

The ACC MAGAZINE 2018



ACC/ASPIRE EXPERIENCE

THE IDEAL CASE SOLVER -

*CONQUER THE CASE WITH ADVICE FROM
PREVIOUS PARTICIPANTS AND JUDGES*

THE FLOOR IS YOURS -

*WHAT DO YOU GET OUT OF AARHUS CASE
COMPETITION?*

PRESENTING THIS YEAR'S CASE COMPANY "ONLY/BESTSELLER" AND PARTNERS

PRESENTING THIS YEAR'S JURY

WELCOME TO AARHUS CASE COMPETITION 2018

Aarhus Case Competition (ACC) is the tale of a vision by Studenterlauget that has been unfolding since the first event in 2012. The vision is to bridge the academic world and the business world, to foster more qualified prospective employees and to enable companies to aid with this development. This year, in week 15, we will continue this legacy when we host the seventh consecutive case competition at Aarhus University.

ACC aims to bridge the gap between academia and the business world. This is a goal we proudly strive to achieve through constant hard work and renewal of our case competition. Today, companies are to an increasing degree looking for potential employees that possess great analytical and practical skills when it comes to solving their ever-changing challenges.

This year, we have opened our Aspire Case Camp up for ten cross-disciplinary teams from AU Challenge. With this, we hope to promote a case competition culture to a broader array of students. It is our strong belief that practical case-solving skills are applicable to all lines of work, whether it is within conventional businesses, government, or science and technology etc.

Concurrently, we also host our main event: Aarhus Case Competition. Here, nine hand-picked top-qualified teams from different areas of study from the Nordic countries will compete to become the Nordic Champions in case-solving and to win the main prize of 30.000 DKK.

Working closely with our case company, ONLY/BESTSELLER, and our Premium Partners, H&B | Hildebrandt & Brandi and Deloitte, we have shaped the foundation of the week with three challenging business cases. This will equip the participants with strong analytical, creative and practical skills applicable to solving any real-life business case or to ace that job interview. With the help of our Premium Partners and this year's Digitalisation Partner, NNIT, we are certain that the participants will come up with magnificent solutions.

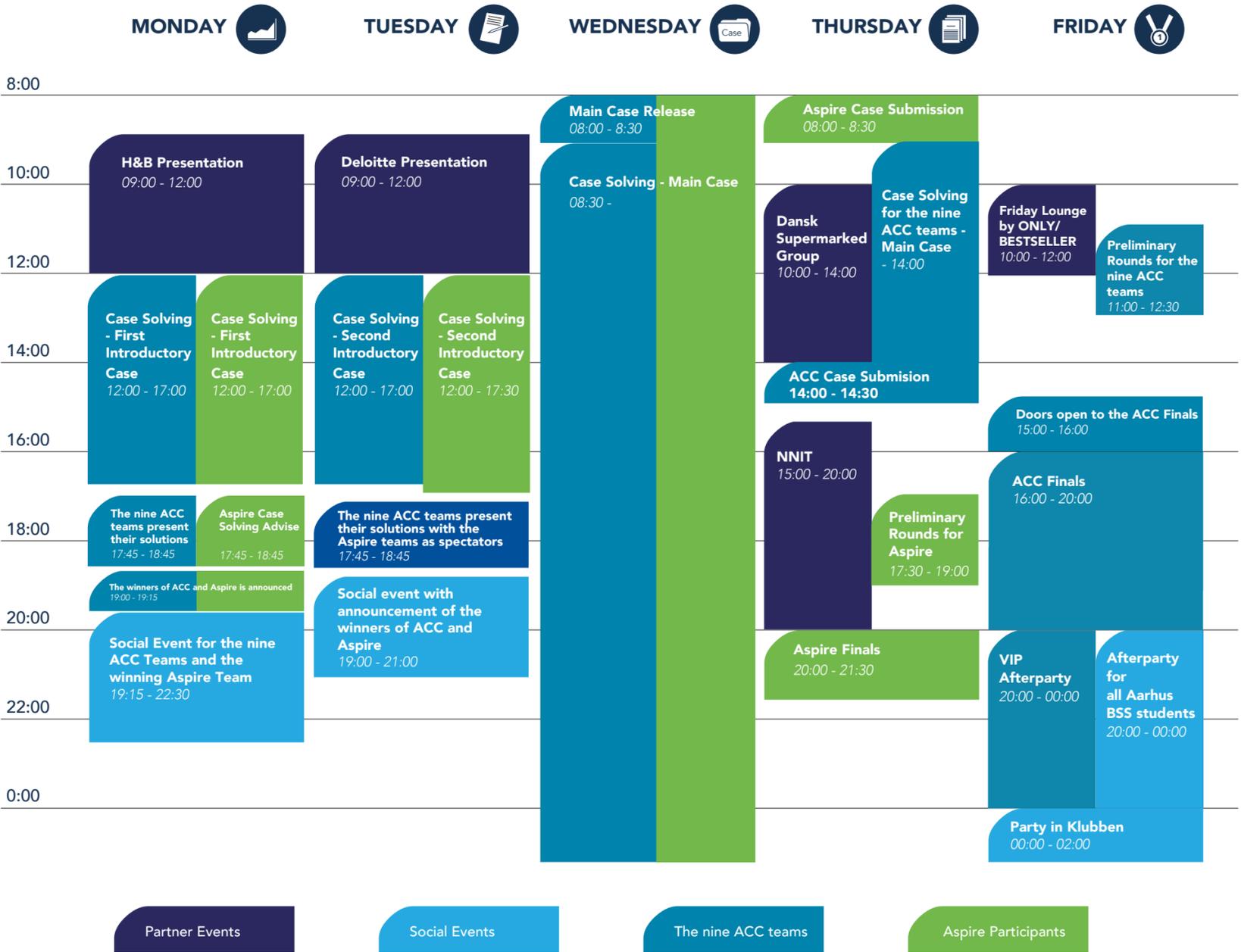
This year's Organising Committee is made up of 26 voluntary students who have dedicated almost a year's worth of hard work and long nights to help make Aarhus Case Competition 2018 the best one yet.

Our vision is to make ACC the most challenging and rewarding case competition, and we truly believe that ACC 2018 will take us closer than we have ever been to achieving this goal.

On behalf of this year's Organising Committee,

Carina Schau Vedelsdal, Isabella Vestergaard and Pelle Rytter Lindequist

Head Coordinators of Aarhus Case Competition 2018



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THE ACC OVERVIEW

MONDAY



BY H&B | HILDEBRANDT & BRANDI

The management consulting company H&B | Hildebrandt & Brandi will host Monday of Aarhus Case Competition 2018. Consultants from H&B will give advice on the process of case solving in order for the participants to structure their time and present solutions to authentic business challenges in a professional manner. Moreover, this day will be based on tools and strategies that are paramount within management consulting.

H&B PRESENTATION AND CASE TRAINING

The nine ACC teams and Aspire participants attend this presentation and partake in the highly educational case training hosted by H&B. The participants can expect to strengthen their case solving abilities through techniques brought to them by some of the best consultants in the industry of management consulting.

CASE SOLVING

To solve the first introductory case, the nine ACC teams and participants of Aspire Case Camp will be applying the tools they have acquired from the H&B presentation and case training.

PRESENTATIONS BY THE NINE ACC TEAMS

The nine ACC teams will present their solutions to the first introductory case of the week. H&B consultants and representatives from the Case Company will be present in order to give feedback and select the winning team.

H&B SOCIAL EVENT FOR THE NINE ACC TEAMS AND THE WINNING ASPIRE TEAM

Consultants from H&B will host a social event for the nine ACC teams and the winning Aspire team of the first introductory case.

TUESDAY



BY DELOITTE

As the host of Tuesday of Aarhus Case Competition 2017, the consulting company Deloitte will share their knowledge about financial consulting. Dedicated consultants from Deloitte Financial Advisory will present the department's various service areas, give the participants a taste of what the life as a consultant looks like and present the participants of ACC and Aspire with specific tools and concepts useful for solving the subsequent case.

DELOITTE PRESENTATION AND WORKSHOP

The nine ACC teams and Aspire participants attend this presentation and partake in workshops hosted by Deloitte. Participants can expect to be challenged and to develop their case-solving skills by means of tools and concepts brought to them by some of the best consultants in the industry. Moreover, be prepared to experience an interactive and engaging demystification of financial cases and their complexity. Provided with the best tools in hand, both newbies and experienced case solvers will accelerate their competences during the day.

CASE SOLVING

For the second introductory case, the nine ACC teams and participants of Aspire Case Camp will use the tools that Deloitte provided to solve the case.

PRESENTATIONS BY THE NINE ACC TEAMS

The nine ACC teams will present their solutions to the second introductory case of the week in front of Aspire participants as spectators. Deloitte consultants and representatives from the case company will be present in order to provide feedback and seed the nine teams for the ACC Finals.

DELOITTE SOCIAL EVENT FOR THE NINE ACC TEAMS AND THE ASPIRE TEAMS

Consultants from Deloitte will host a social event for the nine ACC teams and Aspire participants of the second introductory case. The nine ACC teams and all aspire teams will get the opportunity to network with Deloitte consultants during dinner and entertainment.

WEDNESDAY



THE MAIN CASE

The main case will be released, and it is time for the nine ACC teams and Aspire participants to apply the tools and knowledge they have acquired during the two introductory cases including the presentations, workshops, and case solving process in order to reach the ideal case solution. Moreover, representatives from NNIT will provide private counselling sessions for the ACC teams and circulate between the Aspire participants and guide them, especially within business intelligence and digitalisation.

MAIN CASE RELEASE

The main case is handed out at 8.15. The nine ACC teams will have 30 hours to solve the case, while the participating Aspire teams will hand in their solution after 24 hours of intense case solving.

THURSDAY



BY NNIT & DANSK SUPERMARKED GROUP

Thursday in the ACC week will be hosted by the Digitalisation Partner NNIT and Product Partner Dansk Supermarked Group (DSG). DSG will open the day with a morning lounge and several presentations. Afterwards, DSG will provide the participants with food, drinks, and fun activities during the afternoon.

