

# WEDNESDAY'S CASE FIVE YEARS OF PROGRESS – ONLY GROUP'S NEW STRATEGY PLAN

Aspire Case Camp



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# THE CASE

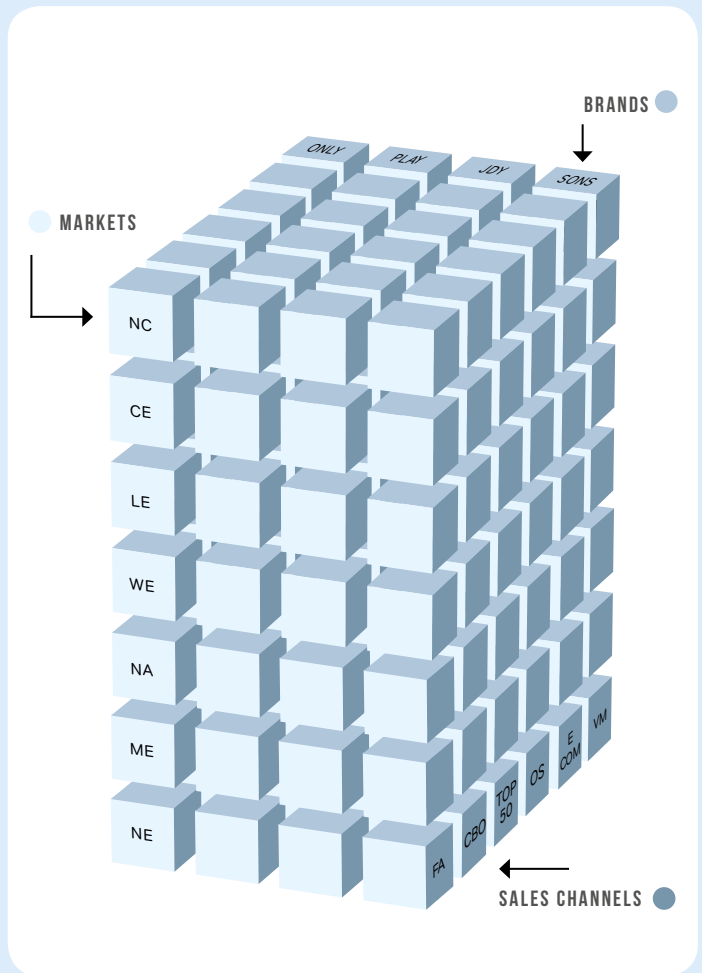
Brand Director of ONLY, Finn Poulsen, has just arrived at his office at the BESTSELLER headquarters in Brande. While you were solving cases yesterday, Finn attended a board meeting at the charismatic rocket headquarters building. At the meeting, the executive board discussed the new strategy for BESTSELLER. The CEO, Anders Holch Povlsen, has decided to call it “50 in 50” to signify that when BESTSELLER in 2025 will celebrate a lifetime of 50 years, the company must have reached a turnover of DKK 50 Billion.

For Finn, this implies that the ONLY Group's different sub-brands must improve their turnover with 15% YOY. The EBIT-DA-margin must as a minimum be kept fixed to what it is now: 18%. This goal is very ambitious, but Finn is confident that it is possible to reach if his team develops a creative but still feasible complementing strategy plan.

Finn turns to the business cube, which the ONLY Group has previously used to set new strategies with great success. The cube has three dimensions. The number of markets, sub-brands, and sales channels respectively determine the length, height and depth of the cube. The three dimensions are always combined, meaning that a sub-brand is always sold on a specific market/country through a specific sales channel.

Monday, ONLY received advice from the participants on the future of ONLY STORES as one of the six sales channels. Tuesday, Finn and his team received advice on one of the sub-brands: ONLY PLAY. Today, Finn wants to focus on all the dimensions and include new business areas that could lead to turnover growth for the ONLY Group. The strategy needs to be innovative to reach this goal, and the management must act now. Finn sits down to write an e-mail to you as he

knows that the participants of Aarhus Case Competition will be a great resource. He wants you to determine the shape of the cube to expand the business.



## FIVE YEARS OF PROGRESS – ONLY GROUP'S NEW STRATEGY PLAN

From: Finn Poulsen (finn.poulsen@only.com)  
To: you@aarhuscasecompetition.com  
Subject: Five years of progress – ONLY's New Strategy Plan

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Dear Team,

I need your help to set a growth strategy that will increase the turnover of the ONLY Group for the next five years. I want you to consider the three dimensions of the business cube that we use to ensure that all aspects of the business are taken into consideration. Nonetheless, as you may know, we have expanded rapidly since our establishment in 1975. Therefore, I want you to present us new game-changing ways of improving the business and ensuring growth.

To make sure that the new strategy will increase our turnover by 15% YOY over the next five years, your presentation must include the following:

- A description of the five-year strategy and the underlying strategic choices
- An analysis of how to reach the growth target
- A prioritised implementation plan for the next two years
- A risk assessment of the initiatives

The presentation should be no longer than 10 PowerPoint slides, but feel free to add an appendix. Please hand in your presentation as one file in a 16:9 PDF format and no later than 08:00 tomorrow.

Besides the pre-read material, I have assembled relevant data to get you started including a detailed description of the business cube. Feel free to do research on your own. However, you must make sure that assumptions are stated.

I look forward to seeing your recommendation for a new five-year strategy plan tomorrow. I wish you best of luck!

Sincerely,

**FINN POULSEN**

CEO & Partner,  
BESTSELLER Retail Europe A/S and Director of ONLY

**ONLY**

# JUDGING CRITERIA

SOLUTION - 30%	PROBLEM ANALYSIS - 30%	PRESENTATION - 20%	QUESTIONS FROM JURY - 20%
Is the problem statement answered?	Identifying the underlying problems	Slide layout and visual presentation	Confidence
Feasibility and implementation	Extracting relevant information	Body language	Short and clear answers
Creativity	Usage of pyramid principle	Membership participation	Quality of answers
Reflection upon risk	Identifying future perspective	Time management	Participation of members

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**ONLY**


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