

Kongsvang Cleaning & Facility A/S

Kongsvang Cleaning & Facility A/S has existed since 1998 and had its 25th anniversary this year (2023). The company mainly deals with cleaning, where 95% of Kongsvang's customers are public and are won via public tenders. The company has experienced continuous financial and organizational progress over the past several years, which has resulted in increased top and bottom lines and a workforce of 1100 employees, 60 of whom are in functionary positions.

CASE: The team must prepare an adequate market analysis, which will give Kongsvang the right insight into the possibility of creating a tablet solution that can replace the current plastic cans with cleaning detergent. The solution has the potential to not only help Kongsvang in an even more sustainable direction but the entire cleaning industry

GENERAL COMPANY INFORMATIONS

Company	Kongsvang Cleaning & Facility A/S
Location	Klamsagervej 2, 8230 Aabyhøj
Contactperson(s)	Lise Kallesøe (Projectleader for sustainability and green transition) & Jørgen Hertz (CEO)

INTRO

Do you want to help shape and innovate a sustainable solution that can contribute to the green transition? Then this case is for you!

Kongsvang is looking for a proactive team that wants to be involved from the start of the project, where a market analysis must be prepared before a strategic implementation can become a reality.

The team can help solve what the company describes as a "huge problem in the market". Kongsvang provides the necessary sparring to the team during the project, to ensure the right progress. However, Kongsvang wants a team that, before starting the work, has defined some clear internal roles, including project managers in the group, who must ensure the right management and direction to the project.

COMPANYPROFILE

Kongsvang Cleaning & Facility A/S (hereafter Kongsvang) has existed since 1998 and had its 25th anniversary in 2023. The company mainly deals with cleaning, where 95% of Kongsvang's customers are public, B2C and B2G.

The company has experienced continuous financial and organizational progress over the past several years, which has resulted in increased top and bottom lines. Kongsvang's market position has long been confirmed as a large and competitive player in the cleaning market. The company is in the top 5 national cleaning companies measured in terms of size, finances, and customer base.

The company relies on its many years of experience in the industry, which has meant that they are a professional and viable supplier to their customers. A professional approach to the customer's expectations within service is essential to Kongsvang's value proposition, and something they are constantly working to strengthen.

The company employs +1000 cleaning staff, of which 76 different nationalities are represented. Kongsvang describes the general corporate culture as flat, and with cohesion and employee involvement. The company's employees come with a great diversity in their professional and educational backgrounds. Kongsvang has a turnover of 350 million annually (2022) and has ambitions to grow further in the future.

One of Kongsvang's strategic objectives for the future is to work with sustainability. The company feels a greater focus from the outside world in this area, which is why there has already been an intensified focus on sustainable implementations in recent years. Here there are, among other things, selected relevant UN world goals, which are practiced daily at work, as well as conversion to green cars. In addition, Kongsvang was awarded the Swan Label (Svanemærket) in 2023, which was a clear symbol and statement of the concentrated sustainable efforts the company works with daily.

Kongsvang is on a mission to tackle a major challenge regarding sustainability in the industry - the environmental impact of the traditional plastic bottles for cleaning detergent. The challenge is twofold: one is the lack of recycling of the packaging itself, and two is when, for example, 60L of cleaning agent is transported in 60 1L cans, instead of 6 small boxes with 10 tablets of concentrated cleaning detergent.

Kongsvang wants to investigate the possibility of a ground-breaking tablet solution that can replace traditional plastic containers.

CASE DESCRIPTION

Kongsvang wants to investigate the possibility of replacing the plastic containers with a cleaning detergent, with a tablet solution.

The team must prepare a market analysis that will give Kongsvang the right insight into the possibility of creating a tablet solution that can replace the current plastic cans with a cleaning detergent. The tablet is inspired by everyday washing-up waste, which dissolves and releases the detergent for the dishwasher. The project is in its infancy and Kongsvang has already been in dialogue with companies from other countries that have introduced the tablet form.

