in the US
- Machinery Repair & Maintenance in the US
- Electricians in the US
- Electronic & Computer Repair Services in the US

Related Terms

CONTROL RELAY

A device that directs electricity between sources.

ELECTRICAL GENERATORS

Equipment that converts mechanical motion into electrical energy.

SWITCHGEAR

Devices that open and close electric circuits.

Additional Resources

- National Grid
- Engineering Industries Association
- Association of Electrical and Mechanical Trades

At a Glance

Revenue		Employees		Businesses	
£896.8m	2021-26 ↑ 2.5% 2026-31 ↓ 0.6%	7.3k	2021-26 ↑ 3.8% 2026-31 ↑ 1.1%	1.5k	2021-26 ↑ 2.3% 2026-31 ↑ 0.7%
Profit		Profit Margin		Wages	
£139.0m	2021-26 ↑ 9.8%	15.5%	2021-26 ↑ 4.5pp	£225.9m	2021-26 ↓ 0.4% 2026-31 ↑ 4.1%

Five-year growth rates display historic and forecast CAGRs

➔ Major Players

Company	Revenue (£m)	Market Share (%)
Schneider Electric	35.00	3.9
Caterpillar Logistics	28.90	3.2
ABB	21.90	2.4
Caterpillar Norther Ireland	8.70	1.0
Other Companies	802.9	89.5

⚙️ Key External Drivers

Driver	Impact
Demand from electricity production	Positive
Industrial production index	Positive
Total value of construction	Positive
Business capital expenditure	Positive

🕒 Products & Services

Item	Revenue (£m)	Market Share (%)
Electric motor, generator and transformer repair	504.9	56.3
Electricity distribution and control apparatus repair	261.0	29.1
Other	130.9	14.6

Key Takeaways

Performance

Shrinking electricity output cools repair demand. UK electricity generation fell by 12.4% in 2024, compared with 2022, according to DESNZ. This has cut grid repair needs and emergency call-outs. Companies are shifting focus to digital predictive maintenance and steadier subscription services.

The EV charger rollout is unlocking new service markets. The surge in EVs and a 300,000-charger target by 2030 are boosting repair needs, prompting companies to move into EV servicing and remote diagnostics to secure stable new income.

Products and Markets

The control apparatus repairs segment offer steady revenue. As industrial output rose in 2025, demand for electrical repairs from manufacturers rebounded, though weak construction activity has kept market growth for control apparatus and machinery repair in check.

Equipment upgrades and replacements have cut generator repair sales. Grid investment and the replacement of ageing transformers and generators are reducing repair needs, pushing companies to shift their focus from emergency repairs to installation contracts for new infrastructure.

SWOT	
Strengths	High Profit vs. Sector Average Low & Increasing Level of Assistance Low Capital Requirements Low Customer Class Concentration Low Imports
Weaknesses	High Competition High Product/Service Concentration Low Revenue per Employee Very High Volatility
Opportunities	Demand from electricity production High Revenue Growth (2021-2026)
Threats	Industrial production index Low Revenue Growth (2021-2026)

Executive Summary

Shocking shifts: Lacklustre economic growth boosts orders for traditional repairs, but electrical grid replacements limit revenue

Revenue is expected to expand at a compound annual rate of 2.5% over the five years through 2025-26 to £896.8 million, including a dip of 0.5% in 2025-26. Modest GDP growth and construction sector expansion have boosted the need for maintenance services on ageing equipment, though companies choosing replacements have weighed on repair work. According to the Office for Budget Responsibility, the UK economy expanded by 1.1% in 2024 and is predicted to climb by 1.5% in 2025, with cautious business confidence prompting companies to delay major upgrades and stretch existing assets, leading to steady orders for repair services.

The construction sector's recovery has been sluggish, with output flat in 2024 and only a 1.1% rise pencilled in by the ONS for 2025, limiting the need for installation and servicing work. Manufacturing has begun to rebound after a weak 2024, with output rising steadily through 2025, driving up repair needs for advanced electrical automation equipment. These trends have encouraged many providers to expand into installation and to offer life cycle maintenance partnerships with manufacturers and asset owners, securing more stable, recurring income streams. New digital tools, such as AI-guided repair assistants, have helped companies improve efficiency and first-time fix rates, making repairs faster and more reliable.

Over the five years through 2030-31, revenue is forecast to dip at a compound annual rate of 0.6% to £869.9 million. The rapid expansion of electric vehicle charging infrastructure is a major growth area. With a government target of 300,000 public EV charge points by 2030, repairers are set to benefit from a wave of installations and ongoing service agreements, especially those investing in specialist training and digital diagnostics. However, large-scale government investment in upgrading the high-voltage electricity network is expected to accelerate the replacement of legacy assets, shifting spending from maintenance towards installation and the purchase of new systems. For many repairers, this means adapting quickly or facing pressure on revenue. Investments in AI, predictive maintenance and augmented reality tools offer a path to improved service quality and profitability for companies able to capitalise on these advances. As new framework contracts for grid upgrades are rolled out and leading companies secure long-term partnerships, the industry is likely to see greater focus on value-added, tech-enabled

Industry Structure	
Characteristic	Level & Trend
Concentration	Low
Barriers to Entry	Moderate Steady
Regulation and Policy	Moderate Steady
Life Cycle	Mature
Revenue Volatility	Very High
Assistance	Low Increasing
Competition	High Increasing
Innovation	Low

services.

Performance

Key Takeaways

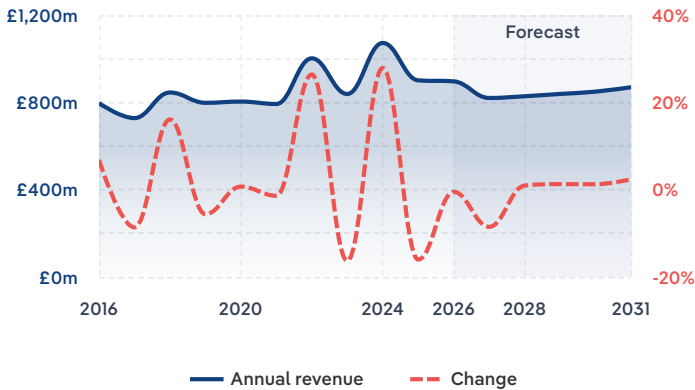
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The EV charger rollout is unlocking new service markets. The surge in EVs and a 300,000-charger target by 2030 are boosting repair needs, prompting companies to move into EV servicing and remote diagnostics to secure stable new income.

Performance Snapshot

Revenue

Total value (£) and annual change from 2016 – 2031. Includes 5-year outlook.



Revenue

£896.8m

2021-26 ↑ 2.5%

2026-31 ↓ 0.6%

2026 Revenue Growth

-0.5%

↓ Decreasing

Revenue Volatility

Very High

IBISWorld

Source: IBISWorld

Employees

Total number of employees and annual change from 2016 – 2031. Includes 5-year outlook.



Employees

2021-26 ↑ 3.8%

7.3k

2026-31 ↑ 1.1%

Employees per Business

2021-26 ↑ 1.5%

5

2026-31 ↑ 0.4%

Revenue per Employee

2021-26 ↓ 1.2%

£122.7k

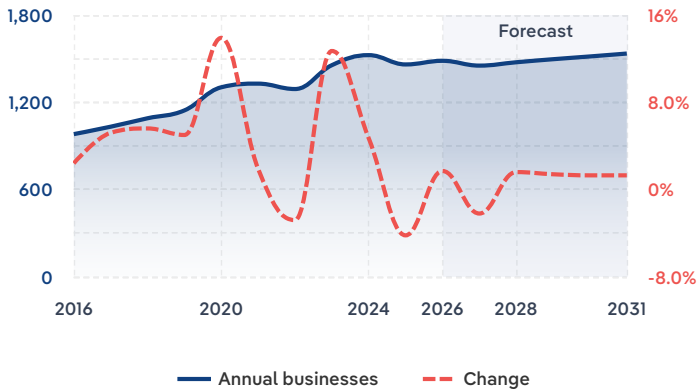
2026-31 ↓ 1.7%

IBISWorld

Source: IBISWorld

Businesses

Total number of businesses and annual change from 2016 – 2031. Includes 5-year outlook.



Source: IBISWorld

Businesses

1.5k

2021-26 ↑ 2.3%

2026-31 ↑ 0.7%

Employees per Business

5

2021-26 ↑ 1.5%

2026-31 ↑ 0.4%

Revenue per Business

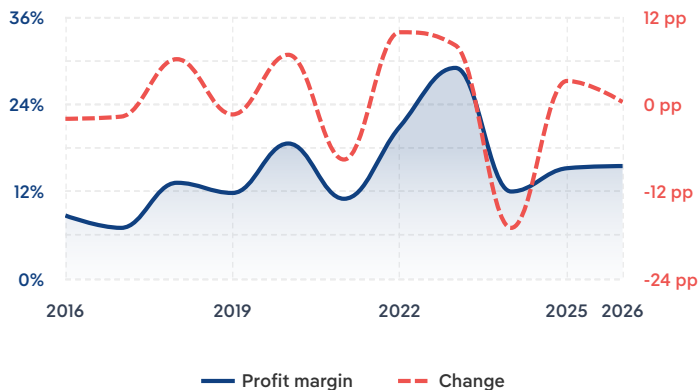
£603.9k

2021-26 ↑ 0.2%

2026-31 ↓ 1.3%

Profit Margin

Total profit margin (%) and annual change from 2016 – 2026



Source: IBISWorld

Total Profit

£139.0m

2021-26 ↑ 9.8%

Profit Margin

15.5% 2021-26 ↑ 4.5pp

Profit per Business

£93.6k

↑ 2021-26 Revenue CAGR: 2.5%

Current Performance

What's driving current industry performance?

Sinking electricity output shrinks electrical equipment repair

- Rising electricity production typically fuels orders for electrical equipment repair, as heavier system utilisation leads to greater wear, faults and unplanned outages – driving up volumes for repairers across generation, transmission and distribution assets.
- According to DESNZ, UK electricity generation dropped sharply from 325.3 terawatt-hours in 2022 to 285 terawatt-hours in 2024, marking a 12.4% decline. This pullback is the strongest since the 1980s and directly reduces the operational hours and stress on critical electrical infrastructure. The downturn in output reflects two main factors. A surge in UK power imports, in particular 12.7 terawatt-hours of clean nuclear energy from France and the continued shutdown of coal and gas power stations, shrinking the local supply of maintainable assets and reducing opportunities for core repair and breakdown work.

- In response, repair companies are shifting their strategy towards ongoing maintenance and digital service models. Schneider Electric, for example, launched its EcoCare Advanced+ offering in September 2025, leveraging AI-driven, 24/7 remote monitoring to transition clients from reactive repairs to predictive maintenance. This helps stabilise revenue, as the focus shifts from emergency call-outs to subscription-based servicing, assisting companies to weather softer demand in the electrical generation equipment market.

Modest economic growth boosts demand for electrical repair services

- Demand for electrical equipment repair tends to track the broader economic cycle closely. When the economy slows, many downstream sectors that use electrical equipment operate below capacity, stretching the life of existing machinery and infrastructure and supporting steady purchases for repair and maintenance services. Conversely, during periods of stronger growth, more clients may opt to replace outdated assets, dampening repair volumes as newer equipment enters service.
- The UK economy grew by 1.1% in 2024, with the Office for Budget Responsibility projecting modest growth of 1.4% for 2025. These figures signal cautious business confidence, with companies delaying major upgrades but expanding utilisation rates on electrical equipment. As a result, essential repairs for ageing electrical stock rose modestly.
- To hedge against clients opting for replacements instead of repairs, many repair companies are expanding into installation work and forming partnerships with original equipment manufacturers. For instance, R&S Group acquired Kyte Powertech in August 2024 to strengthen its ties with manufacturers, helping its repair division secure contracts with asset managers before faults appeared. By establishing trusted relationships and becoming preferred service partners at the start of the equipment lifecycle, these companies secure ongoing maintenance agreements and steady service revenues, reducing reliance on unpredictable one-off repair jobs in an uncertain market.

