

# Strategic direction of DONG Energy towards 2023

Wednesday's case  
2017

THE 9 TEAMS



# The case

It is the morning of 29 March 2017 in Gentofte. Jakob Askou Bøss, Senior Vice President of Corporate Strategy & Stakeholder Relations at DONG Energy, is sitting in his office listening to the wind blowing outside. The windy sound usually has a relaxing effect on Jakob, but in this moment, he is concerned with the global development in CO<sub>2</sub>-emissions. The new report from the American Meteorological Society indicates that the world's annual CO<sub>2</sub>-emissions are projected to exceed the record year of 2015.

Jakob looks down on the summary of last month's Group Management meeting. He recalls the main discussion points - the publication of the 2016 Annual Report and DONG Energy's strategy going forward, and re-confirmation of DONG Energy's vision: *To lead the energy transformation*.

Jakob has been asked to present his view on what strategic direction DONG Energy should pursue towards 2023 at the next Group Management meeting.

As Jakob looks up from the summary and collects his thoughts, he realises that he will need help to prepare a comprehensive presentation. Jakob remembers last night's conversation with Morten Hultberg Buchgreitz, EVP of Distribution & Customer Solutions, and David Cook, EVP of Oil & Gas, where they highly praised your team's work, and therefore he decides to write you an email.

**From:** Jakob.Askou.Boss@dongenergy.dk  
**To:** You@aarhuscasecompetition.com  
**Subject:** Strategic direction of DONG Energy towards 2023

**Dear team,**

I need your assistance with outlining the strategic direction for DONG Energy towards 2023. Group Management has reaffirmed the vision for DONG Energy – *To lead the energy transformation*, as presented in the 2016 annual report.

Based on DONG Energy's vision and the potential opportunities within DONG Energy's current business portfolio as well as potential opportunities outside of DONG Energy's current business platform, what strategic direction would you recommend for DONG Energy going forward?

DONG Energy wishes to continue its profitable green growth. In your recommendation, you should consider **where** and **how** DONG Energy should compete and where DONG Energy should deploy capital. I encourage you to be creative in your recommendation. As part of your presentation, please consider the following topics:

- Market attractiveness
- Ability to compete
- Fit with vision
- Execution roadmap and risk mitigation

Further, DONG Energy has communicated a 2017-2023 target on average return on capital employed (ROCE) of 12-14%. Hence, consider when we can expect your recommendation will contribute positively towards this target.

For your inspiration, I have assembled a data-pack, but feel free to do additional research as you see fit. Make sure to state clearly any assumptions you make throughout the presentation. I need the material no later than 14:00 tomorrow. The presentation should be no longer than 10 slides, but feel free to add an appendix. The recommendation and appendix must be handed in as one 16:9 PDF file.

I look forward to hearing your recommendations – good luck with your presentation!

Best regards,

**Jakob Askou Bøss**

Senior Vice President, Corporate Strategy & Stakeholder Relations, DONG Energy

# Judging Criteria – Presentation

Solution – 30%	Problem analysis – 30%	Presentation – 20%	Questions from Jury – 20%
❖ Is the problem statement answered?	❖ Identifying the underlying problems	❖ Slide layout and visual presentation	❖ Confidence
❖ Feasibility and implementation	❖ Extracting relevant information	❖ Body language	❖ Short and clear answers
❖ Creativity	❖ Usage of pyramid principle	❖ Membership participation	❖ Quality of answers
❖ Reflection upon risk	❖ Identifying future perspective	❖ Time management	❖ Participation of team members

---

## Case writers:

Line Plagborg  
Berith Frisdahl Werner  
Stefan Mosegaard Jensen

## Special thanks to:

DONG Energy A/S:  
Rasmus Peter Brock Danielsen  
Sofie Carl

QVARTZ:  
Cathrine Pedersen

Other:  
Anders Haugbølle Thomsen

