CONCOURS INTERNATIONAL D'ÉTUDE DE CAS MBA

JOHN MOLSON

MBA INTERNATIONAL CASE COMPETITION

2027 Rules

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John Molson MBA International Case Competition

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1.0 MBA ICC COMPETITION

1.1 Organizing the Competition

1.1.1 The John Molson MBA International Case Competition (the "Competition") is organized by a team of MBA students from the John Molson School of Business (the "Organizers") with the support of the Director of the Competition, student volunteers, and a Board of Directors which includes senior executives from the Montreal business community.

1.1.2 The 2027 Competition will be held in Montreal, early in January.

1.2 School & Student Eligibility

1.2.1 The Competition is open to graduate schools offering an MBA or equivalent program deemed acceptable by the Board of Directors.

1.2.2 A student who is enrolled in a graduate program at their school in the fall semester immediately preceding the Competition and who has not previously competed in any John Molson MBA International Case Competition is eligible to participate in the Competition.

1.3 Teams and Alternates

1.3.1 Each team must be represented by four students and at least one coach. A fifth student may be included as an alternate at the discretion of the school.

1.3.2 An alternate may only participate for their school in exceptional circumstances and with the approval of the Organizers.

1.3.3 A team member who has been replaced by an alternate may only return to their team in a subsequent case.

1.3.4 Alternates will be asked during registration if they are willing to volunteer to join another team if needed. The volunteers will have their names added to the pool of volunteer alternates.

1.3.5 Teams that do not have an alternate and find themselves with only 3 members able to compete may ask the Organizers to see if any alternate from the pool of volunteer alternates (as per item **1.3.4** above) is willing to join them. If more than one alternate is interested, one will be selected at random from the pool of volunteer alternates.

1.3.6 Teams that do not have an alternate may, under exceptional circumstances and with the approval of the Organizers, compete with three members for as long as is necessary for the Competition.

1.3.7 In the event there are an odd number of schools registered for the Competition, the Organizers will form a Team Global/Team Canada made up of four alternates.

1.3.8 An alternate who has joined another team may rejoin his or her team should this become necessary during the Competition.

1.3.9 If another team is needed to have an equal number of teams in each division, then the Organizers will look to other alternates interested in joining that additional team.

1.3.10 For the purpose detailed under item **1.3.9**, above, the Organizers may also approach MBA students from schools in Montreal and in the province of Quebec.

1.3.11 In the event that two teams are formed with alternates and other MBA students from Quebec, the Organizers will strive to distribute the alternates and selected students in such a way as to form a Team Canada and a Team Global.

1.3.12 An alternate who competes for his or her own team will not be eligible to participate in future instances of the Competition.

1.3.13 An alternate who participates with a team other than the team of their own school will be eligible to participate in future Competitions.

2.0 COMPETITION FORMAT

2.1 Round-Robin Stage

2.1.1 The 30 teams will be assigned to five divisions by random draw, with each division to include at least two Canadian schools, at least one North American school (which may come from Canada), and two or three schools from elsewhere in the world.

2.1.2 As much as possible, the Organizers will strive not to place two teams from the same country in the same division, except for Canada (see item **2.1.1**, above).

2.1.3 Each team will compete with teams in their division one-on-one in five cases during the round-robin stage of the Competition.

2.2 Semi-Finals

2.2.1 Nine teams will advance to the semi-finals, including five divisional winners and four wild cards.

2.2.2 Please refer to section **13.1** - Semi-Finalists Selection for additional information on this process.

2.2.3 The nine semi-finalists will be divided into three groups based on their total match-points during the round-robin.

1. The first group will include teams ranked first, sixth, and ninth.
2. The second group will include teams ranked second, fifth, and eighth.
3. The third group will include teams ranked third, fourth, and seventh.