DIGITAL PLAYGROUND - AN AFTERNOON WITH NNIT

Thursday afternoon will be hosted by NNIT. The event "Digital Playground - An afternoon with NNIT", will provide a sneak peek at the current trends within the digital transformation agenda with both theoretical input, real life cases and practical advice.

Dinner will be provided along with the possibility of mingling with experts within the world of IT. All in all, NNIT will set the frames for students to ask questions, be playful and explore the world of digitalization and technologies of tomorrow.

ASPIRE FINALE

Thursday evening is the time for the Aspire Finale. Three teams will be selected to present their solutions for the main case in front of a highly qualified jury and an audience consisting of the nine ACC teams and Aarhus BSS students. The winning team will receive prizes as well as the title as winners of Aspire Case Camp.

FRIDAY



THE GRAND FINALE

It is the day of the ACC Finals! The Organising Committee of Aarhus Case Competition opens the doors for the inspiring and exciting last day of the ACC week. Besides experiencing top business students from the Nordic countries present their case solutions, the audience has the opportunity to mingle with top professionals from the Danish business world.

FRIDAY LOUNGE BY ONLY/ BESTSELLER

Stop by the Upper S-building to experience ACC 2018's astonishing Friday Lounge hosted by the Case Company. This is your opportunity to mingle with representatives from various departments of the Case Company 2018.

PRELIMINARY ROUNDS FOR THE NINE ACC TEAMS

The three best solutions will be selected amongst the nine ACC teams. The selection will be based on each team's solution, presentation skills, and their ability to answer the questions from the highly qualified jury.

ACC FINALS

The three best teams will present their solutions to the jury consisting of acknowledged and highly qualified top executives positioned in the Danish business life. The winning team will receive amazing prizes and gain the title 'Nordic Case Solving Champions'. During the ACC Finals, drinks, dinner, and snacks will be served to the audience.

ACC AFTER PARTY

After an entire week of intense case solving and educational workshops, it is time to celebrate the great accomplishments! The ACC After Party will take place in Klubben where the Organising Committee of Aarhus Case Competition will ensure superb surroundings for an excellent ending of ACC 2018.

WHAT IS AARHUS CASE COMPETITION?

Aarhus Case Competition (ACC) is an annual case competition exclusively for Nordic business students. It is a week-long event where nine diverse teams are selected to participate and compete for the title as Nordic Champions in case solving and solutions. These nine teams consist of top-qualified business students from Denmark, Norway, Sweden, and Finland.

Throughout the week, the nine teams solve two introductory cases and an extensive 30-hour main case. Each case is based on challenging real-life business cases with issues that the case company is currently facing. In this way, the ACC week unites the theoretical skills of the highly qualified business students with the real-life challenges of the business world.

The entire ACC week takes place in the charming city of Aarhus. All expenses including accommodation, transport, and food are taken care of by the Organising Committee. This gives the participating students the best possible conditions for performing well meanwhile enjoying an experience of a lifetime.

The week begins with the two introductory cases that prepare the nine teams for the main case by providing them with valuable insights and skills. Furthermore, the program provides the nine teams with feedback and tools in order to enhance their presentation skills, case solving process, solutions, and techniques.

The main case takes place Wednesday where the nine teams work with their cases and prepare their presentations. The participants present their solutions in preliminary rounds to decide which three teams will proceed to the finals, taking place Friday. During the finals, the three selected teams will present their solutions in front of a panel of judges consisting of top professionals as well as an audience of 500 spectators. Afterwards, the finalists will face a Q&A session answering questions from the judges. Finally, the winning team will be announced. This team will receive both a cash prize (along with the two runner ups) and the title of "Nordic Case Solving Champions 2018".

AARHUS CASE COMPETITION



THE ACC EXPERIENCE

How do you sum up competing against the best business students in the Nordics as well as solving and presenting challenging real-life business cases in front of top professionals from the Danish business life? We have asked three former ACC participants to share their experiences and why engaging in ACC is an experience of a lifetime.

Why Participate in ACC?

Aarhus Case Competition offers a week of intense case solving, where you get the opportunity to apply your theoretical knowledge on real-life business cases. So, what is it that makes the ACC participants willing to sacrifice voluntary hours on engaging in such an event?

"Case competitions are great fun if you like to be challenged in a time constrained, highly competitive format with a team of friends. I knew that ACC provides everything you need to supercharge your experience, so it was an easy decision to make," Ebbe Faurschou says.

Several former ACC participants have used Aspire Case Camp as a stepping stone for getting hands-on experience with case solving and developing their skills in order to reach the level that is required for competing among the nine teams:

"I have participated in Aspire Case Camp several times, and I remember one year watching the finals of ACC. I was so amazed by the level of the finalists and how they managed to come up with such thorough and persuasive solutions. It truly inspired me and made me want to work even harder in order to reach the same level one day," Anders Josiasen says.

Each year, Aarhus Case Competition manages to unite nine diverse teams from Denmark, Sweden, Norway,

and Finland. These teams compete for the title as Nordic Champions in case solving and solutions. The unique opportunity to compete against business students from other countries and apply one's skills in new environments is also a part of attracting the talented students:

"I wanted to experience a case competition in another country and see how it works. Together with your team, you get to strengthen your consulting skills and compare yourself with the best business talents in the Nordics, which is great," Anh Phuong Huynh explains.

A Professional Set-up and a Memorable Experience

Professionalism and a dedicated work-ethic are pivotal for the Organising Committee of ACC. This is because the Organising Committee wishes to provide the participants with an inspiring experience and the opportunity to develop their skills. This has been highly appreciated by the previous participants and is highlighted as something that makes ACC stand out compared to other case competitions.

"The ACC week was organised very well and in a highly professional manner. I was certainly impressed by the Organising Committee and how well they took care of us during the week. You do not have to worry about anything, and they provide the best conditions for us to focus on solving the cases and just do our



Ebbe Faurschou
MSc Economics
Winner of ACC 2017



Anders Josiasen
MSc Finance
Finalist of ACC 2017



best. Experiencing a student event like this on such a big scale was an eye-opening experience for me," Anh Phuong Huynh says.

"ACC has such a cool set-up that provides the participating students with a wonderful experience. So, please challenge yourself and apply. If you are not ready for the ACC stage yet, Aspire Case Camp is a great learning platform. In my experience, Aspire is the best platform if you are new to case competitions," Ebbe Faurschou says.

Unlike other case competitions, ACC is a week-long event that besides solving cases and presenting solutions also enriches the students with educational presentations and workshops carried out by partner companies – all in favour of the participants.

"ACC is extraordinary in the sense that it is happening over a week. It allows you to solve several cases and immerse yourself in the concrete business challenges to a much greater extent. However, ACC is so much more than solving cases. During the week, Aarhus BSS is transformed and filled with both educational and social events that ensure learnings and bring you closer together with your fellow students," Anders Josiasen says.

Real-life Challenges with Valuable Insights into the Business World

As a participant in ACC, you are obligated to immerse yourself and solve two introductory cases and an extensive 30-hour main case. All cases originate from challenging real-life business cases with issues that the case company is currently facing. In the end, this provides the participating students with both practical experiences and insights into the business world.

"Working with the case company of ACC 2017, DONG Energy (now Ørsted), was really fascinating. We got to work with different aspects of the business, and it really intensified my learnings about the energy industry and all the exciting things that are currently happening within this sector. It made the experience more fun solving cases within a whole new area," Anh Phuong Huynh says.

The essence of ACC is to prepare students for a career. When you participate in ACC, you get the unique opportunity to engage with big and influential companies and demonstrate your actual skills and what you are capable of achieving. Getting closer to the business life and showcasing yourself on the ACC stage can prove to be paramount when applying for your next job

"Besides the practical learning experience you get from case competitions, I think it is a great signal to potential employers. You signal that you like a challenge and you want to apply yourself and engage with real world problems. What is not to like? If you practise, you may even get impressive results that look beautiful on your CV," Ebbe Faurschou says.

"I got the opportunity to talk to a lot of influential people from the partner companies about every



Anh Phuong Huynh
MSc in Strategy/CEMS Master in
International Management
Participant in ACC 2017

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single aspect of their business. This created a better understanding of which career path I might want to pursue in the future and what it takes to get there. Working intensively on a case in ACC provides insights into the business life that you do not receive any other places at the university," Anders Josiasen says.

To All Potential Participants in ACC 2018: Just Do It!

In order to prepare this year's participants for the ACC experience, the three former participants have given their advice on how to approach ACC. This includes the message that you should not hesitate to apply:

"Take the challenge. Set a great team and apply yourself. You can only gain from the experience, and those few days of missed lectures will be insignificant when you look back at

your studies. Please, please, please do make this wonderful choice and participate," Ebbe Faurschou says.

"Start preparing before the ACC week and spend time on acquainting yourself with the case company's specific business model. It saves you a lot of time in the end, and it might give you a decisive advantage. Besides that, remember to enjoy the week and do not be afraid to go all in. It is super fun and educational, and you get to apply your theoretical knowledge in a whole new setting that is both safe and allows for developing and taking changes," Anders Josiasen says.

"Great teamwork is worth everything in case competitions, so make sure that you set up the right team. The week is so intense, and you spend so many hours together with your team, which will not be possible without

exhibiting great team spirit. Having your team in place, asking the partner representatives questions, preferably early in the process, is absolutely key. Besides that, there are nothing more to say than do it. Apply. You will not regret it for one second. If I could do it all over again, I will not hesitate one second," Anh Phuong Huynh says.

With all of this in mind, Aarhus Case Competition 2018 can be said to offer the participants an experience of a lifetime. We cannot wait to follow the nine teams of ACC 2018 during the week and see them unfold and compete for the title as Nordic Case Solving Champions.



WHAT IS ASPIRE CASE CAMP?

The Aspire Case Camp of Aarhus Case Competition 2018 takes place during the first four days of the ACC week. Aspire Case Camp provides the participating students with the opportunity of gaining first hand experience with case solving. Aspire Case Camp is open to all students from Aarhus University.

One of the main goals of Aspire Case Camp is to introduce the participants to the concept of case solving by allowing them to familiarise themselves with the business world through real-life and exciting cases. Aspire Case Camp offers the exact same cases and partner companies as Aarhus Case Competition.

