



2020 NATIONAL BUSINESS CASE COMPETITION

Leadership in the Digital Age

CASE CHALLENGE

Super Oil and Gas Corporation (SOGC) is a very successful global Corporation. In 2019, SOGC reported revenues of approximately \$180 billion. In human capital, SOGC reported an estimated US workforce of 27,000 employees at the close of 2019. The corporation has had a specific mission of the past five years to improve its recruiting and retention efforts with a focus on millennials, Gen Z, diverse and underrepresented groups and women. Moreover, SOGC has created specific targets for executive leadership to ensure that these groups are exposed to a diversity of opportunities throughout the business.

Recently, the SOGC Board of Directors made the decision to take the next step toward digital leadership and superiority. While SOGC has experienced increased productivity, safer operations and significant cost savings through digitalization, they understand that to become a digital leader, they must modernize their business infrastructure, which includes utilizing more automation and artificial intelligence. Fundamental to creating a case for support for this objective is knowing current trends in digitization as it relates to oil and gas companies, including trends in similar industries both nationally and globally.

Experts in the oil and gas industry measure progress in digitalization not just in how operations components are set up, but also embraces the daily business functions such as finance, human resources, marketing and communications. In looking forward, there is still concern regarding the impact of progress on legacy assets, structures and decision-making.

One of the foremost thought leaders in creating solutions to solve marketplace challenges believes there are key components that can potentially impact leadership in this area including, but not limited to:

- Data analysis and visualization
- Innovating new products
- Virtualization

If SOGC is to execute a strategy that will lead to digital leadership, where should they focus? What are the benefits to the corporation? What are the key considerations when it comes to the workforce?

FOCUS

- How digitalization helps to improve financial performance and drive a corporation's leadership culture around innovation, creativity and inclusiveness.
- Understanding the approach to recruiting and developing diverse and underrepresented groups to support the digital strategy in the oil and gas industry.

DELIVERABLES

1. Referring to the key trends above, articulate the steps needed to achieve digital leadership for SOGC.
2. Based upon your recommendation, prioritize the immediate areas where SOGC must significantly shift their business strategy to achieve success.
3. Understanding SOGC's recruitment and retention strategies, create a five-year plan to identify how the company can make the strategic shift toward digitization while also continuing to effectively recruit and retain underrepresented groups.

**DEADLINE FOR CASE SUBMISSION:
FRIDAY, MARCH 23, 2020 AT 11:59PM EST**