

1 December 2018

Dear CFO Aspirant,

It is now official: The CFO Case Study Competition 2019 (for universities and high schools) will be set in the global automobiles industry, the Volkswagen Group – to be specific!

Under the permission from the Wits University Business School Case Study Centre, the Project Board has released, '**Volkswagen South Africa: VW up! Marketing**' for your background and pre-reading. Please follow the link to the Volkswagen Group [2017 Annual report](#) which as you will note is publicly available. Both documents comprise the pre-seen (or pre-release) case study information!

Consistent with the nature of the competition, a business strategy and leadership-focused challenge towards solving a set of complex and integrated finance, operational, strategic and ethical problems that beset a real-world global business in the emerging markets, the unseen (the actual 'case study') will be released on March 1, 2019. It will entail 5 strategic scenarios the global board of Volkswagen must address, with a major focus on Africa (South Africa, Rwanda and the broader East Africa, to be precise), but there will also be some pressing strategic management, finance and risk issues!

To get ahead, you should now start reading this pre-seen information, taking note of how the industry works globally, the key trends, electric cars; the mission, objectives, governance structures, risks and strategies of the Volkswagen group, its divisions, financial and operational performance, etc. You will then return to your CFO portal account to download the actual case scenarios to solve on the 1st of March 2019!

Best wishes to the teams!

Sincerely Yours



D. Valentine Nti
The CFO Project Director