What makes Aspire Case Camp stand out from Aarhus Case Competition is the possibility for the competing students to customise their experience and participation. This means that it is possible for each individual to select

which days they wish to participate in. Moreover, they also have the opportunity to specify their level of experience with case solving. Aspire Case Camp allows for a more flexible and open approach for those who are curious about what it takes to participate in a case competition and without having years of experience.

Even though Aspire Case Camp is smaller in scale compared to Aarhus Case Competition, it also culminates with a final. Here, the three best teams are selected to present their solutions Thursday evening in front of a jury consisting of top professionals. Conclusively, one team will be announced as the winner of Aspire Case Camp 2018.

ASPIRE
CASE CAMP

THE ASPIRE EXPERIENCE

Aspire Case Camp provides the participating students with the opportunity of gaining first hand experience with case solving, but in a more flexible manner. To further underline what Aspire Case Camp is all about and what its value is, three previous participants from 2017 with three different educational backgrounds have given their take on the Aspire experience. The three participants have attempted to highlight what Aspire Case Camp is all about.

Why Participate?

When asked about why they chose to participate in Aspire Case Camp, both James Tomlinson and Niklas Mikkelsen underlined the problem-solving aspect that the event provided them with. The practical engagement in real-life cases allowed them to apply their knowledge in a different context than usual.

"I decided to participate as I wanted to improve my problem-solving skills and get more experience by working with real life cases. It was also an opportunity to apply my knowledge and get to work together with my study group in a different way than we are used to," James Tomlinson says.

"It challenges you in a practical manner as opposed to what we are used to during our studies," Niklas Mikkelsen explains.

Christian Hoe, with a background in Public Health, became interested in participating through his friend.

"At first, I thought that my profile might not be a match with the expectations of the competition. However, one of my friends told me that it was not much about academics but rather common sense and being able to use your competencies and ideas with real-life cases."

Alternative Backgrounds are an Advantage

Christian Hoe, with an untraditional profile compared to other participants, describes Aspire Case Camp as something that allowed teams with mixed profiles to prosper. He was in a team with two others studying Economics and Business Administration.

"It is important not to label oneself solely based on one's academic background. It is certainly possible to contribute with a lot more if you choose to look at other aspects. Of course, misunderstandings happen and of course there are some things you just HAVE to know or understand. However, with a different profile, it was more acceptable for me to be critical about the process of our case solving. In a way, it allowed me to pinpoint areas where the two others actually could not explain a concept or idea. In turn, this allowed us to understand which, areas we had to focus more on."

All in all, Christian Hoe underlines that having a different profile certainly does not make the Aspire Case Camp experience any less giving or successful. Rather, it allows one to provide a useful dynamic to the group.



Niklas Mikkelsen
MSc. in Finance
Winner of Aspire Case Camp 2017



Christian Hoe
MSc. in Public Health
Finalist of Aspire Case Camp 2017



James Tomlinson
MSc. in Management Accounting and Control
Participant of Aspire Case Camp 2017



An Aspire Learning Curve

As Aspire is open to all students at Aarhus University, it manages to gather a plethora of personalities and profiles. Combining this with the overall case solving attributes of ACC and Aspire Case Camp in general, participants are bound to learn a thing or two about themselves, their team, and real-life business problems.

James Tomlinson expresses that the team you participate with has a huge importance. He highlights that it is important to gather a team where everyone knows how each team member works and what their individual capabilities are.

"I also learned a lot about how to divide the work between the team members and how to structure the case from the problem to the solution. During the introductory workshops to problem solving, I gained insight into how to approach problems and solve them in a structured way. It has since helped me when working on assignments and also when working in groups," James Tomlinson explains.

To this, Niklas Mikkelsen moreover adds,

"There are plenty of opportunities and lots to learn! Not only from

solving the cases in a stressful environment with your teammates, but also the support from the different partners throughout the week."

Christian found that it was challenging to present his team's solutions in English in front of so many people as memorable.

"One thing you discover in the way that the presentations are set up is that discipline, how you build up a story, and claim your arguments are vital. It has to be done thoroughly! At the same time, however, this was also the best part of our teamwork."

Christian Hoe mentions that the process of working so intensely with a team really made an impact on him:

"To disappear into a "closed bubble" where you forget about time and place and only focus on working together with two or three team members with the same goal in mind is an amazing feeling."

Tip for the Potential Participants of Aspire Case Camp 2018

In the advent on this year's Aarhus Case Competition, the three participants were also asked about

suitable advice to give to future participants. All three participants agree that it is a good opportunity for any student that is interested in enhancing their skills within case-solving and similar areas.

"Do it! Do not be afraid to join, even with no experience. Aspire Case Camp is about learning – and no matter how much case solving you have done before, you will increase your analytical toolbox!" Niklas Mikkelsen adds.

THE ASPIRE EXPERIENCE

Christian mentions that it is important to prepare oneself regarding presentation slides, timeplan, and the overall structure. Additionally, he adds:

"As a participant, you receive insight into the tools that are essential for working in the case-solving sector - in any company that is. To be able to build up one's work using a model focused on case-solving, is, among

others, a competency you really learn by participating!"

"... to have a diversified team so that you can benefit from each of your unique skills. Secondly, try and get a good slide deck, so that you can spend more time on solving the problem rather than spending a lot of time making every slide from scratch. Finally, use it as an opportunity to learn a lot of new things and enjoy

the experience!" James Tomlinson mentions.

All in all, what is left to say is that Aspire Case Camp 2018 will provide any participant with a memorable experience and provides several learning opportunities! It is all about daring to aspire and daring to take the first step in acquiring skills that can be used for your future!



INTRODUCING THIS YEAR'S CASE COMPANY

ONLY

GROWTH UNLOCKS THE FUTURE

The fashion industry is known to be fast-paced. It demands companies to be entrepreneurial and flexible to thrive in an increasingly competitive and ever-changing environment. The last decade has been characterised by a digital disruption with the emergence of e-commerce. Sales channels are under pressure, and omnichannel optimisation is a focal point for many companies.

BESTSELLER is an international company that operates within the fast-fashion industry, employs more than 15,000 people and is present in more than 70 markets. The core business is based on more than 20 different brands, supported by centralised functions such as IT, Finance, Logistics and HR. BESTSELLER launched the e-commerce platform [bestseller.com](https://www.bestseller.com) in the beginning of 2007 and is today operating within wholesale and retail – both online and offline. This complex setup demands the right support, and the future of BESTSELLER relies on both the product and the business model to facilitate growth.

ONLY is one of the top performing brands in BESTSELLER in terms of turnover and earnings, and – especially within the last five years – they have achieved the highest growth rate across all BESTSELLER brands and are today responsible for 30 % of the company's total turnover and 35 % of the total earnings.

"Even though ONLY experiences growth every year, we are not settling", states Søren Lauridsen, Director at ONLY, and elaborates: "We have not come this far – only to come this far. There is always room for improvement, and we are on a constant journey to develop our brand, stay competitive and take on the challenges facing us in a diverse industry".



DESIGN (Y)OUR FUTURE

Rasmus Kjær, Talent Acquisition Manager at BESTSELLER explains: "Aarhus Case Competition is a great opportunity for us to showcase the types of challenges and projects you get to work with in BESTSELLER", and underlines: "We especially look forward to demonstrating that the opportunities within a fashion company go far beyond the physical product; the clothes". By introducing the students to ONLY, BESTSELLER will provide participants with valuable insight into the business model. "They will understand the importance of central business development and the scale of financial considerations that we constantly deal with", Rasmus explains.

Søren Lauridsen says: "By participating in Aarhus Case Competition, we hope to gain new perspectives on our business and receive suggestions on how to overcome current challenges and live up to our high ambitions for growth. Business development is one of our main priorities at all levels in our organisation. We welcome suggestions from all parts of the business – from the youngest employee to the Brand Director."

"Aarhus Case Competition also offers an arena for ONLY to network with students that have the drive, skills and motivation to potentially become our future colleagues", he adds.



YOUNG TALENTS MAKE IT BIG

As a fast-fashion company, BESTSELLER is dependent on adaptable, innovative and motivated employees to move forward. For the past five years, it has been a strategic objective for the company to be close to talented students and introduce them to the life at BESTSELLER. "Aarhus Case Competition offers a chance to reach out to even more students and provide them with a deeper understanding of the many and diverse opportunities within our company", says Rasmus Kjær and adds: "Central to the culture and spirit of our company lies trust, and we offer a lot of responsibility for young people joining our company, because we believe they have valuable insights. BESTSELLER facilitates individual growth for our employees by acknowledging initiative, dedication and willpower."

"When we are hiring new talents, we look for candidates with the right personality as well as the motivation to challenge themselves and our company. It is vital that our candidates match our culture of being humble and co-operative, but at the same time they want to be the best and not take anything for granted", says Søren Lauridsen. "These young profiles are what our future will be built upon – and we need many new talents to continue our growth and reach our ambitious goals", he finishes.

ONLY and BESTSELLER wish all participants the best of luck and look forward to seeing many engaged and motivated students in week 15. Sign up to get an insight into our world through working with complex and interesting cases. We are eager to see great and creative solutions.

THE FLOOR IS YOURS, CASE SOLVERS!

Aarhus Case Competition and Aspire Case Camp aim to connect the theoretical academic world with real-life business scenarios. Throughout the ACC week, participants are challenged to explore their professional and personal abilities, ultimately obtaining experience through realistic case solving.

Both Aarhus Case Competition (ACC) and Aspire Case Camp provide the participants with the opportunity to get insights into real-life business experiences. The participants will meet challenging real-life cases and develop their competencies while receiving assessment and feedback from top professionals. Besides solving cases, this year's Case Company, ONLY/BESTSELLER, our Premium Partners, H&B | Hildebrandt & Brandt and Deloitte, and our Digitalisation Partner, NNIT, will be ready with inspiring presentations, ensuring the full case competition experience for every participant.