Tentative growth in the construction sector lifts repair work

- Construction activity directly affects orders for electrical equipment repair and installation. Expanded output in the sector drives up sales of installation work for switchboards, wiring, generators, and other essential electrical assets. Heavy machinery, like excavators and lifting equipment, also depends on complex electronic systems that need specialist servicing as they see more use on larger or more frequent job sites.
- According to the Construction Products Association, UK construction output recorded 0% growth in 2024, with only a moderate recovery to 1.1% growth in 2025 expected. These restrained figures reflect ongoing caution in new building projects and renovation work, with construction activity recovering more slowly than many had hoped.
- Modest growth in construction output is set to offer a slight but meaningful lift to the electrical equipment repair industry. As project volumes inch upward and asset utilisation increases, orders for routine repairs, equipment installation and emergency maintenance will gradually expand across both residential and commercial sites.
- Companies are turning to technology to meet growing demand. Cat AI Assistant, launched in January 2026, is a voice-activated tool that guides engineers through troubleshooting using data from the Helios platform. Already used by UK technicians, it provides step-by-step instructions to speed up repairs, reduce errors and enable junior staff to handle more complex jobs. While complex issues still require experts, AI repairs are faster, more reliable and more efficient as project work increases.

Factories drive up repair volume as production recovers

- Manufacturing relies on a range of electronic assets like Programmable Logic Controllers (PLCs), variable speed drives, sensors, robotics and high-voltage switchgear. Electrical equipment repair companies are crucial in keeping this equipment running, handling both emergency repairs and ongoing maintenance to minimise plant downtime and support automated production lines.
- According to the ONS, manufacturing output fell by 1.2% in 2024, which reduced asset usage and machine hours, leading to fewer orders for repairs and a hit to industry revenue. With lower production, there is less wear and fewer faults across electrical automation systems.
- The ONS reports manufacturing output grew 0.2% over the year through October 2025, with a stronger 1.1% monthly climb in November 2025, signalling a modest rebound. This should drive up repair and servicing needs as factories climb production and use automated equipment more intensively.
- To capitalise on this recovery, companies could upskill technicians in automation and build partnerships with manufacturers for maintenance or predictive servicing contracts. For example, in October 2021, Quartzelec partnered with NanoPrecise to use AI-powered sensors for real-time monitoring, securing more recurring maintenance work. Partnerships like these could help upskill repairers and enable them to capture additional market share, as manufacturers seek more efficient, high-tech systems that can self-maintain and minimise downtime.

Outlook

↓ 2026-31 Revenue CAGR: -0.6%

What's driving the industry outlook?

Electric vehicle charging powers new growth for repair companies

- More people switching to electric vehicles (EVs) in the UK is bringing new opportunities for electrical equipment repair companies. The government plans to have at least 300,000 public EV charge points by 2030, driven by the upcoming ban on new petrol and diesel cars from

2035. This means a huge amount of work will be needed to install and look after public and workplace charging networks. We are already seeing more partnerships between charge point operators, councils and private companies to help meet these targets quickly.

- EV charge points are not just simple electrical devices. They combine hardware, software and telecoms, which makes looking after them different from traditional systems. Maintenance teams need a broad mix of skills to keep them running, keep users safe and support smart features. As the number of charging points grows, orders for safety checks, troubleshooting, software updates and repairs will increase.
- Companies already repairing electrical equipment have a good chance of entering this growing market, especially if they invest in specialist EV training and new digital tools. For example, Ropec Services shifted from outdoor electrical equipment to managing over 390,000 EV charge points across the UK by 2026. This example highlights that core electrical skills can be redirected towards new revenue streams in green transport infrastructure. Companies that also offer remote monitoring and quick repairs will stand out and be more likely to win ongoing service contracts and drive revenue.

Services lead economic growth limit repairer upside potential

- The UK's economic outlook is positive but measured, with the Office for Budget Responsibility expecting real GDP growth of 1.4% in 2026 and 1.5% in 2027. This steady growth supports electrical equipment repair and maintenance providers. As the economy expands, electrical equipment is used more, driving orders for regular repairs. However, stronger growth above 1.5% could prompt businesses to replace older equipment rather than repair it, which may reduce routine repair revenue.
- The construction sector is set to do particularly well. The British Chambers of Commerce forecasts construction activity of 1.1% in 2026. With more construction happening, there will be more work installing and upgrading electrical systems like switchboards and circuit panels in both new and refurbished buildings. Importantly, moderate yet consistent growth means that maintaining large equipment, like cranes, excavators and construction vehicles, remains a priority over replacement. This benefits repair and maintenance specialists, as it helps to protect profit margins even if the rate of new construction slows.
- Meanwhile, the British Chamber of Commerce forecasted the services sector to lead economic growth, growing by 1.3% in 2026. However, service industries, like finance and IT, rely less on heavy electrical infrastructure. As a result, rising output here does not lead to much extra maintenance or repair work for electrical equipment.
- To keep sales stable and reduce the risk of slowdowns in specific sectors, many repair and maintenance businesses are expanding the range of services they offer. Houghton International is a good example, securing long-term contracts that cover emergency repairs, regular condition monitoring and asset life extension in key industries. In September 2023, the company signed its largest contract yet for a wind turbine repair facility in Newcastle. Moving away from one-off repair jobs to longer-term service agreements creates more predictable income and positions these providers to benefit from both economic growth and the ongoing need to maintain ageing equipment.

Grid modernisation drives a shift from repairs to new installations

- Government funding for grid upgrades is picking up speed, with Ofgem approving a £28 billion investment plan for 2026 to 2031. Out of this, £10.3 billion will go to replacing and improving the high-voltage electricity network, as set out in December 2025. This large public commitment is set to boost demand for the latest electrical infrastructure and speed up the drive to modernise the national grid.
- These upgrades are driving a surge of short-term work for electrical equipment installers, but they also signal a shift in where industry revenue will come from. Spending is set to shift from repairing and maintaining older grid equipment to buying and installing new, advanced systems. As modern units with fewer maintenance needs replace older assets, there may be fewer orders for core repair and service work, posing a challenge for those who depend on legacy maintenance contracts or reactive emergency repairs.
- Some major contractors have already taken advantage of new framework contracts, particularly the £8 billion substation delivery contract awarded in July 2025. Balfour Beatty is the lead partner for grid work in the North East, Morgan Sindall Infrastructure heads up the North West, and Murphy covers the South West, London and the South East. These high-value projects also give smaller electrical repair and maintenance providers a chance to secure subcontracting roles from these larger framework partners. By working with top-tier partners, local and specialist businesses can get involved in major projects and expand their work beyond reactive maintenance to include large-scale contractor installations and lifetime maintenance contracts with the national grid as an existing partner.

AI and AR tools boost repairer productivity, driving new revenue streams

- Companies are investing in digital tools to improve productivity and profits. By adopting digital solutions, businesses can offer better service, win longer contracts and stand out from competitors. These changes lead to higher income and better cost control.
- New digital tools, including artificial intelligence (AI) and augmented reality (AR), are set to transform the landscape of electrical equipment repair. AI-driven predictive maintenance identifies issues before they become failures, reducing downtime and extending equipment life. AR provides technicians with real-time support, allowing on-site workers to handle many repairs themselves and prioritising technician visits for the trickiest jobs. This makes emergency repairs quicker and lowers costs.
- ABB is leading in this area by bringing AR into its service offering through apps including Closer and Raise. These tools provide instant expert support and step-by-step repair guides, so field technicians can fix issues quickly and often remotely. In 2023, ABB launched its Service Assist app, combining AR overlays and AI to help with diagnostics and repairs. The company says these tools have saved on operations and cut carbon emissions by reducing travel for site visits, making its repair operations more sustainable and cheaper, boosting its reputation.
- Other repair and maintenance businesses can take similar steps by building their own digital capabilities, working with tech partners and training staff for remote diagnostics. Those who move early can offer premium services like ongoing system monitoring, opening new revenue

streams that value innovation and dependability.

Volatility

Very High

What influences industry volatility?

Revenue tends to follow economic and investment cycles

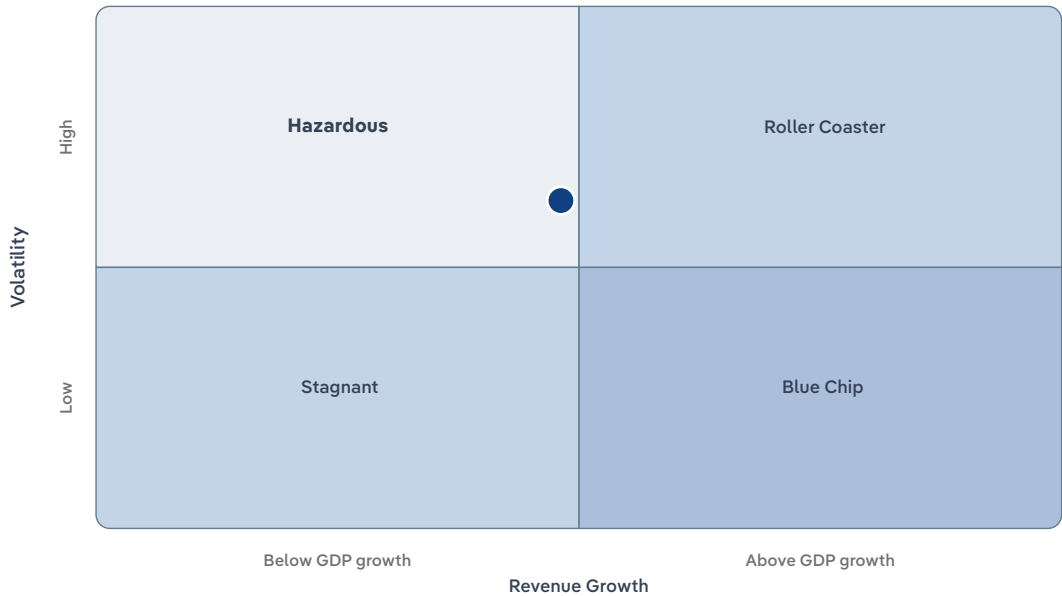
- Demand for electrical equipment repair follows the economy. The construction and manufacturing sectors need more maintenance services if their machinery runs harder and longer in a strong economy.
- In robust economies with strong outlooks, some clients may replace outdated equipment outright rather than repair it, lowering demand for repair services.
- The OBR projects UK GDP growth of 1.4% in 2026. This may curb repair revenue, as businesses with improved confidence are more likely to replace old equipment with new purchases than invest in ongoing repair and maintenance, leading to revenue volatility.

Technological improvements can increase life expectancies and shrink repair demand

- Advances in electrical equipment, like smart circuit breakers and modular, resilient parts, have made products safer and less prone to breakdowns, resulting in fewer and less frequent repairs.
- While this lowers maintenance costs and extends equipment lifespans for users, it also means less steady work for repair businesses and more unpredictable income, boosting revenue volatility as repair needs drop with the next generation of equipment, which has variable rates of breakdowns.
- In response, many companies are turning to predictive maintenance and long-term service contracts to secure recurring revenue, helping stabilise their business as equipment gets more reliable.

Hazardous

Industry volatility vs. revenue growth (2021-2026 CAGR)



☆ Key Success Factors

How do successful businesses overcome volatility?

Incorporate long-term sales contracts

Securing longer-term service and maintenance contracts helps smooth revenue streams, even as one-off repairs dip, reducing exposure to market swings and economic cycles.

Vary services to suit different needs

Expanding into upgrades, compliance checks and predictive maintenance protects against falling repair demand, enabling companies to adapt to shifting client expectations and stabilise income.

Life Cycle

Mature

Life Cycle

Indication of the industry's stage in its life cycle compared to similar industries



*Growth is based on change in share of economy combined with change in establishment numbers

Why is the industry mature?

Contribution to GDP

The industry's contribution to GDP is climbing, benefitting from higher nationwide repair and maintenance activity despite a stagnant economy. The renewable markets continue to open new doors for more specialised repair and maintenance services. While the industry isn't a major economic driver, its steady demand from industrial, commercial, and residential clients keeps its economic impact consistent.

Market Saturation

The industry exhibits marked signs of saturation, with many long-established companies serving repeat customers and limited space for significant expansion. Most demand is generated by ongoing maintenance, rather than new installations, indicating that the market is largely covered. New entrants face considerable barriers.