2.2.4 The 3 teams in each group will compete in a semi-final case to advance to the finals.

2.3 Final

2.3.1 The winning team in each of the 3 semi-finals advances to the final.

2.3.2 The presentations of the final case are captured on video and could also be livestreamed.

2.3.3 The Judges evaluate the team presentations with the same categories as those for all other cases. The key processes are explained in section **10.0** - EVALUATION PROCESS and section **11.0** - SCORING PROCESS.

2.3.4 The final rankings of each of the 3 finalists are announced during the closing ceremony.

2.4 Format Changes

2.4.1 Take note that this format is subject to change with the approval of the Director of the John Molson MBA International Case Competition, if the number of teams is less than 30.

3.0 CASES

There will be three types of cases used in the Competition, described below.

3.1 Regular Cases

3.1.1 Cases 2 and 5, as well as the semi-final and final cases, will be traditional written business cases selected by the Organizers from those submitted to an international case writing competition. These cases will be, to the best of the knowledge of the Organizers, unpublished and untested.

3.1.2 Teams will have three hours to prepare a 25-minute PowerPoint presentation to a panel of judges. The presentation will be followed by a 15-minute question-and-answer period with the panel.

3.1.3 Each team member must take part in the presentation, and each team member must be ready to answer questions during the question-and-answer period.

3.1.4 The cases will be released to the teams in two waves. Teams presenting second (Wave 2) will receive the cases 55 minutes after the teams presenting first (Wave 1) have received the cases.

3.0 CASES (continued)

3.2 Short Case

3.2.1 Case 3 will follow a short-case format in which teams are challenged to analyze a situation or an issue in a very limited time period and then deliver concise, high-impact recommendations. It is intended to simulate the delivery of a short presentation, or short briefing, to a group of key executives or to an organization's Board.

3.2.2 Teams will have 60 minutes of preparation time to develop an 8-minute short briefing to a panel of judges, followed by a 10-minute Q&A session.

3.2.3 Each team decides how many members will present during the pitch, but each team member must be ready to answer questions during the question-and-answer period.

3.2.4 Teams can prepare only one slide with the highlights of their pitch, presented in a concise and easy-to-read format. No cover slide, supplemental information slide, or any other slide. There is no restriction on the number of words, but the slide must support the clarity of the pitch. It is up to each team to determine if progressive reveal of part of their content is relevant or not.

3.2.5 The case will be released to the teams in two waves. Teams presenting second (Wave 2) will receive the case 35 minutes after the teams presenting first (Wave 1) have received it.

3.3 Live Cases

3.3.1 Cases 1 and 4 will be Live cases in which senior management of an organization, whose identity is only revealed on the morning of the case, presents an issue the organization is currently facing.

3.3.2 Students will receive background information on the company as the first step of that case and will have 30 minutes to read and discuss the content of that information.

3.3.3 After that time, Judges, Coaches, and Alternates will be invited into the main room. Students must remain seated at their table and are not allowed to communicate with anyone other than the members of their team, including the alternate.

3.3.4 Representatives of the organization then make a presentation (of a maximum of 40 minutes) to all those present in the room, followed by a 45-minute question & answer (Q&A) period.

3.3.4.1 For the Q&A period, the Organizers will draw team names from the "Concordia Cup".

3.3.4.2 Each team can ask one question (no double questions permitted) or choose to pass.

3.3.4.3 The Q&A ends after 45 minutes, or earlier if all names have been drawn from the cup.

3.3.5 Teams presenting first (Wave 1) will be escorted to their preparation rooms shortly after the conclusion of the question period. Teams presenting second (Wave 2) will be seated separately in the ballroom for 55 minutes under strict instructions not to discuss the case. Wave 2 teams will then be escorted to their preparation rooms at their scheduled times.

3.3.6 Teams will have 2 hours and 30 minutes to prepare a 25-minute presentation to a panel of judges, followed by a 15-minute question period.

3.3.7 Each team member must take part in the presentation, and each team member must be ready to answer questions during the question-and-answer period.

3.4 Recap of Time Allocations

3.4.1 The Time Allocations mentioned in sections **3.1**, **3.2**, and **3.3** above are summarized further in this document, in **7.1** - Time Allocations Table.

