



matas

The Beauty of Competition

Agenda

1. Welcome
2. History of Matas
3. Problems faced by Matas
4. Management question & decision
5. Conclusion & Summary
6. Reflection with case groups



The History of Matas



1949



1967

2000



2006



2008



Problems faced by Matas

Declining growth rate



Problems faced by Matas

Falling share price

3 Billion DKKK
-69%

Reasons behind problems faced by Matas

- Consumer behaviour
- Increased competition online and offline
- Changing image



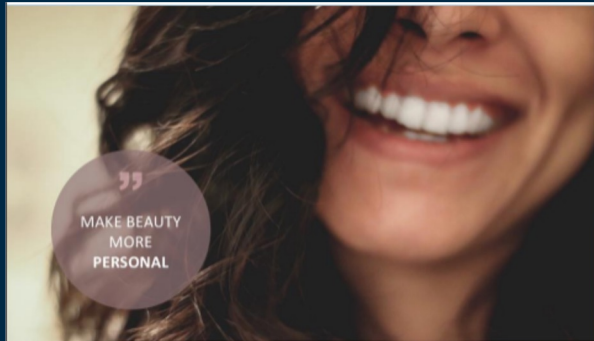
LOW PRICE

Management Question

Taking the role of a consultant team for Matas and Helle Poulsen, *how would you suggest Matas to turn the negative growth and dwindling share prices around?*

Management Decision

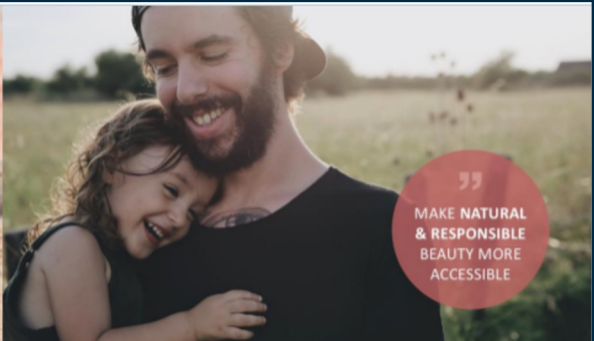
30th May 2018 introduction of *Renewing Matas* a five year strategy



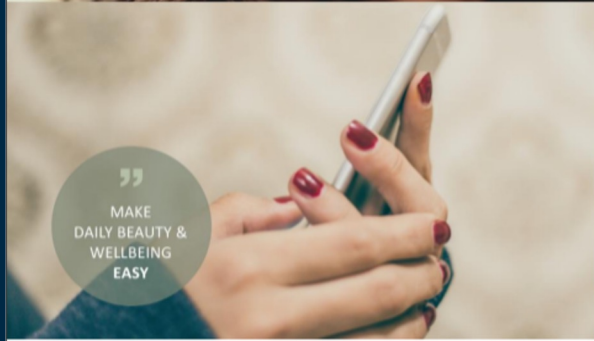
”
MAKE BEAUTY
MORE
PERSONAL



”
MAKE SHOPPING
A SENSUOUS
EXPERIENCE
AGAIN



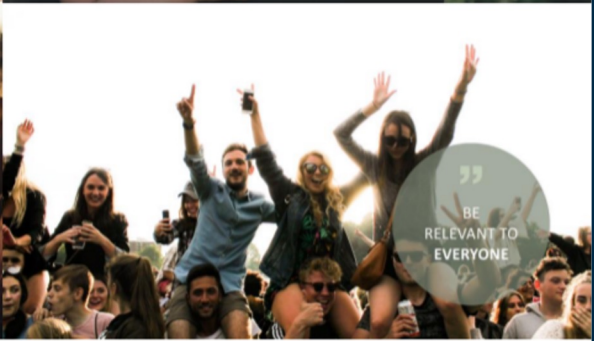
”
MAKE NATURAL
& RESPONSIBLE
BEAUTY MORE
ACCESSIBLE



”
MAKE
DAILY BEAUTY &
WELLBEING
EASY



”
CHAMPION
DANISH BEAUTY
& BRANDS



”
BE
RELEVANT TO
EVERYONE

Win Online



Reignite Store Growth



Open New
Growth Paths



Change How We Work



Summary & Conclusion

Identity Gaps

Character Horizontal

Strategy Diagonal

Value proposition

A unique shopping experience that exceeds ones expectations enabled by knowledge.

Relationships

Commitment, Personal & Simplicity

Position

Undisputed leader within health & beauty in Denmark.

Expression

"Stripes" and other private labels.
Physical stores.

Brand core

Good advice makes the difference.

Personality

Modern, caring and inspiring

Mission and vision

We want to help our customers to feel good, look good and be happy - at a fair price.

Culture

Customer centricity.
Development & empowerment

Competences

Technology solutions, knowledgeable, service & engagement.

Be #1 in Denmark on health & beauty & well-being

“To be the same - the brand sometimes need to change”

matas