In addition, the team must remember Kongsvang's status as the Swan label, and this places certain requirements on the tablet solution.

Before the tablet solution can become a reality to produce and implement in daily life for Kongsvang, a thorough market analysis needs to be carried out. The analysis must ensure the right amount of data.

The team is tasked with focusing on the European market and is looking closely at competitors who may already be using similar tablets. Can we find any relevant business partners across the industry?

In addition, Kongsvang is interested in analyzing whether there are manufacturers in the market who are either already developing a similar tablet form or have it on the agenda for the future. The team can also support the analysis with previous or current research in the area.

The team itself defines relevant analysis criteria according to the project, which can help support their partial and final results. Of course, with sparring and inspiration from Lead the Talent's and Kongsvang's project managers.

The team will work agilely with continuous sparring and partial evaluations with Lise and Jørgen, to ensure dynamic development in the project and rapid reconciliation of expectations and decision-making processes.

The contact person at Kongsvang will primarily be Lise Kallesøe (Project manager for sustainability and green transition) and secondarily Jørgen Hertz (CEO). Lise has an educational background as a Chaos Pilot and thereby solid experience with project management and innovation. In addition, she has dealt with sustainability for more than 15 years.

SPECIFIC TASKS

The specific tasks for the case are divided into follow phases:

0. PHASE: Onboarding and determination of overall objectives:

- 0.1. The company and the team go through the document "*the right onboarding*" that LEAD THE TALENT sends to the company and the candidates. After this, Kongsvang and the team make a plan for the general onboarding

1. PHASE: Selection of analysis criteria and selection of information search

- 1.1 The team initially starts to review the core of the project and the path to the desired output
 - 1.1.1 In this, the team must assess which analysis criteria are relevant to include to solve the project, in addition to those that have been chosen in advance (the team does not necessarily have to lock on to these criteria, but is free to change and add continuously)
- 1.2 The team starts from the selected analysis criteria and then begins the market analysis. It could be analyzed such as:
 - 1.2.1 Porter's Five Forces (competitive analysis)
 - 1.2.2 Benchmarking Analysis
 - 1.2.3 Distributor Analysis
 - 1.2.4 Partnership alliances etc.
- 1.3 Start by carrying out an industry coding on the European market, to be able to define which industries/companies based on which a competitor analysis must be made
 - 1.3.1 The team defines a market definition of the European market, which is to be investigated and analyzed
- 1.4 The team must initially identify which information search must be carried out to create a representative market analysis
 - 1.4.1 Desk research? (quantitative market analysis)
 - 1.4.2 Field research? (qualitative market analysis)
 - 1.4.3 Combined Analysis Method? (quantitative and qualitative market analysis)
- 1.5 Before the analysis begins, the team must present their analysis areas and criteria to relevant people from Kongsvang to ensure reconciliation of expectations for the further process
 - 1.5.1 This presents the team's immediate first thoughts regarding analysis use, which can however be adapted along the way

2. PHASE 2: Starts with the market analysis

- 2.1 Based on the team's chosen criteria in addition to those that Kongsvang has already decided the analysis should contain, the team begins their market analysis
- 2.2 The team starts by doing a competitor analysis of the European market
 - 2.2.1 Here, a concentrated effort is made around which companies could be interesting to include based on the team's market definition
 - 2.2.2 The purpose of this competitor analysis is to assess whether there are current competitors who either have or use similar tablet forms to the one Kongsvang wants
- 2.3 The team must investigate what kind of research has been done in the area
 - 2.3.1 Has research been done into creating a tablet solution for the cleaning industry?
 - 2.3.2 Is research being carried out into creating a tablet solution for the cleaning industry?
 - 2.3.3 Are there plans to conduct research into creating a tablet solution for the cleaning industry?
- 2.4 Are there opportunities for partnership alliances across the industry?
 - 2.4.1 Can the team find other competitors who have a sustainable agenda as a major strategic objective, which could be exciting for Kongsvang to enter into a possible dialogue with?
- 2.5 The team then shapes the market analysis based on the points that have been chosen from Phase 1
- 2.6 Before phase 3 can begin, the team prepares a presentation of their current findings to relevant people in Kongsvang
 - 2.6.1 Here, it is assessed whether the market analysis is sufficient for the remaining work, or whether there are points of analysis that need to be added and analyzed.