4.0 WHAT IS ALLOWED OR PROHIBITED

4.1 Equipment provided by the Organizers

4.1.1 A USB flash drive (also known as a thumb drive, memory stick, or pen drive) will be provided by the organizers to distribute the digital cases and related documents and to collect the final presentation. Teams should use the same USB Flash Drive to consolidate their presentation.

4.1.2 4 paper copies of each case, and a PDF version of each case.

4.1.3 A preparation room dedicated to each team for the duration of the competition, including:

- In most rooms, a blackboard, as well as chalk, and an eraser-brush for blackboards
- In some rooms, a whiteboard, as well as erasable markers and an eraser brush for whiteboards

4.1.4 Information specific to each preparation room as to where it is allowed, or not allowed, to tape paper (walls, windows, boards, …) will be provided to each team by their Team Hosts.

4.2 Equipment each team must bring

4.2.1 Teams are expected to bring a minimum of 2 and a maximum of 4 laptops.

4.2.2 The team's laptops should be equipped with MS Office. We recommend using the latest versions of the applications (2024 or later).

4.2.3 Teams are allowed to bring external monitors (that can be connected to their laptops), external keyboards, and numeric keypads.

4.2.4 Teams may bring up to 4 identical USB flash drives for their own use, containing both PowerPoint and Excel templates (this topic is further discussed below, in section **5.0** - POWERPOINT & EXCEL TEMPLATES). These drives are distinct from the USB drive provided by the Organizers (or assigned volunteers) for case distribution and collection, as outlined in Section **4.1.1** above.

4.3 Specific items or equipment allowed or prohibited

4.3.1 Teams are allowed to bring a paper dictionary or an electronic equivalent, in PDF format. The use of translators accessed via the web is not allowed.

4.3.2 Cellphones, tablets, smartwatches, smart glasses, other wearable or connected devices, memory storage devices other than the 4 USB flash drives mentioned in **4.2.4**, programmable calculators, and other electronic devices are not allowed in the preparation room nor in the main room used for the Live Cases.

4.3.3 No files other than the team's Powerpoint & Excel Templates file (see Section **5.0** for more on these) are allowed on the 4 USB flash drives mentioned in **4.2.4.**

4.3.4 Books and any other printed material are also not allowed.

4.3.5 Bags and backpacks are allowed, as they are needed to each participant to carry their laptop and supplies. However, these items and their contents may be randomly checked by the Organizers at any time during the competition for conformity to the rules.

4.4 NO communication outside of the team during cases

4.4.1 All forms of external communication by the four participants with their coach(es), their alternate, or anyone outside of the team—other than the Team Host—are not permitted from the beginning of the case preparation to the end of the question-and-answer period following the presentation.

4.0 WHAT IS ALLOWED OR PROHIBITED (continued)

4.5 Connectivity and External Sources of Information

4.5.1 No internet access is allowed, from the start of preparation to the end of the presentation phase of a case, except if otherwise authorized for one or more cases.

4.5.2 Teams must disconnect laptops from Wi-Fi and turn Wi-Fi off.

4.5.3 No use of any AI tool (or application, software, platform, system, product, …) is allowed, from the start of preparation to the end of the presentation phase of a case, except if otherwise authorized for one or more cases.

4.5.4 There will be no access to OneDrive or any other cloud storage or collaboration platform, from the start of preparation to the end of the presentation phase of a case.

4.5.5 **For ICC 2027, the No Internet access, NO AI use, NO OneDrive use, and NO Cloud storage nor Collaboration platform use rules apply to all cases**.

5.0 POWERPOINT & EXCEL TEMPLATES

5.1 Templates allowed

5.1.1 During the preparation phase, teams are permitted to use one PowerPoint file containing a ready-made presentation template, and one Excel file with as many spreadsheets as needed to store their preferred templates.

5.2 Graphics

5.2.1 Inbuilt Graphics: Templates may include inbuilt graphics such as arrows, boxes, charts, tables, organization charts, and icons, created using only PowerPoint's built-in tools, except for images. No images (external or inbuilt) are allowed, except for the school's official logo and photographs of the team participants or images from the case itself.

