



# SPORT 24

OKTOBER 2022

# LARS ELSBORG, CEO

## Current

CEO SPORT 24 Group  
CEO G-Sport, Franchise  
Boardmember  
Advisoryboard

## Former

CEO Different Danish retailers  
Business Development Manager Intersport Denmark  
Selfemployed retailer

## Education

Nope 😊

MBwA



SPORT



# SPORT 24 FOUNDED IN 2012

*"FIRST THEY IGNORE YOU  
THEN THEY LAUGH AT YOU  
THEN THEY FIGHT YOU  
AND THEN YOU WIN"*



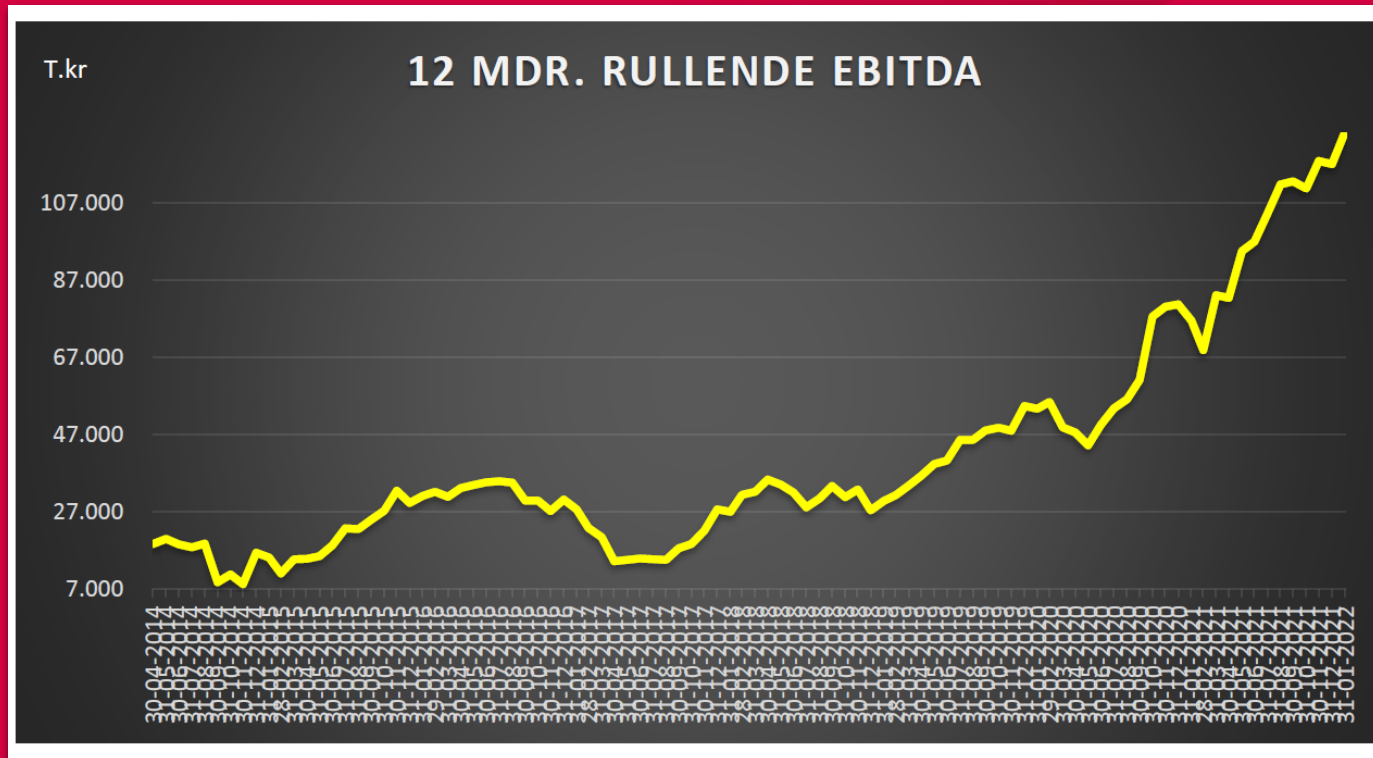


**Group  
SPORT 24**

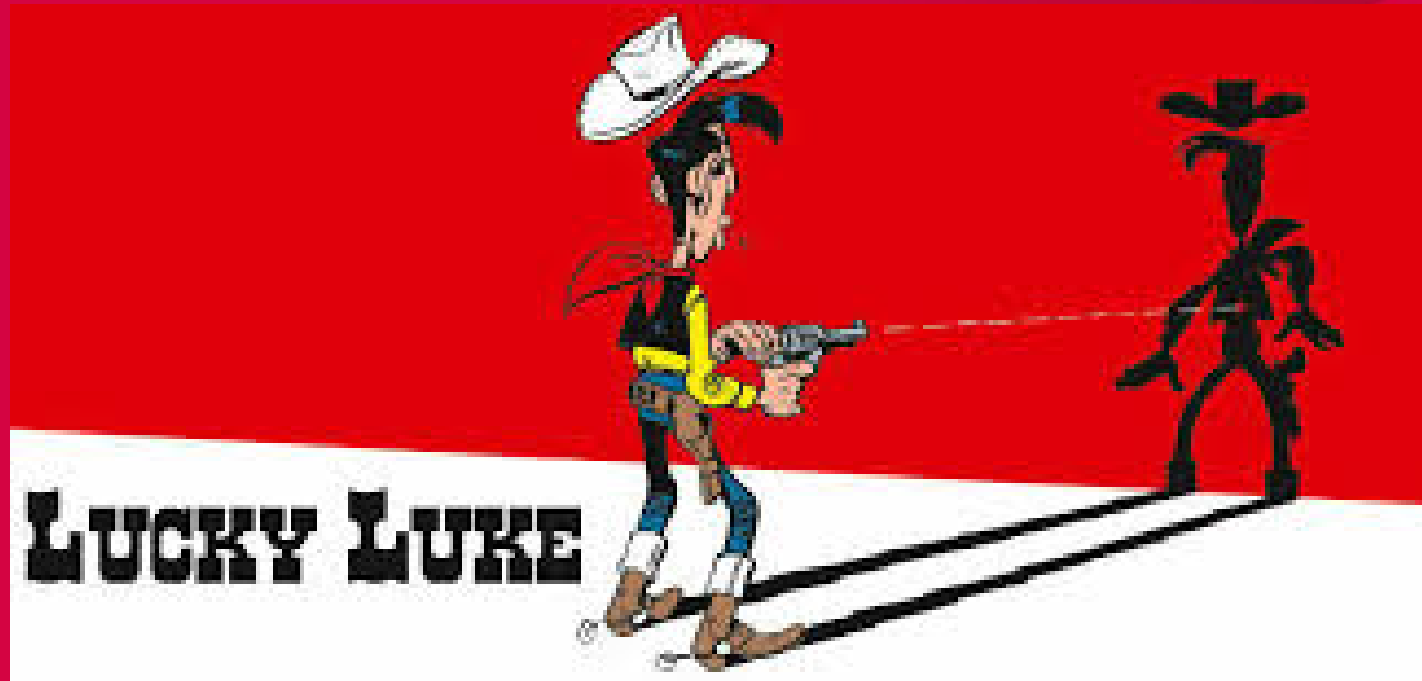


**App. 200 stores – turnover EUR 295 mio.**  
**Denmark, Faroe Island, Greenland, Iceland**

# THE BUSINESS MODEL SEEMS TO WORK FOR US?!



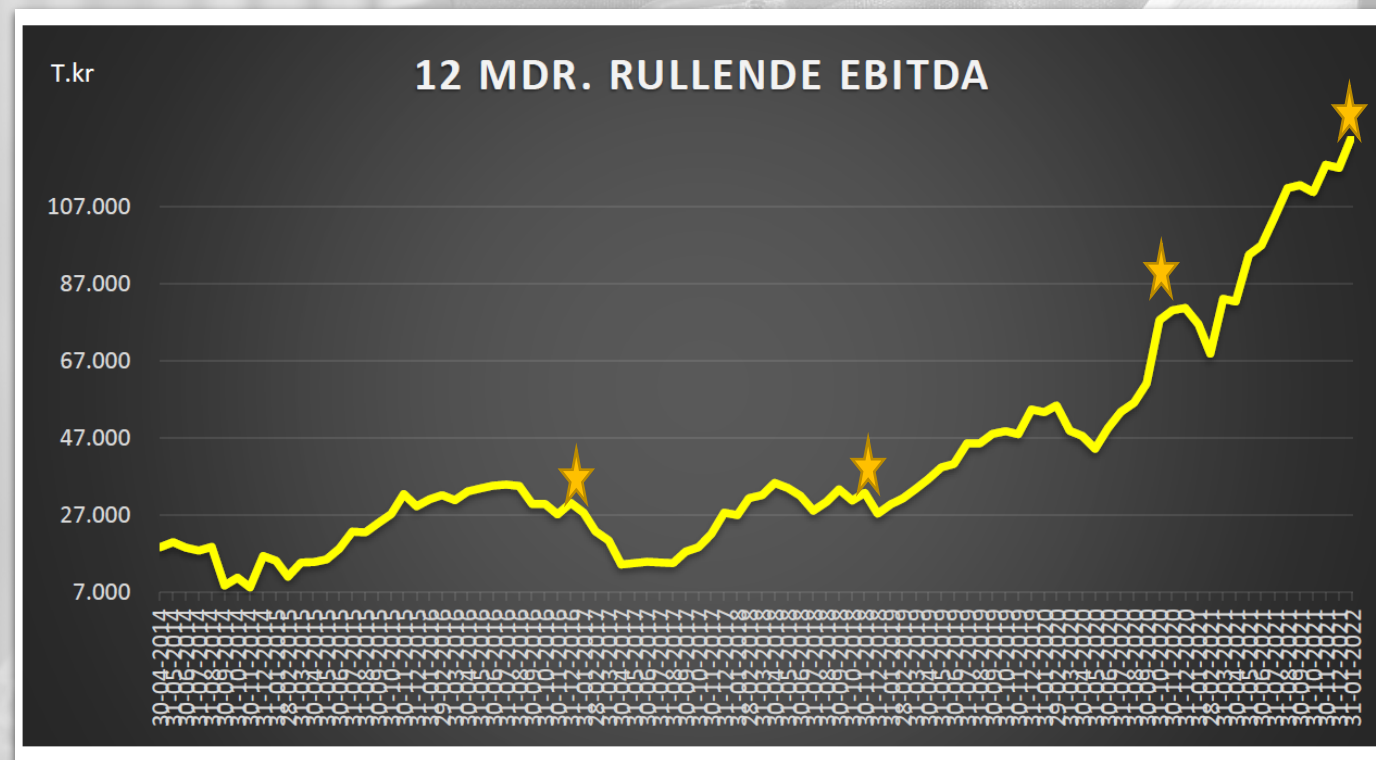
THE REVOLUTION OF.....



SPORT 24

# MILESTONES

- 2010
- 2012
- 2016
- 2018
- 2020