3. PHASE: Mapping of possible manufacturers

- 3.1 Kongsvang finds it necessary to map out possible collaboration partners and/or manufacturers who will be able to assist in producing the tablet solution
 - 3.1.1 The team must therefore map possible manufacturers in the market who can either help or are in the process of producing similar preparations
 - 3.1.1.1 The team can begin their analysis from phase 2.3 and start research potential leads to possible manufacturers in the market
- 3.2 Both national and international producers may be looked at in this analysis
- 3.3 The team may, if possible, present possible financial resources that may be associated with producing the tablet solution
 - 3.3.1 This is a relevant point for Kongsvang in their internal discussion about whether it can make sense
- 3.4 The team can discuss whether possible producers should be contacted, or whether a list of possible producers who can be contacted in the future for Kongsvang should be made
- 3.5 The team may, if possible, present the time perspective for producing a possible tablet solution. Here, the time perspective is looked at from:
 - 3.5.1 That there are no solutions on the market
 - 3.5.2 That the solution may already be underway or being considered
 - 3.5.3 That the solution already exists



4. PHASE: Other possibilities for cooperation

- 4.1 Based on the analysis, the team must investigate what it takes to do a business PhD in the field
- 4.2 Based on the analysis, the team must investigate whether there are possible findings that can be applied to start the project
 - 4.2.1 National and international
- 4.3 The team presents their entire analysis from phases 1-4 to relevant persons for Kongsvang
 - 4.3.1 Based on the presentation, the team must prepare a plan for the work that lies ahead after the 8 weeks
 - 4.3.1.1 What are the next stages in the process that need to be worked out?
 - 4.3.1.1.1 These phases can be found in the final presentation - The team is welcome to present their thoughts to Kongsvang

5. PHASE: Preparation of future analysis/execution plan

- 5.1 Based on the team's presentation, an analysis/execution plan is drawn up for the phases that have been specified between the team and Kongsvang
- 5.2 What are the next natural steps to take to move forward in the process?
 - 5.2.1 Which work tasks lie ahead of progress in the process?
 - 5.2.2 What is the time horizon for the next phases?
 - 5.2.2.1 Months?
 - 5.2.2.2 Quarters?
 - 5.2.2.3 Year?
 - 5.2.2.4 Other?

OUTCOME

The company desired outcome after 8 weeks:

- ✓ A prepared market analysis based on selected analysis criteria
- ✓ Proposal for the project's future process/implementation
 - Partnership alliances
 - Manufactures in the market
 - Business PhD in the field
 - Founding of the project
- ✓ A report and presentation of the team's partial and final results
- ✓ Preparation of future analysis/execution plan for the project

PROFILE PROFESSIONS TO THE CASE

- Business understanding, Supply chain management, Value chain analysis
- Strategy, Strategic implementation/communication/analysis, Project management
- Sustainability
- Market analysis



LEAD THE
TALENT

- Anthropological field study, Qualitative data, Quantitative data
- Agile work processes, Proactivity

TALENTPROFILE

If you have an interest in sustainability and at the same time have skills and motivation within market analysis and business understanding, then you have the opportunity to combine these areas and support the company's strategic objectives for the future within sustainability.

Kongsvang is looking for a team that can consist of both national and international candidates, which is why the internal language of the group is expected to be English if there is a combination of nationalities.

The team will be placed in their meeting room during the project.

The project will have an agile and iterative approach, which means that along the way the team will have to present partial results and milestones with relevant people to Kongsvang. It must help to ensure alignment of expectations between the parties involved in the project and the necessary momentum towards the end result.

The team is also offered to join us in Kongsvang's canteen for lunch and enjoy the delicious food.