5.2.2 External Graphics: The use of external graphics, video, audio, or any type of add-ons to standard PowerPoint features is not allowed. AI add-ons or AI features are also not permitted.

5.3 Texts

5.3.1 The landing or cover slide template may include the school and/or team name as well as the team member names.

5.3.2 The agenda or contents slide may contain an itemized list of general sections.

5.3.3 For all other template slides:

5.3.3.1 The header can only include text indicating the section title and/or tool name.

5.3.3.2 The footer can only include generic information such as page numbers, section names, or the team's name.

5.3.3.3 The core portion can only include the "lorem ipsum" dummy text as placeholder in each of its bullets or sections.

5.0 POWERPOINT & EXCEL TEMPLATES (continued)

5.4 Animation & Exhibits/Annexures

5.4.1 The use of PowerPoint animation effects and slide transitions is not permitted. However, manual animation by building slides for progressive reveal of slide content (such as bringing in one bullet or one element at a time) is allowed.

5.4.2 There are no limits to the number of slides and exhibits a team may use in its presentation (unless otherwise specified), but the relevance, clarity, and cohesiveness of these elements will be factors in the judges' evaluations.

5.4.3 Teams may prepare additional exhibits or annexures at their discretion to anticipate questions from the judging panel (unless otherwise specified).

5.5 Excel templates

5.5.1 Teams' Excel templates may contain integrated formulas, row and column headings, and charts.

5.5.2 No other internal or external graphics, nor samples already filled in or copied, are allowed in the Excel templates.

5.5.3 Teams must use only Excel built-in formulas, without external add-ons, plugins, or 3rd-party tools.

5.6 Template usage and compliance

5.6.1 Teams may modify the templates between the end of the presentation phase of one case and the start of the preparation phase of the next case, or during the preparation phase of any case.

5.6.2 PowerPoint and Excel templates may be stored on the four USB flash drives carried by the teams.

5.6.3 Templates may be randomly checked for conformity to the rules by the Organizers (or assigned volunteers) at any time during the competition.

5.6.4 Teams must work within PowerPoint or Excel templates without any third-party enhancements, internet access, plugins, or additional software.

5.6.5 If a template or visual is found to violate these rules, it will not be permitted, and teams will be required to restart their presentation from a blank PowerPoint or Excel.

5.6.6 Any use of non-compliant tools or resources will be considered an act of non-compliance to the Rules of the competition, and penalties may apply accordingly.

6.0 CASE PREPARATION

6.1 Preparation overview

6.1.1 Each team will be assigned a preparation room along with a Team Host who will supervise the team's preparation and resolve any issues that may arise.

6.1.2 A team that has not arrived at the room at its appointed time will not be given additional time to prepare the case for that round.

6.1.3 Teams must use PowerPoint for their presentations. For details on permitted PowerPoint and Excel templates, please refer to Section **5.0** - POWERPOINT & EXCEL TEMPLATES).

6.1.4 Cue cards and personal notes are allowed for use during the presentations.

6.1.5 No material prepared prior to the Competition is permitted, except for what is specified for templates in Section **5.0** - POWERPOINT & EXCEL TEMPLATES).

6.1.6 Please refer to section **7.1** - Time Allocations Table, for the time allotted to each team to prepare each case.

6.1.7 At the end of their preparation time, teams must submit their presentation by transferring it to the USB flash drive provided by the Organizers (or assigned volunteers) at the start of the preparation.

6.1.8 The USB flash drive must be passed to the Team Host before the end of the preparation time. See section **7.1** - Time Allocations Table for the time allotted to case preparation for each case.

6.1.9 The presentation file must be submitted in .pptx format to ensure it is accessible to the judging panel during deliberations.

6.2 Transition to presentation room

6.2.1 The assigned Team Host will escort each team at their appointed time to a presentation room, where each of the two competing teams will, in turn, make its presentation to a panel of judges.

