

Main Case 2021

# Food for Thought



# Introducing The Case

In the last five years, growth in the Danish food retail market has been stagnating. Nevertheless, most players continue to invest heavily in the market, for example in new stores, modernisation of the existing store network, marketing and e-commerce. The resulting intensification of the competition became clear when Kiwi<sup>1</sup> exited the market back in 2017.

The customer experience in discount stores is becoming more similar to that in supermarkets due to the range and quality of products, the increased focus on store concepts and sustainability. As a result, the discount format is gaining market share at the expense of the supermarkets.

Lidl Danmark has established itself in the Danish food retail market with 134 stores across the country and plans to open 100 new stores over the next decade. Over the last ten years, Lidl Danmark has focused on creating a superior price-quality ratio which has been well-received by customers. As a result, Lidl Danmark has achieved a market share of 5% in an otherwise competitive and stagnating market.

The primary objective of Lidl Danmark is to obtain 10% of the Danish retail market by 2024 while remaining determined to grow in a sustainable and organic way to be long term profitable. Moreover, Lidl Danmark was the first player in the Danish market to achieve the sustainable goal of becoming CO<sub>2</sub>-neutral.

To accommodate future growth, Lidl Danmark is enlarging and automating its existing warehouse in Køge and is building a new headquarter located in the centre of Aarhus to succeed in the war for talent by offering the best working conditions for its employees. As part of the future strategy, Lidl Danmark is modernising the existing stores and is rolling out a new store concept.



<sup>1</sup>Kiwi is a discount chain owned by Norgesgruppen



## Main Case

# Case Questions

We need your help to define a winning strategy in Denmark to gain market share:

- Analyse how Lidl Danmark can achieve its targeted 10% market share through sustainable growth within three years.
- Present your winning strategy for Lidl Danmark, including an implementation plan and a risk assessment.

Please feel free to use the additional data provided in the attached material. Your proposal must not exceed 15 slides in a PDF with all information and conclusions stated clearly. You can add an unlimited number of appendices. Remember to hand it in no later than 8:00 (GMT+1). We wish you the best of luck!



# 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	Proper structure of arguments	Membership participation	Quality of answers
Reflection upon risk	Identifying future perspective	Time management	Participation of members

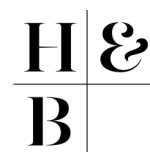
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HILDEBRANDT & BRANDT



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