Participating in ACC or Aspire Case Camp paves the way for exciting outcomes, and it makes you stand out from other candidates when applying for your next job. As a case solver for ACC or Aspire Case Camp, we guarantee that you will experience personal development and enhance valuable skills, teamwork, and of course; develop excellent case solving abilities!

Moreover, our esteemed case solvers get ample opportunities to network with like-minded students, recruiters, and top executives through the various events provided during the week.

Finally, the winners of Aarhus Case Competition will win attractive prizes. These prizes include cash prizes for the three best teams of respectively 30.000 DKK, 18.000 DKK and 9.000 DKK, as well as the best team receives the title as Nordic Case Solving Champions 2018.

All in all, the case solvers of ACC 2018 and Aspire Case Camp 2018 will be able to use their experiences obtained during the week as a valuable tool for getting ahead of the game and one step closer to their desired career goals. So here we go! The floor is yours, Case Solvers!



WHAT IS IN IT FOR YOU?

Participating in either Aarhus Case Competition or Aspire Case Camp prepares the students for their future careers, but what exactly do you gain from taking part in the ACC week? What better way to answer this question than allowing former ACC participants, Aspire participants and last year's judges to pitch in on this discussion.

Developing Excellent Case Solving Abilities

Aarhus Case Competition and Aspire Case Camp offer a unique opportunity to apply your theoretical knowledge on challenging, real-life business cases. The goal is to promote a case solving culture among students and prepare them for the business world - a world that calls for experienced case solvers!

"ACC dresses you to approach complicated problems and narrow them down to a concrete, well-argued solution, which is something I use every day in my job. When you find yourself in a big, complex organisation, it is very often a matter of selling your idea by telling the good story, making impressive slides, and developing a well-founded and creative solution. These are the learnings you get by participating in ACC," Silas Moestrup Pedersen, Winner of ACC 2016, now Digital Performance Analyst, LEGO, explains.

"If you want to excel within consulting, participating in ACC is a very beneficial way to prepare. It deals with structuring and solving a problem through great teamwork, which are skills that you need to master if you want to enter this business," Thomas Arentsen, ACC 2017 judge, says.

"You instantly notice whether or not a student or graduate have been engaged in case competitions previously in their career. The experience clearly provides them with a case solving toolbox and skill

set of a superior league," Johann Gautier, ACC 2017 judge, says.

"What you learn from participating in the ACC week is to work under pressure and find solutions to complex business problems. To me, it shows that you have the courage to take up challenges, are curious, and want to engage early with companies. You will definitely be better prepared for whatever career you end up pursuing after participating in the ACC week," Peter Mølkjær, ACC 2017 judge, explains.

Uniting Students and the Business World

Bridging the academic world with real-life business situations is an important cornerstone of Aarhus Case Competition. As a participant, you not only get the opportunity to engage with representatives from the business world and learn tips and tricks to solve and present cases in a professional manner, you also get to impress a jury consisting of top executives and CEO's through presenting your solutions.

"This is a great opportunity for the students to prove their worth in front of highly influential judges. If you deliver on the ACC stage, it does not go unnoticed, and a world of opportunities in some of the big consultancies might be wide open," serial entrepreneur Jesper Buch says.

"Throughout the ACC week, a broad group of representatives from the Danish business life were gathered

trying to recruit the brightest talents of the future. This is a very strong platform that bridges the students and the business life," Thomas Arentsen says.

"The partner companies collaborating with ACC and Aspire are there to mingle with the students and guide them in order to reach a higher level. This gives us as students a rare opportunity to speak intimately with bright minds from very interesting companies," Niklas Mikkelsen, Winner of Aspire Case Camp 2017, says.

Current and previous partner companies have particularly benefitted from the collaboration with Aarhus Case Competition regarding recruitment of prospective employees. QVARTZ, which has made up one of the two Premium Partner's for six consecutive years, hired a total of 10 employees either participating in ACC or from the Organising Committee during their engagement in ACC. However, the success stories do not stop there:

"Participating in ACC had a significant impact for me in order to reach my current job at LEGO (Case Company ACC 2016). During the week, you get to talk to a lot of interesting people, and in my case, I was fortunate enough to talk to an employee from LEGO. We kept in touch after ACC, and he later realised my wish to write my bachelor thesis for LEGO, which ultimately secured me a job three months later," Silas Moestrup Pedersen says.



"As a partner company, you get valuable insights into the impressive level of the participating students. For NNIT, being the Digitalisation Partner last year actually meant that we recruited one from the Organising Committee 2017 and got in contact with several students as well, which would not have been possible without our engagement. It definitely means a great deal to us," Johann Gautier says.

An Experience Like Nothing Else

Overall, everyone seems to agree that taking part in ACC is worth the time and effort!

"Participating in Aspire Case Camp is the most awesome experience. You totally disappear into your teamwork and solving the cases to a such extent that you forget all about time and space. It is an amazing

feeling," Christian Hoe, Aspire finalist 2017, says.

"The event was extremely well-organised and executed. Never in my life have I attended an event like this in which everyone was taken such good care of and everything being so coordinated. I could not put my finger on a single thing. I was genuinely very impressed," Jesper Buch explains.

"Getting the opportunity to present your solution, which you have been working very intensively and dedicated to arrive at, in front of so many people was the most unreal experience," Anders Josiasen, finalist ACC 2017, says.

We hope that the words from former participants and judges have encouraged you to seek out the opportunity to develop your

business and case solving skills. If you still need some last convincing, we will leave you to the words of one of last year's ACC winners Ebbe Faurshou:

"Please, please, please do make this wonderful choice and participate."

Taste the consulting life

Knowing how to break down and solve complex problems can have a huge impact on your career, especially if your dream is to become a management consultant. But, as you probably know, becoming a strong problem-solver is not easy. There is a big difference between knowing the theories and methods and being able to apply them on real problems. The only way to learn it is by doing – over and over again.

ACC is a great opportunity for training these vital problem-solving skills – and it gives you a real taste of what it is like working as a consultant. For Sofie T. Gildsig, one of our Management Consultants here at H&B, ACC had a direct impact on her career path. This is her story.

What was your experience with ACC?

Participating in ACC is probably one of the most significant and defining experiences I had during my studies. Solving a real business case in that intense and inspiring environment was tremendously educational. It put all my problem-solving skills to work and trained my ability to approach a complex challenge strategically, tactically and creatively. In addition, ACC allowed me to connect with passionate and likeminded people from all over Scandinavia. It was an incredibly fun experience.

How do you use the learnings from ACC in your job today?

Becoming a strong problem-solver is not done overnight. It requires hard work, dedication and a lot of practise. However, during just this one week, ACC gave me concrete problem-solving tools that I have built on and developed since then. Today, this allows me to solve complex challenges for our ambitious clients in H&B. Right now, for example, I work within insurance, and here the constant changes in customer preferences put great pressure on the need for developing resilient longterm business strategies.

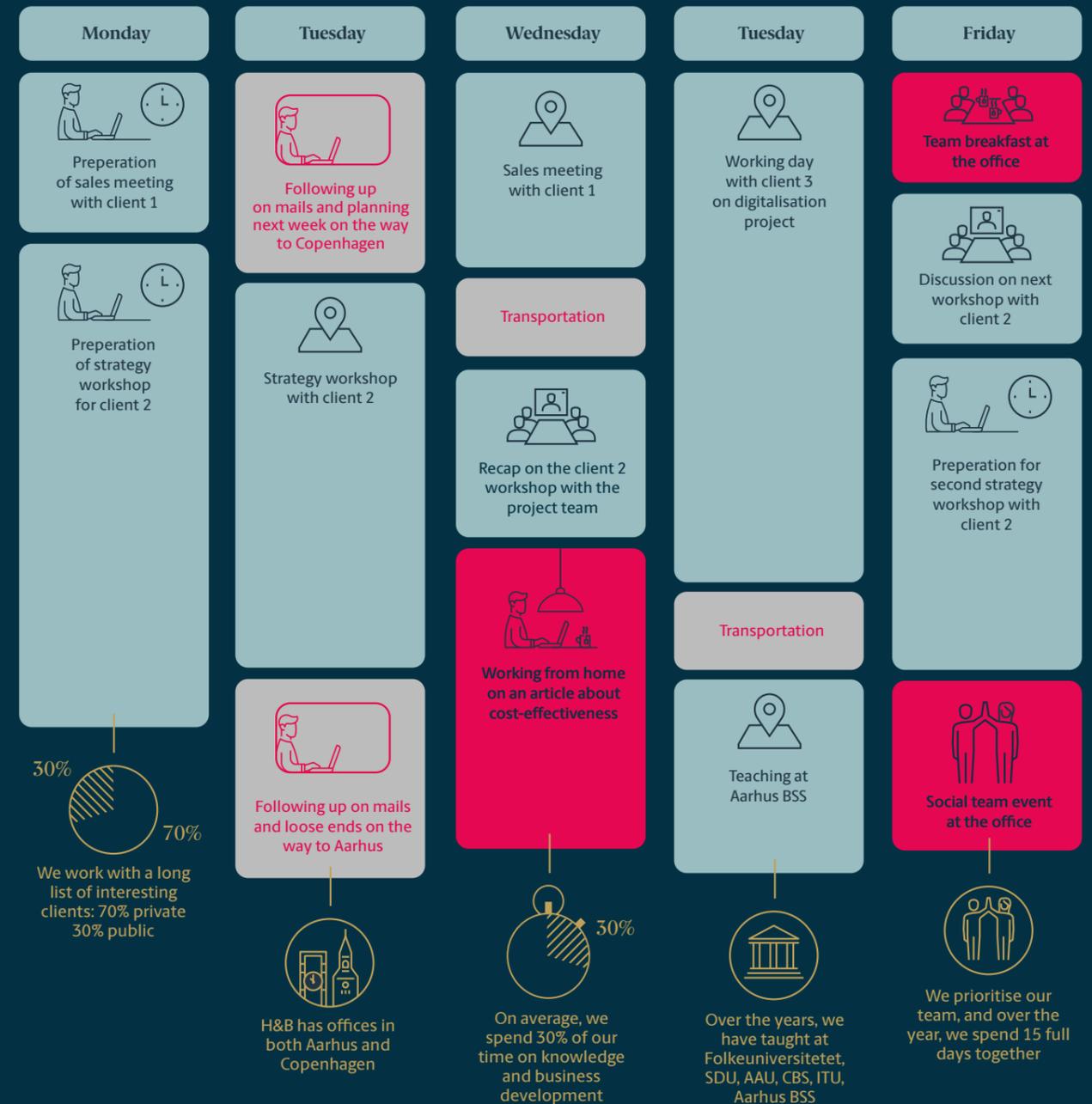
Looking back, how has ACC affected your career?