Innovation

While incremental improvements continue, including more energy-efficient repair practices and AI predictive maintenance, disruptive innovation is uncommon. Most innovation is targeted at improving service efficiency or meeting newer safety standards, but core repair methods remain much the same.

Consolidation

Industry consolidation is limited, occurring primarily among the largest companies through vertical integration to capture a greater share of the value chain. Most of the industry remains highly fragmented, with a predominance of small, specialist companies. This is because of the localised and relationship-driven nature of repair services, which favour small, flexible repairers over large national companies.

Technology & Systems

Businesses have widely adopted digital management systems, mobile diagnostic tools and customer relationship software to streamline operations and improve service delivery. However, the industry's core processes remain manual and hardware-focused, with technology serving primarily to increase efficiency rather than revolutionising repair services.

Products and Markets

Key Takeaways

The control apparatus repairs segment offer steady revenue. As industrial output rose in 2025, demand for electrical repairs from manufacturers rebounded, though weak construction activity has kept market growth for control apparatus and machinery repair in check.

Equipment upgrades and replacements have cut generator repair sales. Grid investment and the replacement of ageing transformers and generators are reducing repair needs, pushing companies to shift their focus from emergency repairs to installation contracts for new infrastructure.

Largest Market

£504.9m

Electric motor, generator and transformer repair

Product Innovation

Low

Products and Services

How are the industry's products and services performing?

Upgrades in power equipment reduce demand for repair services

- Electrical generators convert mechanical motion into electrical energy, while electric motors do the opposite, converting electrical energy into mechanical motion, and are often used in conjunction with generators.
- A transformer is a device that changes the form of electricity to facilitate its easy transportation or storage, and it is commonly used in the National Grid to distribute electricity.
- The National Energy System Operator projects annual UK electricity generation to rise to 350 terawatt-hours by 2030, up from 263 terawatt-hours in 2025 to meet rising demand from industry and AI data centres. As transformers and generators are replaced with newer technology, demand for repair services on ageing equipment declines, hurting revenue.

Automation and electrical infrastructure upgrades keep repairs steady for control apparatus

- Control relays are essentially electrically operated switches. They control one or more electrical circuits via an independent, low-power signal and can be used to control larger machinery.
- Relay and industrial control products are used to automate and

optimise industrial equipment and commercial construction machines.

- Electrical infrastructure (like switchgear) uses switches, fuses and circuit breakers to control and protect equipment and circuits, making them essential to buildings and construction projects.
- According to the ONS, industrial output rose by 1.4% over the year through November 2025. However, a 1.1% sink in total construction output over the three months through November 2025 has kept orders for control apparatus and electric distribution equipment repair steady.

Other services, like electrical battery maintenance and repair, follow cyclical trends

- Other services offered by technicians include basic installation, electrical battery maintenance and repair, electric lighting equipment maintenance and repair, electric wire replacement, rewiring and the replacement of obscure electrical components.
- Other services provided tend to follow the cyclical movements of the economy and investment markets. This means inflationary woes and weak business confidence have hammered them. However, with interest rates expected to sink from 3.75% to 3% in 2026 according to Goldman Sachs and HSBC, the segment will pick up in the future.

Products & Services Segmentation

Industry revenue in 2026 broken down by key product and service lines.



- Electric motor, generator and transformer repair (£504.9m) 56.3%
- Electricity distribution and control apparatus repair (£261.0m) 29.1%
- Other (£130.9m) 14.6%

☆ Key Success Factors

What products or services do successful businesses offer?

Align cost-effective delivery with client needs

Successful companies harmonise affordable service delivery with customer requirements. This allows clients to obtain the desired electrical maintenance solutions without draining their pockets.

Quickly adopt new technology

Leaping into new technologies allows companies to improve their service quality and efficiency in line with market trends. This also helps them stay ahead of the curve, providing superior services that outshine the competition.

Innovations

Low

What are innovations in industry products and services?

AI predictive maintenance drives stable subscription revenue

- AI is transforming predictive maintenance in electrical equipment repair by analysing real-time sensor data to predict failures before they occur, reducing unnecessary maintenance and minimising downtime.
- Most AI-based services connect client equipment to a central platform, where analytics and machine learning monitor conditions, flag problems and send instant alerts or work orders, speeding up response times and reducing manual checks.
- Schneider Electric's EcoCare Advanced+, launched in September 2025, uses this approach to reduce unexpected breakdowns, lower costs and extend equipment lifespan. For Schneider, subscriptions mean steady revenue, better customer loyalty and more opportunities to sell upgrades and parts.

Augmented reality (AR) speeds up electrical repairs

- Augmented reality (AR) is changing electrical equipment repairs by letting technicians overlay digital instructions and schematics onto machinery, making expert support and technical information instantly available on site.
- Many basic repairs can be done without calling a technician, as AR guides help staff diagnose and fix problems themselves, reducing downtime, labour costs and the need for on-site visits. Remote experts can also assist in real time by seeing exactly what the user sees.
- ABB uses AR tools like Closer and Raise within its service platform to deliver live repair support, speeding up fault resolution and cutting downtime. These apps also help lower CO2 emissions by reducing unnecessary travel, saving around 332 tons of CO2 a year according to ABB.

Major Markets

What's influencing demand from the industry's markets?

The replacement of ageing equipment limits orders from electricity generators

- The primary users of the industry's services are companies that generate, transmit and distribute electricity.
- Electricity companies use electric motors, generators and transformers to produce and distribute electricity, and their equipment must be in optimal working condition to ensure no disruptions. Electricity companies require installations, repairs, overhauls, testing, and predictive and preventative maintenance
- In December 2025, Ofgem approved a £28 billion investment plan for 2026-2031, with £10.3 billion allocated to upgrading and replacing the high-voltage electricity network. The focus on modern, clean-energy-compatible infrastructure reduces the need for repairs to older equipment, shrinking the market for companies that service or sell electricity generators.

Rebounding industrial activity modestly boosts sales

- Engineering companies work in many industries, including aerospace, civil and electrical engineering and require various types of electrical equipment to perform their services.
- Many manufacturing industries are major users of motors and generators that require repair and service.
- The Russia-Ukraine conflict in 2022 caused supply chain disruptions, slashing industrial output by 3.8% in 2022, according to the ONS, and weakening revenue prospects in the industrial market.
- However, as the UK economy began to adapt its supply chains and the prices of key broad commodities, like crude oil, fell, industrial output has rebounded. According to the ONS, industrial output volumes expanded by 1.4% in the year through November 2025, boosting demand for electrical equipment repair.

Falling output in construction hits machinery servicing revenue

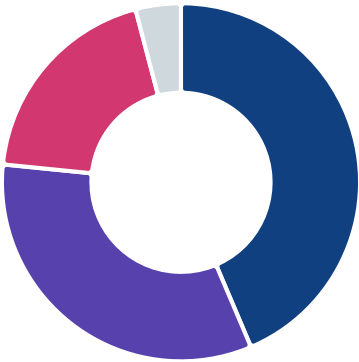
- Construction companies depend on this industry to install, repair, and maintain electrical equipment like circuit breakers, generators and the electronics in heavy machinery like excavators and haulage trucks.
- The ONS reported a 1.1% drop in total construction output during the three months through November 2025. Contractors likely scaled back equipment purchases and repairs, dampening sales for these services. New public housing saw the steepest fall, down 10.8% in November 2025, meaning fewer installations and repairs of heavy machinery and electrical equipment.

Demand from other customers, like consumers, rides parallel to economic trends

- This market includes agricultural companies, service-sector businesses and the entertainment industry. Households also rely on electrical equipment experts to repair and maintain electric lighting equipment.
- Consumer confidence took a major hit as inflation peaked at 9.6% in October 2022, according to the ONS, pushing GfK's consumer confidence index to -47 by October 2023 and limiting household spending.
- With inflation dropping to a still-high but steady 3.5% in November 2025, spending and confidence have improved slightly. GfK's consumer confidence index rose to -16, but sentiment remains negative as real wage growth lags at just 0.6% in the three months through November 2025, as per ONS data. This has kept consumer spending constrained and limited revenue growth for this market.

Major Markets Segmentation

Industry revenue in 2026 broken down by key markets



- Electricity companies (£391.0m) 43.6%
- Engineering and industrial companies (£295.9m) 33.0%
- The construction sector (£173.1m) 19.3%
- Other (£36.8m) 4.1%

International Trade

No data

Some industries don't directly import or export goods. See reports at the manufacturing level for international trade data on relevant products.

Geographic Breakdown

Key Takeaways

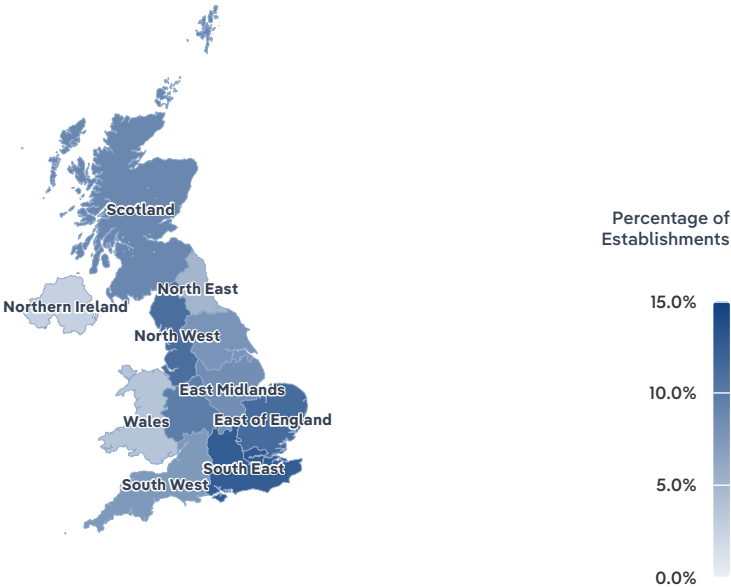
London's density and ageing infrastructure drives high repair orders. The capital's dense population, legacy housing and critical business infrastructure make it the UK's busiest repair market, supporting premium prices and frequent, high-value emergency call-outs.

The South East's large construction base underpins steady maintenance work. High construction output and a wide business base support reliable orders for installation, maintenance and specialist rural repairs, giving companies access to both urban projects and legacy assets.

Business Locations

Business Concentration

Percentage of total industry establishments in each region



Sources: IBISWorld

Region	Establishments (Units)	Establishments (%)	Establishments (YoY Growth %)	Population (%)
East Midlands	124	8.3	4.2	7.4
East of England	169	11.3	4.3	9.5
London	193	12.9	4.9	13.1
North East	73	4.9	4.3	4.0
North West	164	11.0	3.8	11.2
Northern Ireland	39	2.6	2.6	2.7
Scotland	133	8.9	3.9	7.8
South East	188	12.6	3.9	14.0

Region	Establishments (Units)	Establishments (%)	Establishments (YoY Growth %)	Population (%)
South West	111	7.4	4.7	8.5
Wales	56	3.7	1.8	4.6
West Midlands	145	9.7	4.3	8.9
Yorkshire	116	7.8	2.7	8.2

You can access and download additional years of data, including district-level data, at my.ibisworld.com.

Where are businesses located?

London's population density and ageing equipment dominate repair demand

- London holds the top spot in the UK for electrical equipment repair demand, supported by its population of 8.9 million and approximately 983,000 active businesses, as reported by the ONS. This results in the highest concentration of both commercial and residential electrical distribution equipment per square kilometre, ensuring a steady workload for repairers based in the capital. The density of potential clients reduces travel distances between jobs, which not only improves operational efficiency but also enables companies to scale quickly and maximise their profitability from repeat business and emergency call-outs.
- A significant driver of sales in London is its ageing housing stock; over 55% of homes were built before 1950, according to Plumplot in February 2025. These older properties are more likely to have outdated wiring, switchgear and fuse boxes, often failing to meet modern safety and regulatory standards. Regular upgrades, major rewiring projects and ongoing maintenance are necessary to keep these homes compliant and safe. Repairers specialising in legacy infrastructure can therefore rely on a constant stream of work, as electricity distributors seek to mitigate the risks posed by obsolete electrical systems.
- London's status as the UK's financial and technological powerhouse further boosts specialist sales. The city hosts 29 data centres, which consume 18% of its electricity load, according to TechRadar in December 2025 and densely packed headquarters in the City and Canary Wharf. These high-value clients cannot tolerate downtime, driving orders for rapid, emergency repair and predictive maintenance contracts, often at premium rates.

