

MAIN CASE

# Growing responsibly in a changing market



**ACC**  
ADVANCED

**OK**

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## Introducing the case

### **Changing consumer demands**

Lighting the world, heating your house, fueling your car, powering your devices. The supply of energy is an essential part of our everyday life. The ongoing green development has brought a rise in demand for different energy sources. In the coming years, an increasing number of considerations have to be taken into account when being a supplier of energy.

### **An increasing complexity**

In a time where the environment is a central concern for most, balancing the supply of energy with the ever-increasing consumer demands of responsibility, is no easy task for an energy company. However, not only are the sources of energy expected to change, but also the demands from consumers of how the energy is delivered. Convenience and accessibility are part of growing priorities for the end-users, adding to the complexity of being an “end-to-end” energy company.

### **A new transformative journey**

An energy market in transformation is nothing new to OK a.m.b.a. which has always been a driving force when it comes to changes. OK's supply of energy to the Danish society started 111 years ago; however, at that time it was coal which was the central energy source. Since then, it has changed to oil, then to fuel, and lately into a wider focus on energy as a whole, including electricity.

OK is ready to yet again take up the challenge of operating in a transformative environment. Based on historical success, OK is confident to succeed in being a leading player of the transformation. OK reckons a crucial element will be the ability to balance new demands in the market, while funding the transformative journey with the traditional business.

### **Future ambitions based on the present**

OK is currently the market leader of supplying traditional fuel in Denmark, and is widely known for the core value of supporting local sports communities. The ambitions for the future as an energy company are no different, as OK wishes to grow the topline in a profitable manner, while still being recognized for the efforts on responsibility.

### **The need for new ideas**

As part of the 2030-ambition “Generation 4”, OK has set ambitious goals: Remain on top of the diminishing market for traditional fuel, while building a solid market share for electrical vehicle charging, and supplying a large number of Danish households with electricity. However, OK acknowledges the need for creative ideas which might go beyond the current strategy, if OK is to reach the topline goals despite the market development.

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## Case questions

The Danish energy market is undergoing a transformation, and OK a.m.b.a. needs your help finding the ideas to be successful with continued growth of the business, and acknowledgement of responsibility efforts.

Your task is to create a solution where OK can grow the top-line from 2022 by a total of at least 10% for the year 2030, while being recognized by customers as the most responsible energy company in Denmark. You should account for market changes, but assume constant commodity prices for the period.

Your initiatives should stay within a reasonable operational scope for OK, as well as not compromising the long term profitability of the business. However, thinking big thoughts are highly encouraged.

The solution must include the following:

- An analysis of the external business environment of OK - How will it change towards 2030? What strategic challenges does OK have to prioritize in the coming period?
- A proposal of strategic initiative(s) for OK to successfully overcome the challenges and reach the goals for 2030.
- An implementation plan for how OK should implement the initiative(s). The plan should be specifically detailed for the first 3 years of the initiative(s). Include relevant argumentation for the financial impact, as well as the effect on OK internally across different areas relevant for your initiative(s).
- Include what impact the strategic initiative(s) will have on the aspect of responsibility. Note that being responsible has multiple meanings for OK and various elements should be considered.

*\*Note: Your answer can include an elaboration of the solutions you may have proposed on Monday and Tuesday, however this alone will not be a sufficient answer for the present case.*



## MAIN CASE

# 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
Are the sub requirements for the solution fulfilled?	Extracting relevant information	Body language	Short and clear answers
Viability and feasibility	Proper structure of arguments	Membership participation	Quality of answers
Creativity	Identifying future perspective	Time management	Participation of members

### Special thanks to

#### Case writers

Rasmus Brusgaard Rasmussen  
Sofie Guldager Rasmussen  
Meryem Senol  
Simon Stürup

BCG  
Deloitte  
VENZO

OK  
Jesper Hauge Boelt  
Sebastian Søndergaard Nikolaisen  
Anne Juhl



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