A case competition like ACC is one of the best ways for students to experience how it is like working as a consultant. Some people like it and others do not. For me, it was like coming home. It sparked my excitement for working problem-based, and it kick-started my journey into consulting. It also gave me the opportunity to meet interesting people who were all passionate about case-solving like me. Some of them have become my close friends with whom I often discuss personal and professional development.

In the shoes of an H&B consultant

Working in H&B means constant development, professionally as well as personally. Not one day is the same, and every task is an opportunity for learning and improving. Besides helping our clients solve complex challenges, which is of course the primary part of the job, the daily work in H&B consists of many other value-adding activities.

Here is a sneak peek of a typical week for a management consultant:



H&B is the top management's advisor. We help organisations achieve high performance by solving complex challenges and crafting successful transformations – from analysis and strategy to execution and anchoring. For people and with people. We are thrilled to partner up with ACC on the 2018 competition, where we will be sharing knowledge, inspiration and advice. We look forward to meeting all of you.

TO INSPIRE AND BE INSPIRED

Dear student,

We are very much looking forward to meeting you at Aarhus Case Competition and learning more about you, your career dreams and the things that inspire you.

For the seventh consecutive year, we wish to contribute to the inspirational environment of ACC, as we find it both rewarding and fun. Why? Because of you and our shared inspiration.

The actual feeling of being inspired has a certain beauty, as it can arise in the company of dedicated people, the development of tasks, the feeling of making a difference for clients and colleagues, the joy of gaining new knowledge, or just sharing a good laugh with new friends. No matter what the source of the inspiration is, we always experience the strong power of its presence – a power that, in our opinion, characterises ACC.

We love the curiosity that permeates many of our conversations – feeling your enthusiasm and huge interest in the world outside the university's doors. We admire your aptitude and courage to challenge and to be challenged, and how you bring your knowledge and creativity into play, allowing us to become smarter, more creative and more innovative together. We hope that our contribution empowers you to grow – providing you with real value, placing your knowledge in a real-life context, and offering insights that you can use both now and later in your career.

There is no doubt that our relationship with ACC is very important to us, and we truly value the opportunity for mutual development that our relationship makes possible. It offers a unique opportunity for us to connect with you, and to gain knowledge about what inspires you and what provides you with added value. We are a people-company and talent is our greatest asset. Therefore, it is a privilege to add your personal perspective to our understanding of how we can manage and inspire in 2018.

We look forward to seeing you and hope to have the chance to nourish and mutually benefit from your inspirational spirit.

All the best,

Deloitte.

Many of us Deloitteers have a deep passion for ACC and the countless valuable connections, opportunities, lessons and inspiration that are generated by our relationship. Continue reading to learn about some of the impact moments our people have experienced.

"From my perspective, ACC offers the perfect setting to be inspired. I personally experienced how the ability to break down and understand a complex problem inspired me and triggered my motivation. Basically, participating in ACC taught me how to succeed in solving real-life cases, while expanding my network with both peers and professionals, which was very rewarding."

**// Mathilde Lykke Jensen,
Business Analyst in Corporate Finance and
former ACC participant 2017.**

"ACC gave me a unique insight into working as a consultant, as well as the tools I needed to use my competences in the best way. Moreover, I learned a lot about my own strengths and it allowed me to explore whether I could picture myself in the world of Consulting. Case-solving also made me realise that communication is a cornerstone of a consultant's work. The ability to communicate pragmatically and be inspiring – to explain complexity in a simple way – is truly essential."

**// Jon Brandt Jacobsen,
Business Model Transformations in Consulting.**

"I aim to inspire talents, both in my daily work at Deloitte and during ACC, by drawing the big picture – unfolding the mission and vision of the project, and thereby connecting the tasks which underpin it. I initiate a dialogue, so we together can answer the big why – why are we working so hard to solve this specific problem? In my opinion, it is within this answer that we find the key to inspiration and, thereby, motivation."

I believe in the importance of inspiring content and purpose in our working life, so that the importance of every role and the purpose of every project is visible. In simple terms, it fosters deep motivation, drive development and high performance, which I find inspiring to experience."

**// Troels Ellemose Lorentzen,
Partner in Financial Advisory Valuation Services and
former BSS student.**

Are you our next passionate young mind, hungry for ambitious and inspiring opportunities?
Visit us at karriere.deloitte.dk to see our vacancies.



THE STORY OF AARHUS CASE COMPETITION

The founders of Aarhus Case Competition (ACC), Anders Thomsen and Jesper Agerholm, provide their perspective on various aspects of the case competition and the vision behind it, including its history, its current profile, and what the future holds.

Where It All Began...

It all started in 2011. We, Anders and Jesper, both had experience with the world of case competitions and on top of this, we knew each other relatively well. Eventually, we decided that Aarhus needed its own version of the event that had already been seen to take off in Copenhagen. In short, we ended up contacting Studenterlauget, which became our business partner.

As we expanded our idea and goal to create a case competition in Aarhus, we decided that ACC should be a Nordic based case competition as no other case competition had that scope. Furthermore, we also saw a gap where we could provide a case competition with open doors for any student wishing to challenge themselves with problem-solving in Aarhus. This is where Aspire Case Camp came into play as a distinguishing characteristic of ACC. Adding the nine teams to the mix, provided us with the opportunity of showcasing the best Nordic students to inspire and motivate relevant parties.

Moreover, we also wanted to create a week-long case competition to provide the participating students with several cases and workshops. A lot of what we focused on was giving the participants some tools and in turn help them improve these tools.

We encountered one of the first challenges when we discovered a general lack of awareness about case competitions. We had been around presenting the concept and could quickly conclude that a very little percentage of our audience knew

what a case competition actually was. Here, it was essential for us that the first Aarhus Case Competition was a success, so that we could show, rather than just tell people, how amazing an experience it is. From there, we followed a mantra of "hitting the ground running" with our first case competition in 2012 - and that has seems to have worked since it is now the seventh time that ACC is taking place.

Creating Value for Students and the Business World

The positive impact that case competitions have on the students' careers and the business world is undeniable. As we like to emphasise, the value that is created by Aarhus Case Competition is the fundamental reason why everyone should take advantage of the opportunity of participating. What the students experience during a case competition is no different from what they can expect when entering the real world outside the university. The tools and skill-set that recruiters ask for when looking for new talents are the exact same, and thus we cannot state enough how important case solving experience is for your career after graduating.

No matter what sector you choose to pursue a career within, a common denominator is that you are usually asked to solve a problem. In a situation like this, you also have to communicate your solution. Essentially, that is what a case competition is all about. Participating in ACC provides you with some basic skills on how to approach a problem, whether that problem is within communication

or finance, and in turn, you develop the right mindset. This arguably gives you a head start in comparison to other students.

Based on our experiences from the business life, we know for certain that the overall concept of case competitions works to connect students and businesses. We see that everywhere, and we see how paramount this value is for the business life. The Management Consulting Company QVARTZ, which has been involved with ACC for all the years prior to ACC 2018, has recruited several students who either have participated or organised ACC and Aspire Case Camp. For us, this could not emphasise the value and the function of ACC as a bridge between students and the business world in a better way.

If we instead focus on the value obtained from a business perspective, ACC, and Aspire offer companies unique opportunities. Firstly, ACC provides a platform that enables the companies to meet the students in their environment and to brand as well as showcase themselves in order to attract the best talents. Secondly, and more importantly, the setup of ACC is something that you do not experience often. The partner companies have to sacrifice some resources and be at our disposal for a certain amount of time, but what they get back in return is invaluable. Hundreds of students are, on a voluntary basis, working dedicated and intensively to solve business cases that your specific company might face at the moment, and, furthermore, they get to present their solutions in front of representatives from the companies.



The companies receive countless of inputs on their business case, but also first-class seats for witnessing the best students unfold and show what they are capable of achieving. We think that is why the companies decide to come back and participate: they see that it works for them.

The Future of ACC

At the moment, we stand with a concept that we feel has a lot of potential. Therefore, we wish to see the awareness of ACC increase even further. We want ACC to be an essential part of a student's university experience here in Aarhus. One way this can happen is by widening the scope by being able to attract student from all four faculties of AU to the competition. The competencies gained at a case competition are valuable for all

students as they are basic tools for analysing and communicating in a professional environment. This also goes hand in hand with the vision we have for ACC. We believe that a lot of value lies in being able to gather people of different profiles and backgrounds to compete with and against each other in ACC. Out in the real world, it is rare that you will be sitting around a table with three other people with exactly the same profile as you, so you might as well practice it when you can. In essence, we want to underline that your choice of Bachelor or Masters should not determine whether or not you can compete and succeed in ACC.

Concretely, you could say that we wish to see that ACC becomes the case competition other similar

events strive to follow. By the help of each year's Organising Committee, we hope to get better and better each year, but small steps are also okay.

We look forward to seeing what this year's Aarhus Case Competition brings.

// Anders Thomsen & Jesper Agerholm

FOR STUDENTS, BY STUDENTS



Once again, we have arrived at the time of the year, where the majestic blue colour of Aarhus Case Competition decorates Aarhus BSS. The event has become an integral part of the student environment and highlights its success by occurring for the seventh consecutive time. Year by year, the event has attracted an increasing amount of students and partners. Moreover, it has grown to become one of the biggest and most prestigious case competitions in the Nordic countries.

In Studenterlauget, we constantly seek to develop and facilitate a value-creating study environment by providing students with academic and social events of the highest quality – and this is why ACC is such an important event. Solely coordinated by students from Aarhus BSS, ACC seeks to bridge students and businesses to generate a mutually beneficial event that equips students with pertinent experience for future use. It allows students to bring in personal competencies, apply theoretical knowledge obtained through their education, and work in teams in order to reach the optimal solution. This is of high relevance in a time where the corporate world is not merely concerned with academic grades, but also personal qualifications and professional experience.