The South East's construction sector fuels steady repair demand

- The South East is England's most populous region, with 9.6 million residents as of mid-2024, according to the ONS and a high density of 506 people per km², along with nearly 1 million active businesses. This creates steady purchases for switchgear servicing, emergency repairs and preventive maintenance. Repair companies are attracted to the South East because the large population and business base mean more electricity use and, consequently, frequent faults and maintenance needs. The region's economic strength and diversity also ensure a consistent pipeline of work for service providers.
- According to the Construction Products Association, construction output in the South East was £20.4 billion in 2021, accounting for 16.9% of total UK construction activity. Being close to major construction hubs allows repair companies to secure more jobs for installation, maintenance and repairs in new buildings and infrastructure. There are also ongoing sales for servicing heavy construction equipment, which boosts repairers' growth and stability.
- Although 78% of the South East's population is urban, over 80% of its land area is rural according to the South East England Intelligence Network in 2008. This rural spread, with many older country properties and holiday homes, requires specialist services like pole-mounted transformer replacements and rural substation maintenance. Repair companies are drawn to the region for the opportunity to serve both rural and urban customers, handling everything from overhead wires to legacy infrastructure. This mix of contracts across different settings helps companies maintain steady revenue and develop expertise in both standard and niche repair markets.

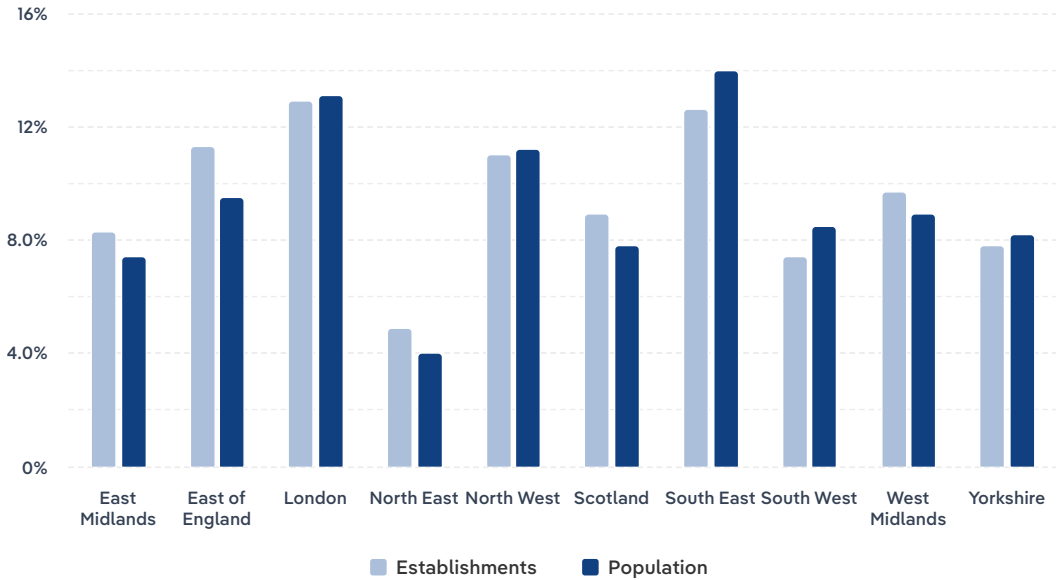
Population growth and new builds drive East of England's repair market

- According to ONS projections, the East of England's population reached 6.55 million in mid-2024, which is an 8.9% increase since 2014. Growth has been concentrated in the commuter belts of Hertfordshire, Essex and Cambridgeshire, driving higher orders for domestic and commercial electrical equipment maintenance.
- The region recorded the UK's highest rate of new-build completions per 1,000 dwellings in the year to March 2023, expanding by 17% compared to the previous year according to the Department for Levelling Up, Housing & Communities. Rapid housing development in towns like Peterborough and Chelmsford provides a consistent pipeline of installation, commissioning and repair work. Electrical equipment repairers benefit from ongoing work in the East, as new properties continue to require commissioning and, as they age and occupancy grows, regular maintenance and prompt repairs. Locating here helps technicians capture both installation and follow-up maintenance contracts, supporting steady revenue and long-term growth as construction activity continues.
- The East of England's proximity to London gives repair businesses access to lucrative work in London's dense urban market, supported by

major roads like the M11 for efficient access to the capital. Property prices in the East averaged £388,000 in October 2025, compared to London's £648,000 in March 2025, according to the ONS. This significant price difference encourages, especially smaller companies, to base operations in the East, sometimes working from home garages, while commuting into London for contracts. This approach allows companies to benefit from lower fixed costs while serving both local and London clients.

Business Concentration

Share of establishments (%) vs. share of population (%)



☆ Key Success Factors

How do businesses use location to their advantage?

Operate in a location that is close to key markets

Locating in regions with high population density, busy construction sectors and established commercial centres like London or the South East ensures easier access to lucrative contracts and repeat business opportunities.

Provide goods and/or services in diverse locations

Businesses that serve both urban and rural clients and maintain a presence close to major population and commercial hubs tap into more contracts and ensure stable orders across changing market conditions.

Competitive Forces

Key Takeaways

There's minimal product differentiation, but trust matters. Service offerings are broadly similar, so new entrants compete on price and reliability. Building client trust is key, but low differentiation keeps barriers modest except where longstanding relationships or specialist references are required.

The market is fragmented and is made up of small companies. Over 93% of repair businesses have fewer than 10 staff in 2024, according to the ONS, keeping concentration low and competition intense. The industry's reliance on self-employment and bespoke services limits consolidation.

Concentration	Competition	Barriers to Entry
Low	High Increasing	Moderate Steady
Substitutes	Buyer Power	Supplier Power
Moderate Steady	High Steady	Moderate Decreasing

Concentration

What impacts the industry's market share concentration?

Self-employment and micro-businesses dominate the landscape

- Electrical equipment repair and maintenance operate on an intimate scale. Prominent, dominating companies are uncommon within the industry.
- Data collected by the ONS in 2024 reveals that 93.3% of electrical equipment repair and maintenance companies run on a team of 10 or fewer staff members, and 81.4% of companies run teams of five people or fewer.
- Many professionals choose self-employment for flexibility and control, and electrical repair workers often prefer direct client relationships to maximise earnings and retain profit margins.
- The large number of small repairers keeps competition high, making it difficult for larger companies to dominate or benefit from economies of scale, thereby keeping market concentration very low.

Limited scale drives specialised repair and maintenance services

- Because of the industry's low market concentration, most contractors lack the economies of scale to invest in a wide range of capital equipment, so they choose to specialise in the repair and

maintenance of a narrower range of electrical equipment.

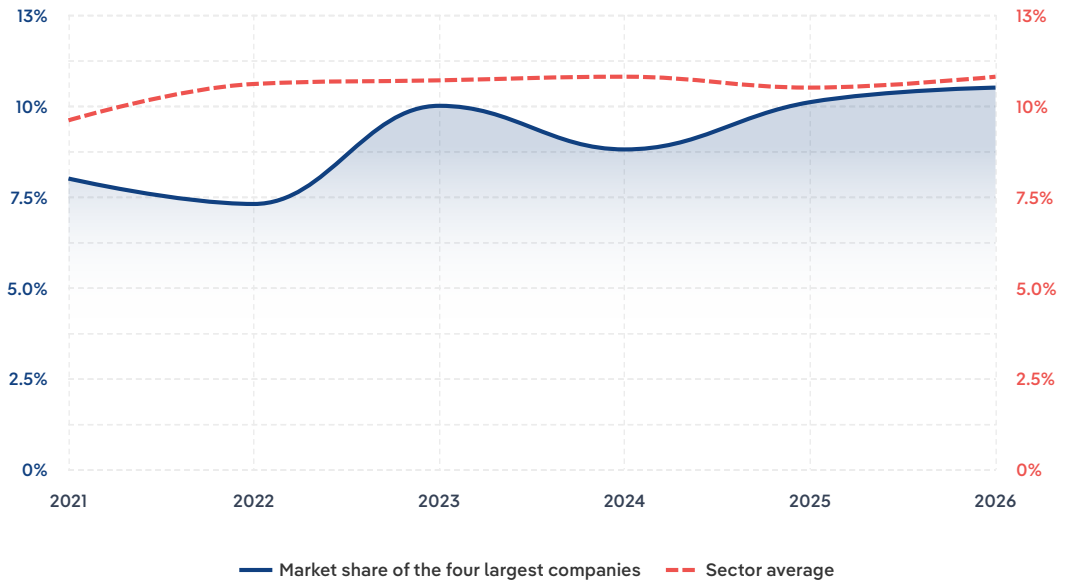
- Even the largest global companies tend to focus on specialised areas. For example, Caterpillar leans heavily into heavy industrial equipment repair, while Schneider Electric prioritises electrical grid systems and automation machinery.
- Electrical equipment repair services remain highly specialised, requiring deep technical know-how and bespoke services rather than broad, one-stop-shop solutions, keeping concentration low.

Large companies drive concentration through vertical integration

- Large repair companies usually make the equipment they service, bundling sales and repairs in a vertically integrated model.
- For example, Caterpillar focuses on repairs for its own brand of heavy machinery while ABB focuses on repairing its own electric vehicle charging infrastructure and autonomous mobile robots.
- Independent repairers struggle to compete because manufacturers restrict access to essential parts and technical data. The advanced technology typically found in these machines also makes repairs very difficult and creates a skills gap, pushing many customers to stick with the original brand for servicing and driving up market concentration among those able to carve out their own niche.

Market Share Concentration

Combined market share of the four largest companies in this industry



☆ Key Success Factors

How do successful businesses handle concentration?

Develop a skilled labour force

Building expertise in complex or legacy equipment gives companies a competitive edge, enabling them to win specialist contracts and maintain relevance in an industry dominated by small, highly skilled teams.

Leverage upstream vertical integration

Major companies gain an edge by bundling manufacturing and repair services, creating a captive market for their own equipment and boosting industry concentration within specialised segments.

Barriers to Entry

Moderate

Steady

What challenges do potential industry entrants face?

Legal

- Entry is governed by general regulations like the Electricity at Work Regulations 1989 and BS 7671, requiring qualified electricians. Legal barriers are moderate, as industry-specific licences are rare, but rules tighten for hazardous or medical repairs. All industry companies must evidence compliance, which can slow entry into safety-critical or regulated niches.

Start-Up Costs

- Start-up costs are moderate, as repairers need workshop space and diagnostic tools. However, affordable leasing options reduce barriers. General repair companies can enter with limited investment, though those targeting high-tech or industrial sectors need substantially more capital to purchase or lease the specialist equipment and tools required.

Differentiation

- Most companies deliver similar repair and maintenance services, making differentiation minimal. Established companies such as Caterpillar win large contracts because of their brand reputation and network. While building trust is time-consuming for new entrants, low product differentiation keeps overall entry barriers relatively modest, except where specific contracts require strong references.

☆ Key Success Factors

How can potential entrants overcome barriers to entry?

Comply with government regulations

Ensuring compliance with complex safety regulations and industry standards positions new entrants to navigate legal hurdles and establish trust with clients more rapidly.

Leverage business expertise

Proven experience and a reliable reputation help new entrants win contracts and set themselves apart, overcoming trust gaps and limited differentiation in a market where credibility is key.

Substitutes

Moderate

Steady

What are substitutes for industry services?

In-house

- Larger companies often have their own in-house maintenance teams. This is common for companies that heavily rely on machinery for their products, like construction or transport.
- Large-scale corporations within the Electrical Equipment Repair and Maintenance industry capitalise on economies of scale to form in-house maintenance teams. This allows them to reduce the time and expenses associated with outsourcing repairs. These businesses can streamline operations, reduce delays and trim costs.
- For example, Lynch Plant Hire & Haulage purchases Caterpillar machinery and rents it out for short-term construction projects, which often have unpredictable orders. Because Lynch is a large company, they usually handle the maintenance of their own equipment after each rental period.
- The degree of in-house usage depends on the complexity of machinery, as companies with highly complex equipment may need to outsource to the limited engineer pool that can manage such equipment.

