

Main Case

# Cheers to Choice

**ACC**  
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COMPETITION

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ROYAL  
UNIBREW

# Cheers to Choice

## Introducing the Case

Choosing what to drink is no longer a basic need to satisfy, but a way for consumers to resonate with a product's taste, traditions, and sustainability. With many choices, increasing product portfolios and trends, consumer preferences are powerful and bound to change.

Market shares and revenue splits are changing concurrent with these consumer preferences. The industry has experienced stagnating organic growth in existing markets, driving players to find alternatives to support future growth. To stay competitive in the modern market, brands cannot only focus on lowering prices, reducing costs or increasing marketing activities - they must also remain a sustainable choice on many levels.

Royal Unibrew has established a strong position within the Danish beverage market, producing and distributing products and brands we see and drink every day. Uniquely, they span widely across many product categories, allowing them to tap into new trends across a variety of brands.

Recently, Royal Unibrew implemented a new strategy, targeting to be the PREFERRED CHOICE as a local beverage partner while utilizing strong CSR values. This includes providing beverages of good quality, staying premium and being able to contribute with a healthy and sustainable choice - through all sales channels. This strategy is the first step to stay relevant in the industry.

Like the rest of the competitive landscape, Royal Unibrew's success has historically been driven by inorganic growth through M&A activities. This has allowed for strategic market consolidation, entering new geographical markets or increasing brand portfolio. Through M&A and market development, Royal Unibrew has increased its presence in the Western European market.



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## Case Questions

The industry is highly fragmented and the key to success lies within predicting the future trends and positioning the brand strategically in coherence with this. Therefore, Royal Unibrew needs your help to:

Outline a winning strategy for 2027 to capture market shares and increase p.a. EBIT growth to 15%. Your solution must include the following:

- An analysis of which megatrends will have most impact on the future consumer and what will characterize the future consumer.
- An analysis of how to reach and retain the growth target and win market shares, as well as a description of the strategy and underlying strategic choices.
- Provide a prioritized implementation plan for the next two years.
- Include an overview of what risks and mitigations exist within your implementation plan.

Please feel free to use any additional data available online beyond the previously provided material. Your solution must be handed in PDF with all information and conclusions stated clearly. You can add an unlimited number of slides and appendices. Remember to hand it in no later than 14.30 Thursday (GMT+2).

We wish you the best of luck!



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# 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

### Case Writers

Julie Sihm Vejlsgaard  
Rasmus Malling Tortzen

### Special thanks to

H&B | Hildebrandt & Brandt  
Clearwater International

Royal Unibrew  
Henriette Hanne Øllgaard  
René Kristensen  
Kenneth Damgaard



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