Participating in ACC demands a goal-oriented and focused mindset. However, ACC is also highly concerned with demonstrating the ability of being a team-player and actively participating in achieving a common goal. In doing so, the

event allows students to establish a broad social network of ambitious students and contacts within prestigious businesses for future use.

Throughout the ACC week, skill-providing workshops, interesting company presentations and exciting social events are provided to create an ideal and professional framework for the students attending. Thanks to a dedicated Organising Committee, Studenterlauget and ACC are, yet again, able to deliver a challenging and rewarding case competition that will equip students with competencies that provide a head start in the job-seeking process.

Of course, there can only be one winner. Nevertheless, every participant is essentially considered a winner. Who would not want to attend this cross-cultural, international case competition and excel in front of prospective employers?

Hence, I give my encouragement to be a part of Aarhus Case Competition 2018. We look forward to seeing you all during the week!

Kind regards,

Christian Luk
Managing Director
Studenterlauget



TEAM UP LATE TO HIT THE DUE DATE?



RED BULL GIVES YOU WIIINGS. 

THE IDEAL CASE SOLVER

As Aarhus Case Competition is rapidly approaching, talk about how to become the ideal case solver is bound to be on people's lips. To try to answer this question, we have consulted previous participants and judges in order to give you first-hand insight and provide you with a guide to help you conquer the cases of Aarhus Case Competition 2018!

The Overall Setting

Describing the overall quality of Aarhus Case Competition, the previous judges were all extremely impressed with the level of the participants and their solutions.

"I am impressed with the high level shown by the participants at ACC compared to other case competitions that I have attended, most recently in London. The cases presented in both the finals, semi-finals and the Aspire competition were on an international level," Johann Gautier explains.

"I was very impressed with the level - I am a quite good peoples person, and it was very clear that the competition dealt with academics at a high level. They might not have the same mindset as people like me who are entrepreneurs, but they were very very very intelligent, judicious, hard working young

people with exciting futures," serial entrepreneur, Jesper Buch says.

The fact that the previous judges all agree on the level of the participants being high of nature underlines that this year's participants are entering a competition where the opportunities of showcasing their skills are as excellent as it gets.

Team Know-How and Spirit are Essential

The actual experts on thriving during a case competition such as Aarhus Case Competition are arguably previous participants. They highlight the importance of the team that you participate with.

The ACC 2017 participant Anh Phuong Huynh describes that bonding and connecting with your team is quite important. She explains that it helped her and her team to focus on what was feasible for the

company and case in question: "...have a good team that knows each other relatively well before beginning the case. This makes it easier to work together and to know how each member works and what capabilities they have."

James Tomlinson who participated in Aspire Case Camp 2017 also adds:

"...try to have a diversified team, so that you can benefit from each of your unique skills"

"You begin to understand what is needed to cooperate efficiently under pressure with very different people. When you sit "locked" in a room for around thirty-two hours, you find out how important it is to have a team that enables you to not only use one another's competencies but also enables you to have fun!" the winner of ACC 2016, Silas Moestrup Pedersen, explains.



The Ideal (Alternative) Solution

Additionally, the judges and participants were all asked about the case solutions of ACC 2017.

Some of the previous participants underlined what they thought made their solution stand out from the other teams'.

"Our solution was quite realistic. We focused on the strengths of the company and made our case solutions adjacent to these strengths. We tried not to make it too complicated," Anh Phuong Huynh tells us.

"Our solution was different in the sense that it ran with a clear-cut thread that the case company was to follow their core competencies but within new markets. We did not focus on a necessarily revolutionising idea or solution," Anders Josiasen, who participated in ACC 2017, says.

Although many participants underline that they attempted to be realistic and provide feasible solutions, some judges mentioned another angle of what a good solution could be, namely one that is of a more alternative nature.

"I think the participants should be a bit more daring in their solutions. I would suggest to brainstorm about many different aspects and applications that are a bit less traditional," Jesper Buch notes.

"I would also appreciate a more alternative solution - perhaps from those who also have alternative backgrounds. It allows one to get various perspectives in a solution. Dare to stand out," Johann Gautier, says.

Be Prepared as a Participant!

Another theme that was found among the previous participants was that it is important to prepare as much as possible before the actual case solving begins!

"When you have applied to either Aspire or ACC, the most important thing is to prepare yourself. When I say prepare, I mean having agreed with your team on a timeplan, slides that can be prepared prior to the event, and how one would like to structure the final presentations. It is vital to be structured. The more structure you have, the more thorough your analysis can be and the better you can present your solutions and arguments in the

end," Christian Hoe, participant at Aspire Case Camp 2017, points out.

Golden Words from the Judges

Finally, the previous judges also came with some advice to future participants.

"Take a chance and try it. Do not just lean back and say that you will apply next year instead. We look at both Aspire and ACC participants - just that fact that you are participating, even if you do not win, makes us notice you!" Johann Gautier, judge at ACC 2017 and 2018, underlines in relation to recruiting prospective employees.

"Find a good team and then try it! Participate with a desire to win and not with a fear of losing," Thomas Arentsen, judge at ACC 2017, explains.

"Embrace this opportunity to meet, work, and gain inspiration with other bright and talented students and peers," Peter Mølkjær, judge at ACC 2017, says.

We hope that this mini-guide will aid you in conquering the cases of Aarhus Case Competition 2018!



Your digitalization partner

Once again, NNIT is proud to be the digitalization partner at Aarhus Case Competition. This is an excellent opportunity for us to meet some of the most talented business students from both Aarhus University and other leading Nordic universities. We are looking forward to support and observe the students as they dig into the world of case solving, and to show them who we are and what they can expect from us.

Collaboration in action

ACC 2018 is a great way for the students to show their problem-solving skills and grow a professional network. The competition gives them a hands-on experience as they get to work on challenging cases from some of the most dynamic and game-changing companies around. So of course NNIT wants to be part of that experience as well. We particularly look forward to meeting all the 2018 ACC participants, to experience their drive, and be inspired by their new ideas on how to keep up with digital transformation.

During the case competition, you will, as a student, be given the opportunity to draw on the knowledge and expertise of NNIT's experienced consultants, as well as gain insights into management consulting – with a twist of IT.

Consulting is very much about collaboration. Thus, for NNIT, it makes very good sense to support an event where the ability to collaborate and work in teams is key. Collaboration and a winning team mind-set constitute the core of the NNIT culture, so we look forward to seeing that in the students as well.

We are looking forward to working with and challenging you on everything – from specific case advice and quality assurance to presentation and visualization.

Value-driven digitalization

At NNIT we provide new solutions and IT consultancy services to the life sciences industry, financial institutions, the public sector and other large enterprises with equally high demands on quality and security. Our consultants take on a broad variety of tasks and challenges. We work as a team and are driven by a passion for developing the best solutions possible based on the belief that IT consultancy should always be open and honest, conscience driven and value adding. The day-to-day responsibility of NNIT consultants is to always inspire and to bring a deep understanding of IT, when helping clients manage the transformation needed to compete successfully in the fast-moving digital age.

Make your mark at NNIT

At NNIT we wish to attract and continuously develop talent to make their mark on NNIT and on their own career. That is why we offer great opportunities to the most passionate graduates as either a junior consultant, as part

of the NNIT Graduate Program, or as part of our Future Specialist Programs. From day one you will become part of a vibrant junior community in which you will receive formal training and gain invaluable experiences that will help you grow both professionally and personally.

Our aim is to provide our consultants with the strongest possible strategic toolbox that enables them to generate new ideas and innovative solutions for our clients. Building your management consulting toolbox should start as early as possible, and we, at NNIT, view ACC as an excellent opportunity to do so.



Mille Mersebæk
Junior Consultant

MAKE YOUR MARK

On a fast-growing IT company and on your own career.

We are always looking for sharp, energetic IT professionals to join us. On September 1, our new team of graduates starts out – interested? www.nnit.com

GROW WITH US.



Each week more than 9 million shopping trips are carried out in our stores, and every day we provide 1.4 million customers with groceries and everyday essentials in our stores, along with a wide range of nonfood products online.

Dansk Supermarked Group provides the framework for more than 50,000 international employees in four countries. Our employees strive every day to give our customers the best possible shopping experience.

Dansk Supermarked Group is a 100% Danish-owned company

On 7th November 2017 Salling Fondene and A.P. Møller - Maersk agreed that A.P. Møller - Maersk would divest its 19% of the ownership making Salling Fondene the sole owner of Dansk Supermarked Group.

Our strategy is to deliver sustainable growth

We will grow our business and remain financially strong by investing in activities that our customers find valuable, inspiring and helpful in their everyday lives – this is what we call Delivering Sustainable Growth.

We have four main goals in the overall strategy towards 2022.

1. Maintain our strong market position in Denmark
2. Accelerate growth in Poland and Sweden
3. Boost e-commerce sales and build digital experiences
4. Enter new business areas to capture food trends

A marketplace of opportunities

In Dansk Supermarked Group, we take pride in having the best trained leaders and specialists in retail, and we offer a wide range of development opportunities for leaders as well as specialists.

The majority of our employees in corporate functions are specialists and leaders with highly qualified skills. These capacities are crucial for a retail business like ours to operate efficiently and successfully across several countries.

Being part of the Group means thriving in a busy work environment where hard work pays off. We expect you to do your best and offer you a wide range of career opportunities in our different corporate functions.

A career in corporate

In order to develop and maintain the different businesses, Dansk Supermarked Group has a number of corporate functions. These include functions such as management teams, supply chain, e-commerce, commercial, marketing, HR, finance, IT, technical department, group general counsel, business development, corporate communication and logistics.

Dansk Supermarked Group's headquarters are located on the outskirts of Aarhus, and here the main part of the administration attends to its everyday work and supports the management teams through their corporate functions.

The Netto International management and administration is headquartered in Køge, south of Copenhagen. The international Netto divisions have local headquarters in their respective countries.