☆ Key Success Factors

How do successful businesses compete with substitutes?

Establish brand names

Building a trustworthy brand based on quality workmanship and reliable service can steer customers towards independent electricians over in-house teams or original manufacturers.

Provide superior after-sales service

Offering unbeatable post-service support, including regular follow-ups and prompt troubleshooting, gives electricians an edge. Offering guarantees to maintain and enhance equipment can help compete with warranties.

Buyer & Supplier Power

Supply Chain

Direct and indirect supplier and buyer industries related to this industry



Suppliers

1st Tier

Other Machinery and
Equipment
Wholesaling in the UK

Temporary
Employment
Placement Agencies
in the UK



Buyers

1st Tier

Brick & Tile
Manufacturing in the
UK

Commercial Building
Construction in the
UK

Consultant
Engineering Services
in the UK

Electricity Distribution
& Control Apparatus
Manufacturing in the
UK

Electricity Distribution
in the UK

Electricity Production
in the UK

Electricity
Transmission in the
UK

Metal Door & Window
Manufacturing in the
UK

Electrical Equipment Repair & Maintenance in the UK



What power do buyers and suppliers have over the industry?

High

Steady

Buyers: There's a wide number of technicians to choose from

- There are many small electrical equipment repair and maintenance companies, so customers have plenty of choice. This can sometimes force companies to compete on price to win business.
- The number of available workers is huge for everyday work, such as direct-to-consumer electrical repairs (like light or boiler maintenance).
- Customers with more advanced or niche electrical equipment may have only a few specialists who know the machines inside and out, limiting their options.
- Caterpillar provides repair services for its own brand of industrial heavy machinery, including excavators. The electrical systems in these machines are often complicated to fix, which means customers usually rely on Caterpillar or other specialists for repairs in these complex segments, limiting buyer power.

Moderate

Decreasing

Suppliers: Technical parts can command higher prices

- For basic, less technical repairs, parts and materials can be readily available. This means technicians can shop around for the best deal, limiting how much power suppliers hold.
- More technical electrical equipment may be harder to source parts and inputs for, or may even require original equipment manufacturer parts, giving suppliers significant power.
- Technology, including 3D printing, is making technical products easier to come by and pushing down supplier power, allowing for millimetre-scale designs, but this generally only works for smaller components within non-high-performance applications like electrical lighting and switchboard equipment.

☆ Key Success Factors

How do successful businesses manage buyer & supplier power?

Develop links with suppliers

Strong links with suppliers ensure the ability to access the necessary parts quickly to ensure the job can be completed promptly and to the client's satisfaction.

Ensure prompt delivery to market

Accelerated service delivery generates loyalty while curtailing productivity losses. Ensuring clients don't have to 'shop around' for quicker options helps temper buyer power, boosting customer satisfaction in the process.

Companies

Key Takeaways

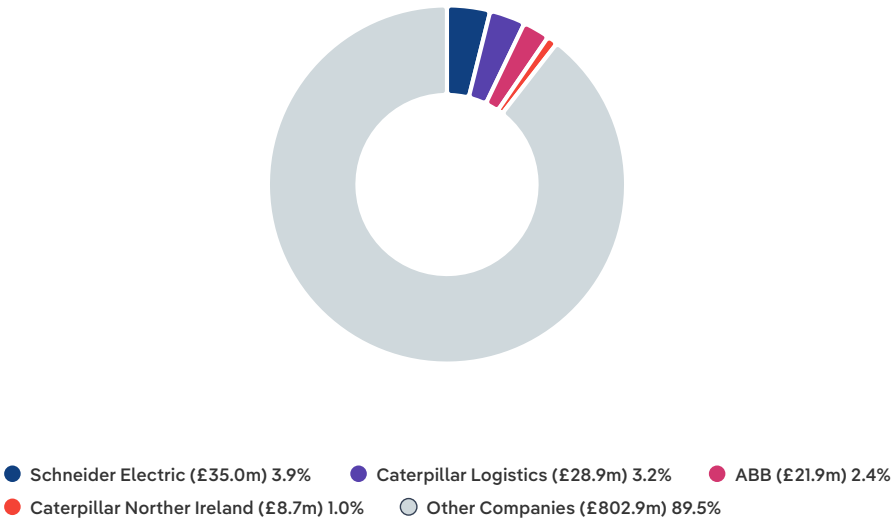
Schneider Electric's AI maintenance model attracts recurring revenue. With EcoCare Advanced+, Schneider shifts clients from reactive repairs to AI-driven predictive maintenance, expanding uptime and long-term subscription income while reducing unplanned breakdowns.

Caterpillar's AI assistant and repair pledge differentiates it from the competition. The new Cat AI Assistant tool boosts first-time fix rates and empowers less experienced technicians, while the rapid two-day repair guarantee deepens customer loyalty and amplifies premium aftermarket service revenue.

Market Share

Industry Market Share by Company

Industry-specific company revenue as a share of total industry revenue.



This chart has been simplified for the PDF and may not display all available data. View the full interactive chart on my.ibisworld.com for additional data and detail.

Company	Market Share (%)	Employees	Locations	Company Type	Headquarters
Schneider Electric	3.9	1,000-5,000	14	Private	Telford, England
Caterpillar Logistics	3.2	51-200	7	Private	Peterborough, England
ABB	2.4	1,000-5,000	22	Private	Warrington, England
Caterpillar Northern Ireland	1	501-1,000	2	Private	Larne, Northern Ireland

Company Details

Schneider Electric

Description

Schneider Electric Ltd, a subsidiary of the French company Schneider Electric SE, makes and sells electricity distribution and control apparatus and services. The group operates in approximately 100 countries and specialises in electricity distribution, automation management and the production of installation components for energy management. Schneider Electric Ltd was incorporated in 1978 and operates from several sites across the UK, including its headquarters in Shropshire.

Company Total Revenue (2026)

£1.1bn

Industry Specific Revenue (2026)

£35.0m

Industry Market Share (2026)

3.9%

Employees (2026)

1,000-5,000

Headquarters

Telford, England

Company Type

Private

Other Industries

Electricity Distribution & Control Apparatus Manufacturing in the UK

What's impacting Schneider Electric's performance?

AI maintenance services drive customer loyalty and new revenue

- EcoCare Advanced+, launched in September 2025, is now Schneider's top service tier for electrical distribution, using AI-based maintenance and 24/7 remote monitoring to move customers from reactive to proactive care.
- With real-time monitoring and predictive diagnostics, clients have fewer unexpected breakdowns, quicker repairs and less downtime, resulting in lower costs and longer equipment life.
- For Schneider, this model builds recurring revenue through subscriptions, improves customer loyalty, reduces warranty claims and offers more chances to sell parts or service upgrades.

Audit exposes safety gaps, driving shift to predictive maintenance

- A November 2025 audit revealed that 98% of sites failed to follow maintenance procedures, 79% used outdated equipment, and 71% had no spare parts available, expanding serious safety risks.
- These problems increase the risk of equipment failures, fires and outages, threatening staff safety, business operations and leading to higher costs because of inefficient systems. For Schneider, the consequences could include lost client trust, cancelled contracts, fines, lawsuits and long-term reputational damage.
- In response, the company is expanding on-site spare parts and adopting predictive maintenance using better data, digital twins and real-time monitoring to catch problems early and keep sites well prepared for rapid repairs.

 You can view and download more company details on my.ibisworld.com.

Caterpillar Logistics

Description	Company Type
Caterpillar Logistics (UK) Ltd is a subsidiary of US based Caterpillar Inc, a global manufacturer of construction machinery, mining equipment, gas turbines and diesel engines. Caterpillar Logistics (UK) Ltd was established in 1950 and focuses on providing spare parts to its sibling subsidiaries with headquarters in Peterborough and locations in County Durham.	Private
Company Total Revenue (2026)	
£129.3m	
Industry Specific Revenue (2026)	
£28.9m	
Industry Market Share (2026)	
3.2%	
Employees (2026)	
51-200	
Headquarters	
Peterborough, England	

What's impacting Caterpillar Logistics's performance?

Onsite AI guidance improves first-time fix rates and staff confidence

- Cat AI Assistant, launched at CES in January 2026, is a voice-activated tool that uses Helios platform data and maintenance records to guide engineers through electrical troubleshooting. UK technicians are already using it to repair complex electrical systems.
- The assistant provides instant, clear step-by-step instructions for on-site teams, speeding up repairs and reducing errors and rework. It improves first-time fix rates, lets junior staff handle more complex tasks with confidence and helps minimise customer downtime. For more complex repairs, a human technician is still required, but the AI assistant can help diagnose issues faster, making electrical repairs more reliable and efficient.

Rapid repair pledge reinforces Caterpillar's competitive edge

- In January 2026, Caterpillar launched a global Services guarantee, promising two-day repair completion or US\$1,000 (£750) credit and next-day parts delivery to reduce downtime.
- Downtime severely disrupts customer operations and results in significant financial losses, especially in sectors like construction and mining, where each hour of equipment downtime can cost thousands.
- This guarantee sets Caterpillar apart, encouraging customer loyalty by offering quick, predictable repairs and making it harder for competitors to attract their clients.
- The move increases Caterpillar's aftermarket service revenue and strengthens long-term customer relationships, while also pushing the company to improve service efficiency, boosting repair revenues for premium markets where downtime is deadly.

 You can view and download more company details on my.ibisworld.com.

ABB

Description

BB Ltd is the UK subsidiary of the Switzerland-based ABB Group. The group is one of the largest engineering companies worldwide. ABB Ltd began operating in the United Kingdom in 1988 and has since expanded its domestic presence. The company specialises in power and automation technologies that boost efficiency and minimise environmental damage. To that end, ABB manufactures power products and systems and components. The company also offers industry-related repair services for all its devices.

Company Total Revenue (2026)

£514.6m

Industry Specific Revenue (2026)

£21.9m

Industry Market Share (2026)

2.4%

Employees (2026)

1,000-5,000

Headquarters

Warrington, England

Company Type

Private

Other Industries

Electrical Equipment Manufacturing in the US

What's impacting ABB's performance?

ABB acquires IPEC to embed advanced maintenance into its grid

- ABB has agreed to acquire Manchester-based diagnostics specialist IPEC, with the deal closing in Q1 2026 and bringing 24/7 partial-discharge monitoring into ABB Electrification Service.
- Partial discharge monitoring is the process of using sensors to detect microscopic internal electrical sparks, providing an early warning system to prevent catastrophic, costly equipment failures before they occur.
- IPEC's AI-powered detection system identifies insulation problems before they cause failures, reducing unplanned downtime by up to 90% and cutting maintenance costs by up to 85%, according to ABB estimates.
- By adding IPEC's advanced monitoring, ABB offers more proactive maintenance, setting it apart from rivals and delivering greater reliability and a lower risk of equipment failure to clients. This supports ABB's push for high-margin, recurring service revenue, lowers costs from emergency repairs and positions ABB as a leader in innovation, helping attract new customers.

ABB leverages augmented reality to make revenue climb real

- ABB has integrated augmented reality (AR) into its service offerings, developing two innovative apps, Closer and Raise, reducing equipment downtime and operational costs. These apps provide real-time expert assistance and detailed interactive guides, enabling faster and more effective troubleshooting and repairs remotely.
- In 2023, AR was integrated and bundled into the service assist mobile application, enabling field technicians to conduct repairs using in-depth AR guides and AI assistants to identify and suggest fixes for issues.
- Using AR technology, ABB has streamlined the electrical system maintenance process and enhanced its sustainability profile. The company estimates that using these AR solutions saves approximately 332 tons of CO2 emissions annually by reducing the need for field engineer visits.

 You can view and download more company details on my.ibisworld.com.

Caterpillar Norther Ireland

Description

Caterpillar (NI) Ltd, formerly known as FG Wilson (Engineering) Ltd, is a subsidiary of the US-based firm Caterpillar Inc, and designs, produces and assembles diesel and gas generating sets and associated equipment. The company was incorporated in 1966 and acquired by Caterpillar Inc in 1999. It is highly export-focused and only 38.7% of its revenue was generated in the United Kingdom in 2021. The company is headquartered in Northern Ireland.