6.2.2 Please refer to section **7.1** - Time Allocations Table, for the time allotted to each team for the transition to the presentation room (from their preparation room).

6.2.3 All participants, alternates, and coaches must remember that the transition to the presentation room from the preparation room falls under the time-period covered by section **4.4**, which is clearly titled "NO communication outside of the team during cases."

7.0 CASE PRESENTATION

7.1 Time Allocations Table

7.1.1 Time Allocations (in hours) for all 3 types of cases (and all 7 cases) of the competition.

Time for each segment and for each wave of the Competition	Live Case #1 (Case 1)	Regular Cases (Cases 2 & 5)	Short Case (Case 3)	Live Case #2 (Case 4)	Semi-Finals and Final (Cases 6 & 7)
Case Preparation	**02:30**	**03:00**	**01:00**	**02:30**	**03:00**
Transition to Pres. Room	**00:15**	**00:15**	**00:15**	**00:15**	**00:15**
Case Presentation	**00:25**	**00:25**	**00:08**	**00:25**	**00:25**
Judges' Q&A Period	**00:15**	**00:15**	**00:10**	**00:15**	**00:15**
Time gap between waves 1 & 2	**00:55**	**00:55**	**00:35**	**00:55**	**00:55**

7.1.2 Teams are expected to start their preparation and presentation at the appointed time and respect the allocated time for each section (provided in the table above). No extra time will be given to any team that arrives late.

7.2 Access to Team Presentations

7.2.1 A PDF copy of the 2 presentations for each round (3 for the semi-finals and final) will be sent to the coaches at the end of the day, or as soon as possible if unforeseen circumstances delay the transmission.

7.3 Round-Robin Stage Presentations

7.3.1 Only the coach(es), alternate, and students of the Wave 1 team are allowed in the presentation rooms for Wave 1, as well as the coach(es) and alternate of any division Wave 2 teams, and any accredited guest.

7.3.2 Everyone attending the Wave 1 presentations must leave the room for the break period between the two waves, except the Judges and the Judge Coordinator.

7.3.3 The Judge Coordinators in charge of each of the presentation rooms will determine when people can enter the room for Wave 2, as well as the order in which they can enter.

7.3.4 Wave 1 teams can come back to the presentation rooms to attend any of the Wave 2 teams' presentations and, as per item **7.3.3** above, each Wave 1 team must therefore wait to be invited into the presentation room assigned to the Wave 2 team they want to observe.

7.3.5 The Organizers will set the order of presentation, and each team will present first at least twice during the round-robin stage of the Competition.

7.4 Semi-Finals & Final Presentations

7.4.1 All students, coaches, and alternates, as well as accredited guests, can attend the presentations.

7.4.2 Everyone attending the Wave 1 presentations must leave the room for the break period between the two waves, except the Judges and the Judge Coordinator. The same process applies between Wave 2 and Wave 3.

7.4.3 The Judge Coordinators in charge of each of the presentation rooms will determine when people can enter the room for Wave 2, as well as the order in which they can enter. The same process applies between Wave 2 and Wave 3.

7.4.4 Teams from Wave 1 may attend the presentation of Wave 2 teams, and both Wave 1 and Wave 2 teams can attend the presentation of Wave 3 teams, as well as the presentations of any teams they are not competing against.

7.0 CASE PRESENTATION (continued)

7.5 Order of Presentation for Round-Robin Stage

7.5.1 Once all Divisions are formed, the matchups for Case 1 in each Division are drawn at random, as well as which teams will compete in Wave 1 and which ones will be part of Wave 2.

7.5.2 Teams in Wave 1 for Case 1 will be in Wave 2 for Case 2, and vice versa, but in new matchups.

7.5.3 The Organizers will ensure that each Team gets to be in Wave 1 twice and in Wave 2 twice, while pairing different teams together in new matchups at every round. This arrangement implies that some teams will be in Wave 1 three times, and others in Wave 2 three times.