Join us as a Graduate

September 2018 the Corporate graduate Programme at Dansk Supermarked begins. We are looking for you already.

Dansk Supermarked is on an exciting journey developing the retail sector of tomorrow. To support and drive this business transformation, we need skilled and ambitious graduates capable and willing to grow with us.

Our core business functions such as Commercial, Finance, Human Resource, IT and Corporate Communication are all developing – and joining us means becoming part of a company where your daily work will have a great impact on and make a genuine difference to the business.

Prospects

The programme is designed to fast track your career and develop your skills within an international retail corporation.

The programme will lead to a broad range of career opportunities. Upon completion, our graduates are hired in positions ranging from specialists to leading positions and in time we expect you to develop into best-in-class specialists or leaders on senior level.

You will be challenged

We believe in learning by doing. As a Corporate graduate, you will be working hands-on with the daily tasks within the functional area you choose, alongside project work.

We will make sure we challenge you from day one and give you continuous feedback on your work and learning. Throughout the programme, you will participate in different learning modules together with graduates from other functional areas.

Join us as an Intern or Management Consultant in Group Business Development

Group Business Development drives the Dansk Supermarked Group strategy process and supports the execution through different strategic projects. The projects are delivered in close collaboration with the business through sponsorship and mirrored resources with the aim of ensuring sustainable and practical solutions to business challenges.

Group Business Development is involved in both strategic, tactical and operational projects. Furthermore, implementation is part of every project. This means that we follow up on every project to ensure that we deliver success instead of having a successful delivery.

Group Business Development is looking for both business minded interns and entry-level management consultants. As an intern you will get to be a full part of the team, since the aim is to give the interns the full experience on how it is to work as a Management Consultant in Group Business Development. The internship runs twice a year. The next application deadline for the internship will be a few weeks after Aarhus Case Competition April, 2018.

Besides interns, Business Development is often looking for top-performing business students as entry-level management consultants. Send an unsolicited application or apply when we have an open position.

DESIGN
YOUR
FUTURE



“WHAT I HAVE EXPERIENCED AT BESTSELLER IS THAT IF YOU ARE AMBITIOUS AND RESULT-ORIENTED, YOU WILL BE TRUSTED WITH RESPONSIBILITY AND THE OPPORTUNITY TO BE INCLUDED AT THE HIGHEST LEVEL”

*Michael Guldmann Nielsen — Business Controller, ONLY
MSc in Finance & International Business, Aarhus BSS*

BEHIND THE SCENES OF ACC

Since September 2017, a group of 26 dedicated students have been working hard as part of the Organising Committee to ensure that this year's Aarhus Case Competition will be the best one yet! You will without a doubt see and meet the Organising Committee throughout the ACC week. Thus, you might be wondering what exactly they have been doing throughout the months of preparation that culminate in week 15. Here is a little insight into the four main groups that make up the Organising Committee and what they would like you to know about ACC 2018!

CASE WRITERS

During the process of preparing for Aarhus Case Competition, we, as Case Writers, found our role split up into several processes.

In the very beginning, we found it important to research about previous cases that have been featured in ACC's history. We were very interested in figuring out what was good, what could be done better, and how we as a team could manage to put our own touch on the cases that we were to write.

In order to ensure that the cases would match our desired outcome, we had several meetings with the Advisory Board, ONLY/BESTSELLER, and the Premium Partners. From the two latter, we also received help with the actual case writing and collection of data.

Before the kick-off of the ACC week, we have furthermore arranged that last year's case champions and

the members of the Organising Committee test the cases.

Throughout the actual ACC week, we will act out our responsibilities of briefing the judges about the cases and the judgement criteria that should be used. We will also be there to answer questions during all the important case solving processes! We also take part in picking out the Aspire finalists.

All in all, we feel that our most important role for this year's ACC is to ensure quality cases that align with this year's event.

We hope that you enjoy the cases as much as we enjoyed writing them!



Nina, Lauritz and Peter

EVENT

Through extensive planning and coordination, we as the members of the Event team, strive to provide not only an intensive but also a comprehensive program for ACC 2018. We aim to present numerous activities and events in the pursuit of supplying the participating students with an excellent and professional experience. One of our overall aims is to make Aarhus Case Competition the best case competition amongst the Nordic countries!

The participating students are the foundation for our events to become successful. We are eager to demonstrate the importance of the participating students by

providing events that are planned down to the smallest detail and with the utmost respect towards what we wish to see as an experience of a lifetime.

Overall, we wish to create the framework for Aarhus Case Competition to be as successful as ever. With our work, we want to communicate that ACC takes on themes of professionalism and the bridge between university students and bridges university students and the business world.. This, we hope, will be allowed using a backdrop of not only academic but also social events and elements, which we are responsible for.



Peter, Simone, Christoffer, Louise, Caroline, Cathrine, and Ashlee

BUSINESS RELATIONS

As this year's Business Relations team, we strive to create the best ACC experience for everyone involved. We believe that hard work, commitment, and teamwork are the keys to make Aarhus Case Competition 2018 a success.

The Business Relations team can be described as having a relatively broad scope with very different tasks and processes that we have handled throughout the past months. The list of responsibilities is long as we are embedded in many aspects of ACC. This include partner contact, partner meetings, fundraising, the panels of judges, product sponsorships only to name a few.

Our most fundamental task is to manage and cooperate with ACC's partners. First of all, it implies a clear communication to

our partners about ACC's values, its innovative concept, and all of our ambitious plans to create the best possible event to provide our partners with the best possible opportunity to unfold.

We believe ACC offers great opportunities for you as a student to engage with high profiled companies and gain valuable insights and tools for your future career. We hope that the outcome of our hard work during the past months will be seen in the quality and experience of Aarhus Case Competition 2018.



Katrine, Rasmus, Line T., Amalie, Michael and Line S.

PR & MARKETING

This year, we have had several main focus areas in order to expand, improve, and underline what Aarhus Case Competition is all about. Overall, we had three areas that we focused on with an innovative approach. These three areas were the magazine, the website, and the public relations activities necessary to brand our event appropriately!

Firstly, the magazine has been revitalised to capture the ACC experience even better. We have spent a lot of time on contacting previous participants and judges to get their first-hand impressions of the competitions and the event in general. We wanted to underline the function of ACC as a bridge between university students and the business world with everything that comes with it. Overall, we have tried to bring you a magazine that provides relevant and interesting content.

Secondly, the website has been given a complete makeover (see the result at

www.aarhuscasecompetition.com). Our aim here was to make all information more accessible and to create a good first-hand impression of ACC as an organisation and initiative that is a front runner amongst case competitions, especially in the Nordic countries.

Thirdly, the function of public relations has been a focus for every member of our team this year. We believe that Aarhus Case Competition is a wonderful and opportunity-giving event that more people should know about. Thus, our strategy has been to communicate to the world that ACC has a noteworthy story and fulfills an essential role at Aarhus University.

Finally, we want to underline that we have attempted to create a space around Aarhus Case Competition that is inviting, exciting, and admirable. We are passionate about representing ACC and wish that everyone gets to know how truly exciting this initiative is for everyone involved!



Christian, Kristoffer, Mikkel, Helena, Nadine, Camilla and Emma

PRESENTATION OF THE JURY

ONLY/BESTSELLER

Finn Poulsen has been a part of the top-management in BESTSELLER his entire career. He was BESTSELLER founder Troels Holch Povlsen's sparring partner and the global company's employee number one.

During his 35 years at BESTSELLER, Finn Poulsen has held the positions as CEO as well as Director. Furthermore, Finn Poulsen has been a member of BESTSELLER's Board of Directors for 27 years and thereby been an integral part of the company's strategic development. Since 1992, Finn Poulsen has been CEO and Partner of BESTSELLER Retail Europe, which owns, operates and develops retail concepts in 17 European countries. BESTSELLER Retail Europe is BESTSELLER's strongest retail operation with 550 stores. Finn Poulsen has furthermore been Director of ONLY since 2012 and lead the turn-around of the brand.

Finn Poulsen is also an active Board Member for several other companies and has been so during the years. Among others, he was a member of The Danish Broadcasting Corporation's (DR) Board of directors from 2007-2015. Today, Finn Poulsen is chairman of the Board for Carl-Henning Pedersen and Else Alfelt's Museum, The Carl-Henning Pedersen Foundation as well as Deep Forest Artland.

"We are operating one of the most dynamic and fast-growing fashion companies in Europe, which constantly requires innovation to give us a competitive edge. It is therefore vital for our continued growth that we attract and develop young talents with a solid theoretical background. We need managers and employees with a strong business sense, great energy and not least courage to reach our ambitious growth targets. Our participation in ACC gives us a unique opportunity to present our wonderful company to our next potential star colleagues. Great results are only achieved if you have the right people on your team."



FINN POULSEN

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

Aarhus Case Competition
Final Judge

H&B | Hildebrandt & Brandi

Søren Brandi is Managing Partner at H&B | Hildebrandt & Brandi, and he advises leading corporations within the field of governance, strategic leadership, board development and change. He holds a MSc in Strategy & Leadership from Aarhus BSS and has completed programs on strategy, leadership and change at the Wharton School and IMD Business School. Søren is also External Lecturer at Aarhus BSS and Copenhagen Business School, and he has written and co-written approximately 30 books. Previously, Søren has worked at LEGO as a Senior Director with responsibility for Global Change & Process Management and at PA Consulting Group with development and strategy implementation.

2018 is H&B's first year as Premium Partner, and Søren is excited to be a part of the jury and the ACC week. He looks forward to being inspired and challenged by the bright students participating in the competition:

"At H&B, we have strong roots in the academic world, and we are always eager to learn, get inspired and share our own knowledge and expertise. ACC is a great opportunity for doing just that. It is also a unique way for students to practise the art of problem solving which I am sure will be a valuable skill for them in their future careers, no matter where that may be. I am looking very much forward to taking part in this exciting event."



SØREN BRANDI

**Founder & Managing Partner,
H&B | Hildebrandt & Brandi**

Aarhus Case Competition
Final Judge

Deloitte

Sigurd Ersted Jensen is Managing Partner in Deloitte Corporate Finance and is responsible for corporate finance and strategic and tactical advisory services. He holds a MSc in Finance and Accounting from Copenhagen Business School and has more than 15 years of management consulting and corporate finance advisory experience with 50+ completed transactions.