Company Type

Private

Company Total Revenue (2026)

£508.5m

Industry Specific Revenue (2026)

£8.7m

Industry Market Share (2026)

1%

Employees (2026)

501-1,000

Headquarters

Larne, Northern Ireland

What's impacting Caterpillar Norther Ireland's performance?

Falling new sales threaten Northern Ireland's repair market

- In January 2026, Caterpillar announced 83 job cuts at its Larne plant, approximately 15% of the local workforce, as demand for small FG Wilson generator sets in the UK fell.
- Reduced manufacturing in Northern Ireland means fewer new generators will enter the market, leading, over time, to a smaller base of local equipment requiring repairs and servicing. This results in less steady work and lower revenue for repair businesses in the region, weakening the local aftermarket support network.
- For Caterpillar NI, lower production not only means lost sales but also a dip in demand for parts, servicing contracts and maintenance jobs, putting greater strain on the company's financial performance and market presence in Northern Ireland.

You can view and download more company details on my.ibisworld.com.

External Environment

Key Takeaways

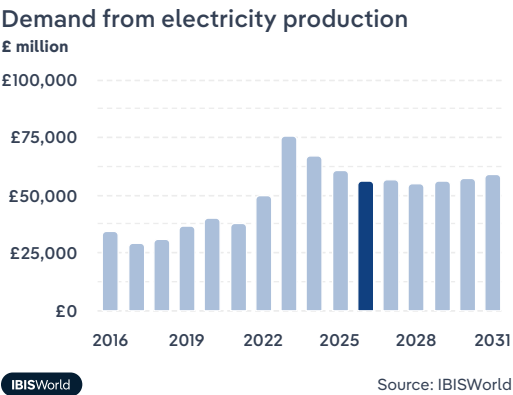
Industry associations fill the support gap. Groups like the Association of Electrical and Mechanical Trades (AEMT) and Skillnet provide specialist training, legal guidance and industry standards. These help members upskill, comply with regulations and maintain competitiveness despite the lack of public-sector backing.

Safety regulation shapes industry practice. The Electricity at Work Regulations 1989 and the IET Wiring Regulations require qualified technicians, ongoing safety checks and thorough documentation, raising compliance costs but ensuring safety and professionalism.

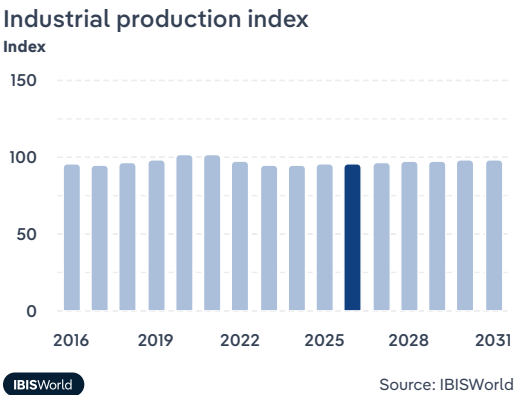


External Drivers

What demographic and macroeconomic factors impact the industry?



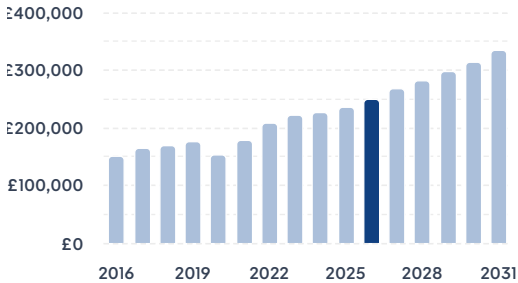
As more electricity is produced, electrical equipment suffers wear and tear, or a greater quantity of machinery is needed. This leads to more electrical maintenance and repairs for new and existing machinery. Demand for repairs tends to build up when electricity production expands, presenting an opportunity for repair and maintenance companies.



The industrial production index is a proxy for the level of activity in the electricity distribution and manufacturing sectors. These are key downstream markets for the industry, as they use high quantities of electrical equipment. A fall in the index can hinder demand, as machinery is used less and fewer repairs are needed, threatening revenue.

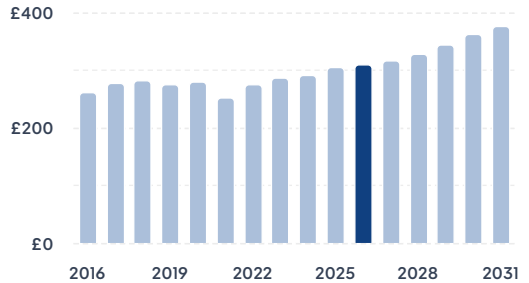
Total value of construction

£ million



Business capital expenditure

£ billion



IBISWorld

Source: IBISWorld

IBISWorld

Source: IBISWorld

The construction sector is an important downstream market for electrical equipment repair and maintenance, thanks to the massive machines that are in use. Trends in construction activity influence demand for their services as new machines are brought in and old ones are put to use, requiring more upkeep. When construction activity intensifies, the need for industry services rises.

Higher capital expenditure is good for the industry because it suggests that companies are spending more on new equipment, which will need maintenance in the future, or on repairing existing equipment. However, in the short-term new equipment can suppress repair demands especially when the new equipment is well made and does not break down easily.

Regulation & Policy

Moderate

Steady

What regulations impact the industry?

Electricity at Work Regulations 1989

The Electricity at Work Regulations 1989 (EAWR) set out legal requirements to prevent injury or death from workplace electrical hazards in the UK. The EAWR applies to nearly all activities involving electricity, from installation to ongoing maintenance. By 2026, the rules will assign clear safety obligations to employers, self-employed workers and employees. Workers must be properly trained, equipment must be built and tested for safety and work on live systems is allowed only with strict precautions. Safe, well-lit and accessible workspaces are also required.

The IET Wiring Regulations

The IET Wiring Regulations (BS 7671:2018) is the UK's key standard for the design, installation, and testing of electrical wiring, underpinning compliance with the Electricity at Work Regulations 1989. By 2026, the 18th Edition will govern the industry, now updated to address areas like arc fault detection, surge protection and energy efficiency. It covers a broad range of settings and requires safety checks, documentation and the use of protective devices like RCDs, with all repairs and alterations needing to meet current standards.

Assistance

Low

Increasing

What assistance is available to this industry?

Government

Public support doesn't apply to the industry

The electrical equipment repair and maintenance industry doesn't receive any public sector support.

Non-government

The Association of Electrical and Mechanical Trades (AEMT)

The AEMT is an international trade body for companies that manufacture, service and repair industrial machinery, with a focus on rotating electrical machines. The AEMT supports its members with training, compliance standards, sustainability advocacy and business benefits. Services include specialist explosives risk training, sustainability initiatives promoting refurbishment and net zero and business perks like discounts, legal support and networking events.

Skillnet

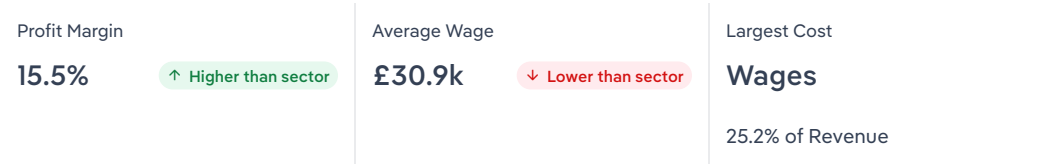
Skillnet, headquartered in Watford, stands out as a leading UK provider of automotive and electrical equipment apprenticeships, partnering with brands like DAF Trucks and Ford. As of 2026, it offers a wide range of employer-led training, from heavy vehicle repair and vehicle damage pathways to advanced EV and hybrid vehicle courses. Skillnet also provides business and management training and delivers learning through a blend of on-site assessment and training centre sessions, helping address the skills gap. Each year, over 20,000 individuals, ranging from novices to seasoned professionals, are better equipped to excel in the industry thanks to Skillnet's customised courses and apprenticeships.

Financial Benchmarks

Key Takeaways

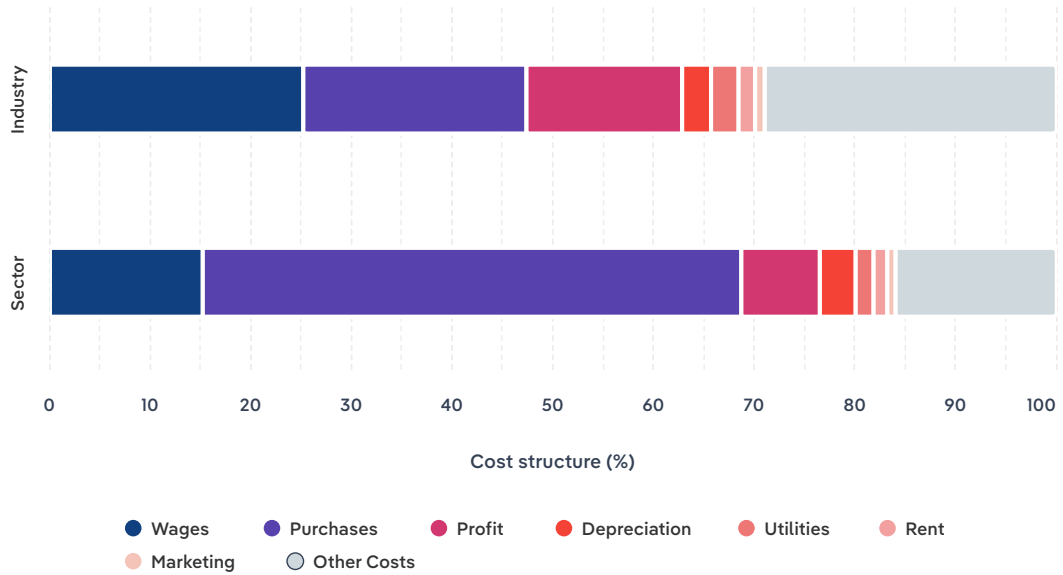
Owner-operators boost reported profit margins. Small-company owners often treat profits as income, understating wage costs and inflating profitability relative to peers. However, profit margins have risen, especially in electricity generation and repair.

AI-driven productivity reduces wages' share of revenue. Despite skilled labour still commanding high wages, AI tools and predictive maintenance have lowered costs. Wages make up a greater share of revenue than manufacturing, but are trending down as automation takes over routine tasks.



Cost Structure

Cost Structure Benchmarks
Average operating costs by industry and sector as a share (%) of revenue 2026



What trends impact industry costs?

Owner-operator technicians inflate profitability

- Profitability varies considerably between repairers based on the size and scale of their operations, the types of services offered, key target markets, purchasing power when buying raw materials and parts and agreements with suppliers.
- Small-scale technicians are often owner-operator electrical equipment repair and maintenance technicians. These companies draw

remuneration from a share of business profits rather than taking a conventional wage, inflating profitability and understating wage costs.

- Expenses ballooned across the board as the 2022 cost of living crisis pushed inflation to record levels. Improved operational efficiency and tighter cost controls, such as better inventory management, predictive maintenance tools and onsite augmented reality assistance, have helped companies reduce expenses, protecting profitability.
- Over the past five years, profit has expanded, especially for those repairing electricity generation equipment, as higher purchase costs for electricity producers have led companies to choose repairs over replacements, boosting orders for repair services.
- The electrical equipment repair industry's profit consistently outperforms the broader manufacturing sector, thanks to the industry's technical expertise commanding higher payments and owners deriving wages from profit.

Wages are high but falling due to AI assistance tools

- Although the presence of owner-operator electrical equipment repair and maintenance businesses understates wage costs, they remain high because of the level of skill required of employees.
- AI assistance and predictive maintenance tools have helped reduce wage costs, as AI has enabled many simpler jobs to be completed on-site by companies, with only complex repairs requiring a technician to be sent down, significantly boosting repairer productivity, especially at larger companies. This has led to wage costs falling over the five years through 2025-26.
- Major companies have led the shift toward automation. For example, Caterpillar launched Cat Assistance in January 2026, and Schneider Electric rolled out its AI predictive maintenance system, EcoCare, in September 2025, helping to reduce high wage expenses.
- Wages absorb a larger share of revenue than the wider manufacturing sector. The industry relies on multi-skilled electricians and engineers holding specialist certifications. Technicians often work unsociable hours or travel to client sites at short notice, attracting higher overtime and travel premiums.

