HERMES: NAVIGATING THE INTERSECTION OF DATA SCIENCE, CORPORATE MAZE, AND SOCIETY

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O caso
In 2023, Gabriel Pimenta, Head of Data Analytics at Hermes, a Brazilian food delivery startup, must present a crucial strategy for a statistical model to prioritize couriers. The model aims to balance efficiency, sustainability, equity, and satisfaction. Gabriel faces conflicts among teams focused on cost reduction, eco-friendly options, data sophistication, and customer experience. His challenge extends beyond technicalities, involving complex corporate dynamics and aligning diverse stakeholder priorities without compromising fairness and transparency.

Objetivo de ensino
This case study provides insights into balancing efficiency, social responsibility, and stakeholder interests in a data-driven organization. It emphasizes the complexities of developing a fair and transparent courier prioritization model. Students will enhance their leadership, negotiation, and communication skills, as well as learn to navigate political dynamics and manage misalignment. The case highlights the undefined nature of data projects, requiring adaptability, and explores internal power struggles and miscommunication, fostering collaboration and clear communication across functions.

Fontes e Métodos de coleta
The case study is based on real experiences reported by a former Head of Data Analytics at Hermes, supplemented by public information from similar companies in the sector. Names, years, and financial figures were altered for anonymity. Additional insights were drawn from social advocacy groups and public sentiment regarding courier remuneration. This mixed-method approach ensures a comprehensive and realistic portrayal of the challenges faced, blending firsthand experiences with publicly available data to create a rich, multifaceted business case.

Disciplinas sugeridas para uso do caso
The Hermes case is suitable for multiple disciplines from post-graduation programs (especially MBAs and others latu senso formations): - Strategic Management: Focuses on stakeholder analysis and strategic planning. - Leadership and Organizational Behavior: Covers leadership skills, change management, and team dynamics. - Business Ethics and CSR: Addresses ethical decision-making and corporate governance. - Data Analytics and Decision Sciences: Demonstrates data-driven decision-making and data ethics. - Communication and Negotiation: Emphasizes strategic communication and conflict resolution.

Sugestões de bibliografia
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