7.5.4 The Organizers will also ensure that teams who are in Wave 1 for Case 1 (Live Case #1) are not in Wave 1 but rather in Wave 2 for Case 4 (Live Case #2).

7.5.5 That order of presentation is announced to all team coaches before the start of the Competition.

7.6 Order of Presentation for Semi-Finals

7.6.1 In the Semi-Finals, there are three team presentations in each of three divisions, each followed by question-and-answer periods.

7.6.2 The process to determine the order of presentation is as follows:

1. In each group, the coach of the team with the highest total match-points during the round-robin stage can choose to have his/her team present 1st, 2nd, or 3rd in their group.
2. The coach of the team with the second-highest match-points total can choose between the two remaining spots.
3. The third team will have to present in the remaining spot.

7.7 Order of Presentation for Final

7.7.1 In the Final, there are three team presentations, each followed by question-and-answer periods.

7.7.2 The process to determine the order of presentation is as follows:

1. In random order, the coach of each of the 3 finalist teams draws from a container a folded piece of paper containing a number, either 1, 2, or 3.
2. The coach that draws a "1" can choose to have his/her team present 1st, 2nd, or 3rd.
3. The coach that draws a "2" can choose between the two remaining spots.
4. The team of the third coach will have to present in the remaining spot.

7.8 Interactions with Judges during Presentations

7.8.1 Members of a presenting team cannot interact nor communicate with the audience, and should avoid interacting with the judges before the initial handshakes and introductions and after the closing handshakes and salutations.

7.8.2 Team members, alternates, and coaches attending a presentation (from their team or any other team) and accredited guests cannot communicate with the judges or the presenting team.

7.0 CASE PRESENTATION (continued)

7.9 Respect and Fair-Play when attending presentations

7.9.1 As signs of Respect and Fair-Play for all participating teams, it is expected that anyone attending a presentation at any time during the competition will minimize body movements, fidgeting, and hand gestures, which some might perceive as attempts to communicate.

7.9.2 In the same spirit, all attendees are also asked to avoid side conversations and all other forms or levels of verbal and non-verbal communication.

7.9.3 All attendees must put their smartphones, smartwatches, and other personal electronic devices in airplane mode (or equivalent) and turn Wi-Fi off, for the entirety of all team presentations, including the Q&A periods, with the exception of the one person per team who might be recording their team's presentation, as described in section **7.10**, below.

7.10 Presentation Recording

7.10.1 One (and only one) member of a team (the coach or the alternate) may record the presentations or take photos of their own team during their presentation and Q&A period and, to minimize distractions, this should be from a fixed location in the room.

7.10.2 Coaches and alternates may not record the presentation nor the Q&A period, nor take photos of any other team or of their presentation material.

7.10.3 If the recording is done with a smartphone or equivalent, as per item **7.9.3** above, that device must be set to airplane mode and silent mode, with Wi-Fi turned. Vibrate mode or equivalent should also be turned off.

7.10.4 The Organizers may record any presentation for the purpose of promoting the Competition.

8.0 LANGUAGES ALLOWED

8.1 For Presentations

8.1.1 Teams may present in English or French.

8.1.2 Teams must notify the Organizers of the language they select and will present throughout the entire Competition.

8.1.3 Participants at the competition come from around the world and therefore speak a variety of languages. To ensure that all teams fully comply with the competition rules, it is necessary to limit the languages spoken at certain key times during the competition.

8.2 In Hallways during Cases

8.2.1 For all cases, the only language allowed in the hallways – from the moment Wave 1 teams exit their preparation rooms until Wave 2 teams complete their presentations and leave their presentation rooms – is English. The same applies to the 3 waves in the Semi-Finals and Final.

8.2.2 During this same period – from the moment Wave 1 teams exit their preparation rooms until Wave 2 teams complete their presentations and leave their presentation rooms – team members are strictly prohibited from discussing the case in any form, including speaking, communicating using gestures or signs, or sharing notes taken during the presentation and Q&A period with the company representatives.