Input price inflation drives up purchase costs

- Purchases comprise the cost of parts, components and consumables used in electrical equipment repair and maintenance, things like replacement circuit breakers, transformer windings, insulating materials and lubricants.
- According to the ONS, input prices for electrical equipment manufacturers jumped by 12.9% in 2022 and by a further 3.9% in 2023, boosting the price of spare parts and raising purchase costs. Much of this was caused by supply chain disruption in 2022 from Russia's invasion of Ukraine.
- Following the Russia-Ukraine supply chain disruption, the Foster Design Build blog in February 2025 cited high copper prices as keeping the cost of spare electrical equipment parts high. Trading Economics data showed copper prices reaching a five-year high of US\$5.95 (£4.32) per lb, and this is the principal cause for purchase prices increasing over the five years through 2025-26.
- The industry's purchase costs are markedly below the broader manufacturing sector. This gap highlights the service-based nature of repair outfits and their distinct focus on wages, given the technical, labour-intensive nature of their operations.

Shorter asset life drives higher depreciation for repairers

- Depreciation refers to the gradual write-off of investments in assets like specialist test benches, portable diagnostic tools, service vans and calibration equipment.
- Over the five years through 2025-26, depreciation has expanded as companies have updated older equipment, adopted electric service vehicles and installed AI diagnostic platforms. These drive up capital use and accelerate depreciation, as AI assistance platforms need frequent updates when new-gen electrical equipment arrives.
- Depreciation in this industry is lower than in manufacturing, as companies mainly invest in portable diagnostic tools and specialised equipment with shorter lifespans and lower costs, rather than large-scale plant and assembly lines.

Energy-saving upgrades help keep utility costs in check

- Utilities include electricity, gas and water for running test benches and repair tools, fuelling service vans, waste-water disposal and supplying compressed air for pneumatic tools.
- Over the five years through 2025-26, utility costs stayed stable, with only small changes during periods of energy market volatility. Companies have managed these costs by investing in energy-saving lighting, appliances and smart meters.
- However, utility expenses in this industry are higher than in most manufacturing sectors, as specialist test benches, power tools and call-out emergency services contribute to greater energy usage.

Low rent keeps overheads manageable for repair businesses

- Rent costs in this industry are generally low, especially for small companies, as most don't require large workshops or offices.
- Many repairs are done at customer sites using mobile teams, keeping the need for dedicated premises and overheads like rent minimal.
- Over the past five years, rent costs have remained stable as repairs operated small workshops, storage facilities and offices with long-term

leases.

- The wider manufacturing sector needs large, costly facilities for production and storage, but higher revenue means rent makes up a smaller share of total costs.

Local engagement and personal connections drive marketing costs

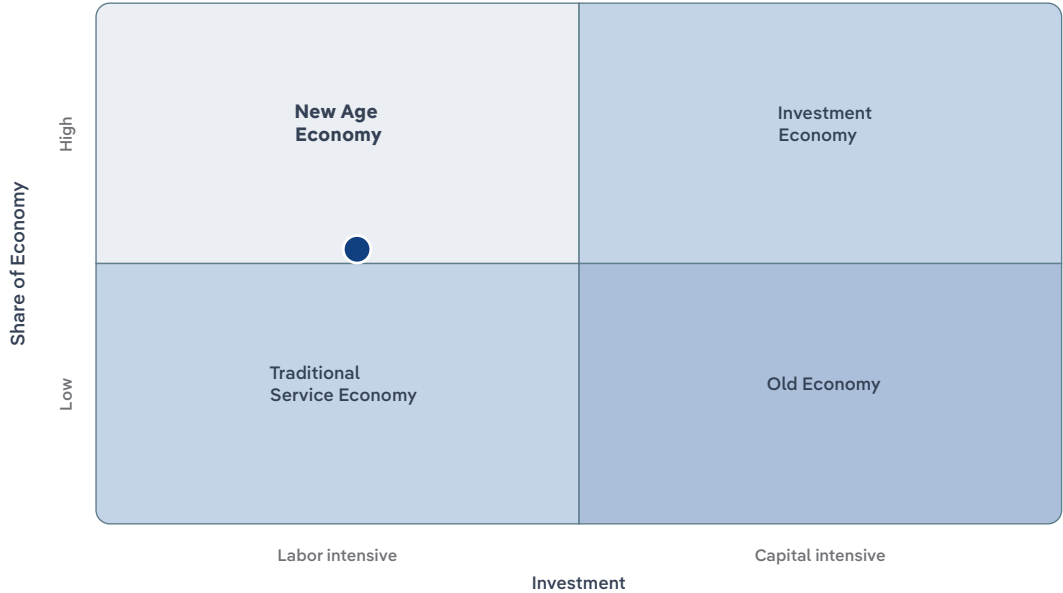
- Marketing expenses include local outreach like sponsoring job-site lunches, attending construction trade roadshows and building direct relationships with facility managers at power plants and electricity generators.
- Over the past five years, marketing has remained low as a share of revenue, rising slightly as small companies invest in local search ads. The industry relies more on word of mouth from construction crews and plant engineers than on traditional mass advertising, keeping marketing spend low.
- Marketing spending in electrical equipment repair is higher than the manufacturing sector's near-zero spend, but remains modest overall. This is because the industry needs to maintain close, ongoing relationships with contractors and generator operators, requiring steady, targeted engagement.

Other costs are made up of compliance, insurance and certification costs

- Other costs in this industry include professional liability insurance, calibration and certification services, licence fees, safety training, audit expenses and replacing small tools.
- Over the five years through 2025-26, other costs have dropped as a share of revenue, as companies have used digital compliance platforms and secure multi-year insurance deals to lower the cost and frequency of professional services.
- However, other costs remain higher than the manufacturing average, reflecting the need for specialist certifications and compliance services unique to electrical equipment repair work.

New Age Economy

Share of economy vs. Investment



Financial Ratios

Sales / Receivables (Trade
Receivables Turnover)

N/A

Cash Flow Coverage Ratio

N/A

Debt / Net worth

104.5

↑ Higher than sector

Leverage Ratios

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Debt / Net worth	9.8	90.2	90.0	75.8	104.5	N/A	N/A	N/A
Fixed Assets / Net Worth	19.2	36.6	14.1	17.8	24.4	N/A	N/A	N/A
Tangible Net Worth	81,456.9	91,281.8	96,343.4	95,730.3	101,706.5	97,844.6	2,825,542.3	21,933,461.0
Total Debt / Net EBITDA	0.3	-0.6	-0.2	2.1	1.0	0.7	11.2	N/A
Total Debt / Tangible Net Worth	9.8	90.2	90.0	75.8	104.5	1.4	2.7	N/A

Assets, %

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Cash & Equivalents	0.6	-0.1	0.6	-2.0	0.6	0.2	0.2	0.2
Fixed Assets (net)	0.2	0.2	0.1	-0.8	0.3	N/A	N/A	N/A
Inventory	0.0	-0.0	-0.0	-0.4	-0.2	0.2	0.2	0.2
Total Assets	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Assets (£m)	123,035.6	135,393.1	137,344.5	132,968.9	139,289.7	44,316.6	4,368,723.0	34,475,055.0
Total Current Assets	0.8	0.3	1.3	-1.2	1.9	-2.4	1.0	0.7
Trade Receivables (net)	0.2	0.3	1.2	1.2	0.2	0.2	N/A	0.2

Liabilities, %

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Long Term Debt	0.3	-0.4	0.4	-0.8	0.4	0.1	0.0	0.0
Net Worth	-0.1	-0.5	-1.9	-4.4	-4.9	-0.8	0.6	0.6
Short Term Debt	0.8	0.1	-2.6	-5.4	-5.5	-1.4	0.4	0.2
Total Liabilities & Net Worth (£m)	123,035.6	135,393.1	137,344.5	132,968.9	139,289.7	44,316.6	4,368,723.0	34,475,055.0
Trade Payables	0.0	0.1	-0.0	-0.0	0.1	-0.1	0.1	0.0

Liquidity Ratios

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Cost of Sales / Inventory (Inventory Turnover)	20.9	18.0	107.2	392.3	22.5	N/A	N/A	N/A
Cost of Sales / Payables (Payables Turnover)	2,063.2	20.5	20.1	17.4	29.5	N/A	N/A	N/A

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Current Ratio	4.9	3.9	4.1	9.3	2.9	6.1	2.3	3.4
Day's Payables	62.6	45.4	62.6	59.5	16.2	62.6	23.2	13.2
Days' Inventory	139.2	95.7	100.7	44.2	18.7	181.8	30.0	64.6
Days' Receivables	48.9	51.6	26.3	29.3	N/A	29.3	N/A	58.9
Quick ratio (Acid test)	2.2	2.3	2.2	2.5	N/A	1.0	2.3	2.6
Sales / Receivables (Trade Receivables Turnover)	12.0	6.2	238.4	40.5	N/A	N/A	N/A	N/A
Sales / Working Capital	-40.5	3.3	4.9	45.4	2.7	N/A	N/A	N/A

Coverage Ratios

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Cash Flow Margin Ratio	-0.0	-0.0	0.0	-0.0	0.1	-0.1	0.1	N/A
Current Liability Coverage Ratio	-0.0	-0.2	0.0	-0.0	0.6	-0.3	0.6	N/A
Interest Coverage	62.8	19.4	4.6	20.5	119.2	234.0	28.9	8.1

Operating Ratios

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Asset Turnover	3.2	167.8	22.0	111.6	-1.8	57.5	3.1	1.4
Cost of goods	0.5	0.5	0.5	0.7	0.5	0.5	0.7	0.6
EBITDA / Revenue	-0.1	-0.0	-72.7	-0.6	0.2	-11.5	0.1	0.0
Fixed Asset Turnover	35.4	42.9	191.4	200.2	72.3	94.4	413.1	4.2
Gross Profit / Turnover	0.6	0.4	0.5	0.4	0.4	0.5	0.3	0.4
Net Profit / Turnover	-0.2	0.0	-75.4	-0.6	0.1	-13.8	0.1	N/A
Operating Expenses	0.3	0.3	0.2	0.3	0.3	0.2	0.3	0.3
Return on total Assets (ROTA)	0.2	-1.8	-27.5	22.0	0.1	-2.4	0.2	0.0

Valuation Multiples

Earnings Ratio	2020	2021	2022	2023	2024	3-Year	5-Year
EV/Revenue	0.0	0.3	0.1	0.1	0.1	0.1	0.1
EV/EBITDA	0.0	3.1	2.4	1.4	3.1	2.3	2.0
EV/EBIT	0.0	3.1	2.4	1.4	3.1	2.3	2.0

Key Ratios

Year	Revenue per Employee (£k)	Revenue per Enterprise (£k)	Employees per Establishment (Units)	Employees per Enterprise (Units)	Average Wage (£k)	Wages/ Revenue (%)	Establishments per Enterprise (Units)	IVA/Revenue (%)
2012-13	114.2	718.3	6.9	6.3	38.39	33.6	0.9	37.1
2013-14	145.8	896.0	6.1	6.2	46.79	32.1	1.0	38.3

Year	Revenue per Employee (£k)	Revenue per Enterprise (£k)	Employees per Establishment (Units)	Employees per Enterprise (Units)	Average Wage (£k)	Wages/ Revenue (%)	Establishments per Enterprise (Units)	IVA/Revenue (%)
2014-15	106.6	778.8	7.1	7.3	28.92	27.1	1.0	39.9
2015-16	132.9	812.6	6.0	6.1	34.88	26.3	1.0	37.2
2016-17	104.1	705.8	6.7	6.8	34.43	33.1	1.0	42.9
2017-18	141.0	775.9	5.5	5.5	42.42	30.1	1.0	45.9
2018-19	133.1	697.9	5.2	5.2	37.86	28.5	1.0	43.2
2019-20	114.9	617.1	5.9	5.4	30.62	26.7	0.9	47.8
2020-21	130.7	597.1	4.9	4.6	37.93	29.0	0.9	42.3
2021-22	141.1	776.4	5.6	5.5	40.71	28.9	1.0	52.7
2022-23	124.5	576.6	5.0	4.6	37.76	30.3	0.9	62.3
2023-24	147.3	703.9	5.2	4.8	30.49	20.7	0.9	34.9
2024-25	125.1	617.3	5.0	4.9	30.93	24.7	1.0	42.5
2025-26	122.7	603.9	4.8	4.9	30.92	25.2	1.0	43.6
2026-27	113.3	565.2	4.7	5.0	32.46	28.7	1.1	49.7
2027-28	112.8	561.6	4.6	5.0	33.36	29.6	1.1	51.2
2028-29	112.4	560.9	4.4	5.0	34.16	30.4	1.1	52.6
2029-30	112.0	560.8	4.3	5.0	34.97	31.2	1.2	54.1
2030-31	112.8	566.7	4.2	5.0	35.82	31.8	1.2	55.3
2031-32	112.7	570.4	4.1	5.1	35.80	31.8	1.2	50.1