- 2022





# 2016 – THE BIG CHANGE....WHAT HAD TO BE DONE .....

- Accept the situation – face the figures and realities
- Disrupt the ownership and the heritage
- Set new management group
- Set goals that makes the organisation shiver
- Kill your darlings
- *“Eat camels for breakfast, lunch and in the evening – and enjoy it !”*
- *“It takes long legs to take big steps”*



# HOW TO WIN IN THIS COMPETITIVE LANDSCAPE?

- Become the largest and strongest in the home market
- Availability and strong logistic solutions is king
- Invest, invest, invest

3 examples:

- Digitalize the company
- Selective brand strategy
- “Face the enemy at their homeground”



# BIG STEPS – LONG LEGS



2012  
"Stores first"  
S24 most important, offline  
SPO must be developed  
Online is tested/attempted



2016  
"Online first => triple turnover in 3 years"  
SPO most important, offline  
S24 must be adapted



2020-2025  
"Digital first"  
Online most important  
SPO sees "no limits"  
S24 is further adapted



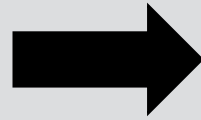
BUT, WHAT MADE THE BIGGEST DIFFERENCE AT  
SPORT24?



# FROM INSTINCT TO INTELLIGENCE.....WITHOUT LOSING INSTINCT



# NEED FOR SPEED



DON'T LET "PERFECT" GET IN  
THE WAY OF "GOOD" ...

80% OF THE "GOOD" IDEAS HAS TO BE GOOD  
YOUR BIGGEST CHALLENGE IS TO MANAGE THE  
20%

# THE CEO EQUATION





$$100\% * 10\% = 10\%$$

TECHNICUE \* KNOWLEDGE = PROFIT

SOLUTION \* PEOPLE = PROFIT

CONCEPT \* EDUCATION = PROFIT

IF YOUR SOLUTIONS ARE 100%, BUT YOUR PEOPLE ARE ONLY 10% = PROFIT  
WILL MAX REACH 10%



THANK YOU FOR YOUR TIME

*#DYRKGLÆDEN*