8.2.3 Wave 1 teams wishing to discuss a case or debrief with their coach, after their presentation and Q&A period and before the start of Wave 2 teams' presentations, will have to go to their assigned preparation room to do so.

8.2.4 For the Live Cases, Wave 2 teams must also speak exclusively in English from the time Wave 1 teams leave the main room for that case – where company representatives will deliver their presentation – until they enter their own preparation rooms.

9.0 JUDGES

9.1 Judges, Panels, Roles, and Deliberation

9.1.1 Judges are members of the business community selected by the Organizers & Board of Directors.

9.1.2 Panels are constituted at the discretion of the Organizers and will include at least three judges and a maximum of five, one of whom will be designated Lead Judge.

9.1.3 The Lead Judge will chair the question period, lead the deliberations, prepare the evaluation form, and determine the result with the panel's support.

9.1.4 Judges have a maximum of 45 minutes for deliberation in the round-robin stage before rendering their decision. There are no deliberation time limits in the semifinals and finals.

9.1.5 The judge panel's decision is final and not subject to review.

9.2 Feedback Process

9.2.1 After deliberation in the round-robin stage, each team will be invited back to the presentation room for a 10-minute verbal feedback session with their Judges' panel. To maximize efficiency in this limited time, the Lead Judge of each panel will deliver most of the feedback.

9.2.2 If time allows, a member of the team can ask a clarifying question, but not the coach or alternate.

9.2.3 No formal written feedback nor copy of the Judges' evaluation form will be shared with the teams, and no recording is allowed.

9.2.4 The only exception for item **9.2.3**, above, will be for the semi-finals: as the tight schedule and the late hour at which the Judges' debriefing is likely to end, it would be too late for verbal-feedback. Therefore, for that case only, minimal written feedback will be sent to each semi-finalist team, but only after the finalist teams have been announced that evening.

9.3 Communicating the scores

9.3.1 Scores for each case, by division, will be communicated to coaches and participating students once a day, around dinner time.

9.3.2 Information to be communicated include the scores for each case for that day, by division and for all teams in that division, plus cumulative scores from Case 1 to the most recent case.

9.3.3 On Day 2, there will be distinct communications for Case 2 scores and Case 3 scores.

9.3.4 On Day 4, once the Semi-Finalists are all at work on the semi-finals case, scores will be released for Case 5 and for the Round-Robin stage overall.

10.0 EVALUATION PROCESS

10.1 Evaluation Categories & Criteria

Judge panels will evaluate team presentations and provide a 1 to 10 rating in five evaluation categories, with each category being associated with the following evaluation criteria.

1. **Analysis and Development of Alternatives (x2):**
   - Did the team clearly identify the key issue(s) facing the company or individual?
   - Were the alternatives both credible and creative?
   - Did the team use relevant case data to support their alternatives?
   - Were their assumptions clearly stated and realistic?
2. **Recommendations (x2.5):**
   - Did the team evaluate each proposed alternative effectively?
   - Did the team use clear, well-substantiated criteria and relevant case data to justify their recommendation?
   - Is the recommended course of action realistic, pragmatic, and consistent with the case data and their analysis of the current situation?
3. **Implementation (x3):**
   - Was the team's implementation plan realistic and achievable given the case data?
   - Was the plan consistent with the team's analysis, conclusions, and recommendations?
   - Did it include a reasonable timeline, with major milestones and mitigating measures for top risks?
   - Did the team include cost estimates and/or financial projections that demonstrate financial viability?
4. **Presentation (x1):**
   - Was the team's presentation well-organized, properly timed, and delivered in a professional manner?
   - Was the team consistent and convincing in the role it chose to assume?
5. **Q&A Period (x1.5):**
   - Did the team effectively defend, support, and build on its recommendations during the Q&A?
   - Were the responses clear, concise, confident, and directly connected to the case data?
   - Did team members collaborate well, supporting each other's answers without overstepping?