Key Statistics

Industry Data

Values

Year	Revenue (£m)	IVA (£m)	Establishments (Units)	Enterprises (Units)	Employment (Units)	Wages (£m)
2012-13	685.3	254.1	865	954	6,000	230.3
2013-14	874.5	334.6	980	976	6,000	280.7
2014-15	746.1	297.3	980	958	7,000	202.5
2015-16	797.2	296.3	1,005	981	6,000	209.3
2016-17	728.4	312.4	1,050	1,032	7,000	241.0
2017-18	845.7	388.1	1,100	1,090	6,000	254.5
2018-19	798.4	344.8	1,145	1,144	6,000	227.2
2019-20	804.1	384.5	1,195	1,303	7,000	214.3
2020-21	793.0	335.5	1,235	1,328	6,068	230.2
2021-22	1,002.3	527.8	1,270	1,291	7,106	289.3
2022-23	838.9	522.8	1,350	1,455	6,736	254.4
2023-24	1,072.8	373.9	1,390	1,524	7,284	222.1
2024-25	901.3	383.0	1,451	1,460	7,202	222.7
2025-26	896.8	390.9	1,511	1,485	7,307	225.9
2026-27	820.6	407.8	1,535	1,452	7,245	235.2
2027-28	828.4	424.1	1,609	1,475	7,341	244.9
2028-29	839.1	441.7	1,684	1,496	7,464	255.0
2029-30	849.6	459.7	1,761	1,515	7,589	265.4
2030-31	869.9	481.1	1,845	1,535	7,714	276.3
2031-32	883.6	442.9	1,922	1,549	7,843	280.8

Annual Change

Year	Revenue (%)	IVA (%)	Establishments (%)	Enterprises (%)	Employment (%)	Wages (%)
2013-14	27.6	31.7	13.3	2.3	0.0	21.9
2014-15	-14.7	-11.2	0.0	-1.8	16.7	-27.9
2015-16	6.9	-0.3	2.6	2.4	-14.3	3.4
2016-17	-8.6	5.4	4.5	5.2	16.7	15.2
2017-18	16.1	24.2	4.8	5.6	-14.3	5.6
2018-19	-5.6	-11.2	4.1	5.0	0.0	-10.7
2019-20	0.7	11.5	4.4	13.9	16.7	-5.7
2020-21	-1.4	-12.7	3.3	1.9	-13.3	7.4
2021-22	26.4	57.3	2.8	-2.8	17.1	25.7
2022-23	-16.3	-0.9	6.3	12.7	-5.2	-12.1
2023-24	27.9	-28.5	3.0	4.7	8.1	-12.7
2024-25	-16.0	2.4	4.4	-4.2	-1.1	0.3
2025-26	-0.5	2.1	4.1	1.7	1.5	1.4
2026-27	-8.5	4.3	1.6	-2.2	-0.8	4.1
2027-28	1.0	4.0	4.8	1.6	1.3	4.1
2028-29	1.3	4.1	4.7	1.4	1.7	4.1
2029-30	1.3	4.1	4.6	1.3	1.7	4.1
2030-31	2.4	4.7	4.8	1.3	1.6	4.1
2031-32	1.6	-7.9	4.2	0.9	1.7	1.6

Figures are inflation adjusted to 2025-2026

Key Success Factors

Key Success Factors

How do successful businesses overcome volatility?

Incorporate long-term sales contracts

Securing longer-term service and maintenance contracts helps smooth revenue streams, even as one-off repairs dip, reducing exposure to market swings and economic cycles.

Vary services to suit different needs

Expanding into upgrades, compliance checks and predictive maintenance protects against falling repair demand, enabling companies to adapt to shifting client expectations and stabilise income.

What products or services do successful businesses offer?

Align cost-effective delivery with client needs

Successful companies harmonise affordable service delivery with customer requirements. This allows clients to obtain the desired electrical maintenance solutions without draining their pockets.

Quickly adopt new technology

Leaping into new technologies allows companies to improve their service quality and efficiency in line with market trends. This also helps them stay ahead of the curve, providing superior services that outshine the competition.

How do businesses use location to their advantage?

Operate in a location that is close to key markets

Locating in regions with high population density, busy construction sectors and established commercial centres like London or the South East ensures easier access to lucrative contracts and repeat business opportunities.

Provide goods and/or services in diverse locations

Businesses that serve both urban and rural clients and maintain a presence close to major population and commercial hubs tap into more contracts and ensure stable orders across changing market conditions.

How do successful businesses handle concentration?

Develop a skilled labour force

Building expertise in complex or legacy equipment gives companies a competitive edge, enabling them to win specialist contracts and maintain relevance in an industry dominated by small, highly skilled teams.

Leverage upstream vertical integration

Major companies gain an edge by bundling manufacturing and repair services, creating a captive market for their own equipment and boosting industry concentration within specialised segments.

How can potential entrants overcome barriers to entry?

Comply with government regulations

Ensuring compliance with complex safety regulations and industry standards positions new entrants to navigate legal hurdles and establish trust with clients more rapidly.

Leverage business expertise

Proven experience and a reliable reputation help new entrants win contracts and set themselves apart, overcoming trust gaps and limited differentiation in a market where credibility is key.

How do successful businesses compete with substitutes?

Establish brand names

Building a trustworthy brand based on quality workmanship and reliable service can steer customers towards independent electricians over in-house teams or original manufacturers.

Provide superior after-sales service

Offering unbeatable post-service support, including regular follow-ups and prompt troubleshooting, gives electricians an edge. Offering guarantees to maintain and enhance equipment can help compete with warranties.

How do successful businesses manage buyer & supplier power?

Develop links with suppliers

Strong links with suppliers ensure the ability to access the necessary parts quickly to ensure the job can be completed promptly and to the client's satisfaction.

Ensure prompt delivery to market

Accelerated service delivery generates loyalty while curtailing productivity losses. Ensuring clients don't have to 'shop around' for quicker options helps temper buyer power, boosting customer satisfaction in the process.

Call Preparation Questions

Role Specific Questions

Sales & Marketing

What proportion of your revenue comes from providing services to electricity companies?

- Electricity companies are the most important market for the industry.
- Low electricity production volumes and the replacement of ageing electricity infrastructure have negatively affected demand from this market.
- This trend is beginning to reverse as calls for domestic electricity supply heighten.

What effects have trends in construction activity had on your company's revenue?

- Growth in the construction sector is slow rate thanks to weak business and consumer confidence.
- Increasing construction activity tends to result in higher demand for the industry's services.
- Construction activity has been resilient but has yet to boom.

Strategy & Operations

What steps are you taking to work toward gender equality in the workplace?

- An estimated 12.5% of employees in the machinery repair sector are female, which is lower than the average for the overall manufacturing sector.
- Industry body Make UK promotes female participation in manufacturing. Offering training schemes for female candidates.
- The mandatory reporting of pay gap data for eligible companies is expected to help improve workforce composition.

How do your prices compare with other companies operating in the industry? What could you do to improve this?

- Price is one of the primary bases of competition in the industry. As repair and maintenance services are fairly homogeneous, customers are likely to opt for the operator with the lowest prices.
- Growth in the number of electrical equipment repair companies means price competition has increased. This has hampered profitability.

How do you assess levels of customer satisfaction? Do you ever make any changes to your business based on feedback from customers?

- Reputation is a key competitive factor, so it's important that firms maintain high levels of customer satisfaction.
- Prompt delivery of services encourages repeat custom and reduces productivity losses.
- Companies that have systems in place for receiving feedback and that respond accordingly to advice and criticism can help to increase customer satisfaction levels and improve their reputation.

Technology

How can your company invest in purchasing new equipment and tools to manage more advanced electrical equipment?

- The replacement of ageing electricity infrastructure is expected to continue, supported by regulations introduced to reduce carbon emissions. This may hamper demand for repair services.
- Renewable electricity generation is also forecast to increase, which is expected to drive demand for niche repair and maintenance services.

How much have you invested in purchasing new equipment and tools to keep up with changing technology in downstream industries?

- Companies must be able to repair and maintain new equipment as and when it's released.
- Recently, repair companies have invested in new equipment to be able to repair more technologically advanced equipment.
- Growth in renewable electricity generation has encouraged companies to learn how to repair wind turbines.

Compliance

When designing and installing electrical equipment are there any specific regulations you need to follow?

- The Electricity at Work Regulations 1989 (EAWR) set out legal requirements to prevent injury or death from workplace electrical hazards.
- Workers must be well trained in the equipment they are installing and are only allowed to work on live electric lines with strict precautions.

How do you ensure that your employees are capable of carrying out tasks to the required standards?

- People that carry out maintenance and repair work must be competent to do so.
- The Electricity at Work Regulations 1989 provide information on the level of competence required to carry out specific tasks.
- The level of competence is dependent on the complexity of the task and the amount of knowledge required.

Finance

How have your depreciation costs changed? How has this affected your operations and cost structure?

- Although much equipment is needed to perform repair and maintenance, depreciation tends to be low, as the industry consists of many small companies that lack the financial capacity to buy expensive items.
- Depreciation costs will start to edge up as more money is funnelled into replacing old machines.

How does your company's profit margin compare with the industry average? What could you do to improve this?

- Profitability varies considerably between repairers based on the size and scale of their operations, the types of services offered, key target markets, purchasing power when buying raw materials and parts and agreements with suppliers.
- The presence of owner-operators inflates profit, as these business owners often draw remuneration from a share of the company's profit instead of taking a wage.

External Impacts Questions

Demand from electricity production

How often do electricity producers use your services? What effect have trends in the electricity sector had on your business?

- As more electricity is produced, electrical equipment suffers more wear and tear. This leads to more electrical maintenance and repairs being needed for new and existing machinery.
- Demand for repair services tends to build up when electricity production expands, presenting an opportunity for companies to bolster their revenue.

Business capital expenditure

How do you track changes in business capital expenditure? How have trends in business spending affected your company?

- Business capital expenditure measures how much businesses spend on physical assets.
- Mounting expenditure tends to indicate higher spending on equipment, which will need maintenance in the future, or on repairing existing equipment.

Industrial production index

What percentage of your revenue comes from industrial clients? How has weak industrial production activity affected demand from this market?

- The industrial production index is a proxy for activity in the electricity distribution and manufacturing sectors, which are key markets for the industry.
- Falling industrial production activity limits the need for repair teams, as it means machinery is being used less.

Internal Issues Questions

Develop a skilled labour force

What problems have you encountered when looking for employees with the right skills? How do you ensure your employees' knowledge stays up to date?

- The repair of speciality electrical equipment requires workers with specialised sets of skills.
- Companies must ensure that they keep up to date with downstream technological developments.
- Repair companies can join industry associations to benefit from technical support and training opportunities.

Quickly adopt new technology

How do you monitor developments in technology? How does your business adapt to new technological developments?

- The ability to quickly adopt new technology and stay abreast of developments in the equipment used by clients is essential in the industry.
- In recent years, the expansion of EV vehicle charging networks has opened up new markets for the industry, encouraging them to invest in new equipment.

Ensure prompt delivery to market

How efficient are your company's operations in comparison with your competitors? How do you assess efficiency?

- Companies with a reputation for delivering timely and quality services are likely to benefit from higher demand.
- The prompt delivery of service encourages repeat custom and reduces productivity losses. It can also encourage word-of-mouth recommendations, helping to generate new business.

IBISWorld helps you find the industry information you need - fast.

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