

TIME TABLE

#	Deadline	Description	Must include	Media
1	2:15 P.M. (Thursday)	Hand in your recommendation	Presentation of your recommendation	PowerPoint (no slide limit)
2	12:00 P.M. (Friday)	Preliminary round		Oral
3	4:00 P.M. (Friday)	The final		Oral

JUDGING CRITERIA FOUR EQUALLY WEIGHTED FACTORS

25%	Presentation	25%	Problem analysis	25%	Solution	25%	Questions from jury
	Slide layout and visual presentation		Identifying the underlying problems		Is the problem statement answered?		Quality of answers
	Body language		Extracting relevant information		Feasibility and implementation		Personal confidence
	Member participation		Usage of pyramid principle		Creativity		Precise and clear answers
	Time management		Identifying future perspective		Reflection upon risk		Participation of team members

THE 9 TEAMS

The final case 2013 THE NORDIC CHALLENGE

"We want the entire Scandinavian region to become our base. We are already present in Sweden, Norway and Finland and there we have to strengthen our presence."

Kurt Skov, founder and chairman of Blue Water



THANK YOU
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SPECIAL THANKS TO
Per Nørgaard



BLUE WATER: THE NORDIC CHALLENGE

It is Wednesday the 10th of April, 2013 and the monthly management meeting in Blue Water has just started. The atmosphere is good. The spring sun is shining through the windows of the corner office, as Kim Hedegaard Sørensen, the recently appointed managing director, looks at his management team with pride and confidence.

Things are going well at Blue Water, very well actually. The company has recently delivered its best financial result ever – revenues as well as income has increased from the previous year. Despite Blue Water's risk-averse Jutlandic culture, Kim is certain that these results merely scratch the surface of Blue Water's true potential. He is certain that the future of Blue Water looks bright.

While many of Blue Water's competitors are still struggling with the aftermath of the financial crisis, Kim is confident that the Esbjerg based company's value proposition supports further expansion.

As in every monthly meeting, the manager of each business unit starts the meeting by presenting the development in the recently appointed KPIs. After listening to these presentations for 45 minutes, five things are clear to Kim:

- The general cargo¹ unit has to drive Blue Water's future growth
- Currently Blue Water has a very strong position in Denmark, but the same thing cannot be concluded for the other Nordic countries
- While Blue Water has experienced increasing

success south of the boarder, expanding to Scandinavia could be an attractive addition to their "next level" strategy - if executed successfully

- His management team is very focused on the their Danish heritage and therefore a substantial international expansion would require a fundamental change in their mind-set
- Due to the recent successful development in their existing markets, all managers are currently busy with day-to-day responsibilities.

Before leaving the corner office, Kim calls on the newly hired Aarhus University graduate. Surprised by Kim's sudden attention, the graduate looks at him with an expression of awe. Kim tells the graduate to develop a strategy proposal for how Blue Water can expand their position in Scandinavia. Since the environment in the shipping industry changes rapidly, Kim wants the proposal tomorrow.

Stunned by this overwhelming task, the graduate starts walking back to his office. Sitting down in his chair he starts to realize the weight of the present task. He has no clue as to where to start and there is no way he can manage this task by himself. After a moment of complete panic, the graduate recalls the impressive work your team did on a similar case for the global dairy company Arla Foods last year. Suddenly an idea comes to mind and the graduate enthusiastically starts writing you an email...

To: you@aarhuscasecompetition.com
Cc: mho@aarhuscasecompetition.com; jdl@aarhuscasecompetition.com; mbt@aarhuscasecompetition.com
Bcc:
Subject: The Nordic Challenge
Time: 08:15 A.M. 10th of April 2013



Hello

Since your team successfully created a new Nordic strategy for Arla Foods last year, I think I have the perfect assignment for your team:

I need you to come up with a proposal for how we can successfully expand in the Scandinavian countries. We want to increase the market share of our general cargo business in the other Nordic countries.¹ You should consider all opportunities within the Nordic countries.² Since the 'General Cargo' department is our main business area, it is important that you only look into this business area.

Please remember that we would like to increase our market share while still remaining profitable. Your recommendation should take that into consideration. More specifically we wish to have a recommendation on how we grow our 'General Cargo' business in the Scandinavian region and getting a culture within the company that says: "We are a Nordic company" as opposed to "We are a Danish company". We need our employees to head in the same direction and get a joint mind-set.

We already have profitable offices in Oslo, Helsinki and Gothenburg. You should know however, that when we establish offices it is usually a long and difficult process. So if you think we should open new offices, you should consider how to do it and how we can get recognized in the market.

I have called in the management team to listen to your recommendation, so I expect that you hand in your recommendation in a PowerPoint at 2:15 PM, tomorrow. It is important that you provide an implementation plan and a solid risk analysis. Apart from that, it is up to you to decide on the type of analysis you want to include.

As you might have noticed I have attached some files that will help you, but you should probably also search for data yourselves.

I look forward to seeing your recommendation.

Best regards,

Graduate
Blue Water

Attached files:

- European Freight Forwarding Index - December 2012 by Danske Markets
- Figures on trade between Nordic countries by OECD
- Intelligence report - M&A
- Nordic Year Book
- Overview of main competitors in Scandinavia
- Road & Rail in Denmark, Norway and Sweden by Datamonitor
- The transport systems in Denmark, Finland and Norway
- Transactions within the industry
- Volume of goods transported & share of transport

¹ Nordic countries: Denmark, Sweden, Norway and Finland

² For example between Denmark - Norway, Norway-Sweden, Finland-Sweden etc.

¹ General Cargo is defined in the pre-read.