Sigurd Ersted Jensen has great experience in advising company owners, entrepreneurs and private equity clients in the process of either buying or selling a company. This has been within IT & Tech, fast-moving consumer goods, financial services, real-estate, agriculture, engineering, healthcare and green-tech energy.

Since he joined Deloitte, the company has experienced have experienced a strong activity, reflected in a vast number of completed transactions across different industries. With 18 transactions since 2016, Deloitte is the preferred Danish M&A advisor, which recently led to being awarded "Danish M&A Advisor of the Year by Mergermarket."

Previously, Sigurd Ersted Jensen has worked at McKinsey as a Junior Associate and as a Director at FIH Partners. *"My motivation for participating as a judge at ACC is that I enjoy meeting young talents. Furthermore, I like to be challenged and learn from engaged and creative students."*



SIGURD ERSTED JENSEN

**Managing Partner,
Deloitte Corporate Finance**

Aarhus Case Competition
Final Judge

NNIT

Johann Gautier is NNIT's final judge for the ACC Final the second time. Johann is Vice President of NNIT Management Consulting. He holds a MSc in IT design and E-business from the IT University of Copenhagen. Johann joined NNIT as a business consultant, and he has made an important mark on the development of NNIT's consulting business ever since.

With more than 15 years of consulting experience, covering various industries and technologies, Johann Gautier has developed core competencies within strategy definition and execution, process optimisation, optimising the use of IT to improve business results, organisational change management and project management.

Johann is known for always applying a pragmatic 'keep it simple' approach and is best described as a 'one of a kind leader'. In his leadership, Johann is inspired by the Gung Ho principles: "For me, Gung Ho conveys meaningful lessons about motivation, inspiration and goal-setting - lessons that NNIT, or any other organization, can put to immediate use. The principles are remarkably simple, whilst being amazingly powerful. As I see it, Gung Ho implies certain ways to escalate productivity, synergy and teamwork, by fostering excellent morale in the workplace". With this in mind, Johann will be using his wide-range of experience and knowledge when judging at the ACC 2018 finals:

"First of all, I am looking forward to come back to this great event. In NNIT, it is evident that the agenda of tomorrow is formed by bright and innovative mindsets. As part of the judging panel, I therefore have high expectations to the students' creativity and approach to solving relevant business challenges, and I look forward to being inspired by the different perspectives added to the presented solutions."



JOHANN GAUTIER

**Vice President,
NNIT Management**
Aarhus Case Competition
Final Judge

Aarhus BSS

René Rohrbeck is Professor of Strategy at Aarhus BSS, where he also runs the international Strategic Foresight Research Network. His areas of expertise include: Corporate Foresight, designing future-oriented organisations, innovation management, and technology management. Before joining Aarhus BSS, René spent six years working within innovation management at Volkswagen and corporate foresight at Deutsche Telekom.

René has worked both as a consultant and manager for companies from a wide range of industries including automobile, oil & gas, pulp & paper, information & communication technologies (ICT), and energy.

René has authored the book "Corporate foresight – Towards a Maturity Model for the Future Orientation of a firm", in which he develops a benchmarking framework for assessing future orientation and describes best practices in corporate foresight. His research has also been published in leading international journals such as Technological Forecasting and Social Change, Technology Analysis & Strategic Management, R&D Management and Global Business and Organisational Excellence.

René Rohrbeck teaches on MBA, MSc and executive education programs at the Aarhus School of Business, the University of Kiel, the Technische Universität Berlin, the University of Technology, KTH, Stockholm, and the Hanken School of Economics.



RENÉ ROHRBECK

**Professor of Strategy,
Aarhus BSS**
Aarhus Case Competition
Final Judge

Dansk Supermarked Group

Marianne Bedsted is the CEO of Salling Department Stores and the Franchise Divisions Carl's Jr. and Starbucks in Dansk Supermarked Group. She is based in Aarhus and manages more than 1,600 employees across Denmark.

Besides her position in Dansk Supermarked Group, Marianne Bedsted is also Chairman of the Board of Directors of Den Jyske Opera and a Member of the Board of Directors of Copenhagen Contemporary and Musikkens Hus Aalborg. Her career counts several leadership positions such as Managing Director of Torvehallerne in Vejle, Scandic Bygholm Park in Horsens, Scandic Hotels in Aarhus, HR Director of Scandic Denmark, and CEO of Musikhuset Aarhus.

Marianne Bedsted's educational background is rooted in the hospitality branch from where her passionate customer focus derives. This is a great asset in retail, and Marianne Bedsted's main focus is to always deliver the best possible customer experience. She stresses that the philosophy of her work with the Salling Department Stores, Carl's Jr., and Starbucks is to constantly exceed the expectations of the customers.

"Previously, customers were driven simply by product and price, but nowadays they expect more – and they should. Therefore, we have been working hard to develop the Salling Department Stores to become more than just stores. We want Salling to be a venue for great experiences. One example is the Salling Rooftop – a new urban space on top of the roof of Salling in Aarhus. The Rooftop has been visited by more than 700,000 people since the opening only a few months ago."



MARIANNE BEDSTED

**CEO, Salling Department Stores
and Franchise Division Carl's Jr.
& Starbucks in DSG**
Aarhus Case Competition
Final Judge

Coca-Cola Germany

Per Gade Jensen is the Vice President for Sales at Coca-Cola Germany and a member of Coca-Cola European Partners, which is presently the biggest Coke bottler in the world. He is Head of Sales Home Market in Germany, is based in Berlin and is currently working in a Commercial Team with 1.500 employees where 1.200 are salespeople. Per holds a MSc from CBS in Marketing and Finance and has moreover completed his company MBA in IMD.

After his studies, Per joined Statoil Denmark and holds over 15 years various leadership positions within Finance, Sales and Marketing, the last position being as the Marketing Director in Poland for Statoil. In 2003, he joined Coca-Cola Hellenic as Commercial Manager. Per has spent the last 14 years working for two major Coke bottling systems (Hellenic & European Partners) in various Commercial Leadership positions in six countries in Europe.

Per has been a certified coach for four years and uses it actively to coach future talents within all parts of the organisation. In his present role, he is also a country ambassador for Trainee programs, Talent Development and Diversity & Inclusion. Per spends three days weekly among customers, consumers and employees in order to always have a clear feeling of strategy and execution works together.

"I am very honored and proud to be in the Jury this year, and I am really looking forward to see the creativity and quality of the participants and how they work together as a Team."



PER GADE JENSEN

**Vice President for Sales,
Coca-Cola Germany**
Aarhus Case Competition
Final Judge

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Anders Thomsen

As the CEO and co-founder of NoMore (www.nomorehours.com), Anders Thomsen is one of the co-founders of Aarhus Case Competition. Anders was one of the Head Coordinators of ACC 2012 and has been a part of the Advisory Board since then. On top of this, he has worked with McKinsey & Co for two and a half years after finishing his MSc Finance degree from Aarhus University.

Profile Overview:

- 2016-Present** CEO and co-founder of NoMore
- 2015-2016** Investment Manager with Catacap Private Equity
- 2012-2015** Associate with McKinsey & Company
- 2011-2012** Head Coordinator and co-founder ACC
- 2016-Present** MSc in Finance, Aarhus University



Jesper Agerholm

Jesper Agerholm is one of the co-founders of Aarhus Case Competition. He was the Head Coordinator of ACC 2012 together with Anders Thomsen and has been a member of the Advisory Board since 2013.

Profile Overview:

- 2012-Present** Corporate Finance, Associate Director at Clearwater
- 2011-2012** Executive Manager & Owner of HumanKapitalPleje
- 2011-2012** Board Member of Studenterlauget
- 2011-2012** Head Coordinator and co-founder ACC
- 2007-2012** MSc in Finance, Aarhus University



Dennis Geertsen

Working for Deloitte Denmark as a Senior Consultant focusing on Strategy Execution and Performance Management, Dennis Geertsen was Head Coordinator of ACC 2012. Moreover, Dennis also took part in the Business Relations Team of ACC 2012.

Profile Overview:

- 2016-Present** Senior Consultant at Deloitte
- 2012-2014** MSc in Economics and Management, Aarhus University



Morten Andreassen

Morten Andreassen works as a Manager at QVARTZ. Morten has both served as Head Coordinator of ACC 2013 and as a Case Writer in 2012. He has also been a co-organiser of Aarhus Symposium 2011. Moreover, he has participated in various case competitions.

Profile Overview:

- 2015-Present** Manager at QVARTZ
- 2012-2013** Analyst Advisor at Clearwater International Denmark
- 2011-2013** MSc in Finance, Aarhus University
- 2010-2011** Teaching Assistant



Mathilde Henriksen

As a Junior Project Manager at LEGO, Mathilde Henriksen was Head Coordinator of ACC 2016 and served as a member of the Business Relations Team in 2015. Mathilde has also been a co-organiser of Aarhus Symposium 2012 and 2013. Furthermore, she has been a finalist at various case competitions.

Profile Overview:

- 2012-Present** Junior Project Manager
- 2013-2016** MSc in Economics and Management, Aarhus University
- 2011-2013** Co-founder / Board Member / Vice Chairman of Kvindeligt Økonomisk Netværk (KØN - Female Economical Network)



Daniel Borup

Daniel was Head Coordinator of ACC 2016 and has also participated in several case competitions and investment challenges. He is currently working on his PhD in Financial Econometrics with a focus on Asset Pricing and Forecasting at Aarhus University.

Profile Overview:

- 2015-Present** Financial Econometrics with a focus on Asset Pricing and Forecasting at Aarhus University
- 2017** Summer Associate at Goldman Sachs
- 2014-2017** International MSc in Quantitative Economics

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AARHUS CASE COMPETITION

is an annual weeklong event exclusively for nordic business students.

Aarhus Case Competition aims to improve all participants' case-solving capabilities. It is both an academic but also a social event that bridges the gap between university students and the business world. The overall vision is to make ACC the most challenging and rewarding case competition.

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