10.2 Case Specific Criteria

10.2.1 The Evaluation Categories detailed in section **10.1** above also apply to the short case, but the Evaluation Criteria associated with each of the five categories vary for the short case as it follows a different presentation format with much less time allotted.

10.2.2 Participants, coaches, and judges are provided with the short case's criteria before the start of the competition, via the last version to be published of this Rules document and/or via an email sent by the Organizers.

11.0 SCORING PROCESS

11.1 Terms & Definitions

11.1.1 Case score: a team's weighted judges' score for one case, out of 100, as per the information in section **10.1** - Evaluation Categories & Criteria and the explanations in this section **11.0** relative to the scoring process.

11.1.2 Case match-points: the points awarded to a team for one case, as per the processes described in this Section **11.0** and also in Section **12.0** - MATCH-POINTS. This reflects the match-points awarded to the team out of the 41 match-points available for each case during the round-robin stage.

11.1.3 Penalty match-points: the number of base match-points associated to a minor rule violation or to a major rule violation (as defined in section **14.0** - PENALTIES FOR NON-COMPLIANCE.

11.1.4 Total match-points: the sum of a team's match-points for cases 1 to 5 of the round-robin stage.

11.2 Scoring Categories (of Criteria)

11.2.1 Each team presentation (content and delivery) is evaluated by the Judges against the following Categories of Criteria:

Categories	Weight, or Multiplier
Analysis and Development of Alternatives	x 2
Recommendations	x 2.5
Implementation	x 3
Presentation	x 1
Q&A Period	x 1.5

11.2.2 Each category is weighted differently (as shown above), and the associated weight multiplier is applied once the raw score for each category has been determined.

11.3 Scoring Process

11.3.1 The team presentation is first evaluated against each category on a 1 to 10 scale.

11.3.2 Once this evaluation is done, the relevant multiplier is applied for each category, which provides the weighted score for each category.

11.3.3 The weighted scores are then summed to provide a case score, up to a maximum of 100.

11.3.4 The team with the highest cumulative score will be declared the winner of that match.

11.4 Tiebreaking Process (during the Round-Robin stage)

11.4.1 In the event of a tie, the winner will be determined using the following tiebreakers, in order.

1. The highest Implementation Plan score.
2. If tied, the highest combined Implementation Plan and Recommendations scores.
3. If still tied, the highest combined Implementation Plan, Recommendations, and Analysis and Development of Alternatives scores.
4. If still tied, the highest combined Implementation Plan, Recommendations, Analysis and Development of Alternatives, and Question Period scores.
5. In the unlikely event that the teams have identical scores in all categories, the Lead Judge will decide the winner.

12.0 MATCH-POINTS

12.1 Match-Points Allocation Process

12.1.1 First, 11 base match-points will be distributed between the two teams based on the differential in their case score, as detailed in item **12.1.4** below.

12.1.2 Second, if a penalty has been assessed to one of the teams, the penalty match-points will be taken from the penalized team's share of the 11 base match-points distribution and credited to the opposing team.

12.1.3 Third, in addition to the 11 base match-points, 30 additional (or bonus) match-points will be awarded, as detailed in item **12.1.4** below.

12.1.4 The table below summarizes the match-points allocation described in items **12.1.1** and **12.1.3**, above, for the 41 match-points available for each case of the round-robin stage:

Differential between the two Teams' Case Scores	Distribution of the 11 Base Match-Points		Distribution of the 30 Additional Match-Points	
	Winning Team	Losing Team	Winning Team	Losing Team
Differential of 3 or less	6	5	20	10
Differential of 3.5-10	7	4	30	0
Differential of 10.5-20	8	3	30	0
Differential of 20.5-35	9	2	30	0
Differential of 35.5 or more	10	1	30	0

12.1.5 No match-points are allocated in the semifinals and final. The judges will declare a winner in each of the rounds.

12.1.6 The three winning teams in each of the 3 semi-finals will participate in the finals.

12.1.7 Judges' decisions regarding the first, second, and third place winners will be announced at the closing ceremony.

13.0 SEMI-FINALISTS

13.1 Semi-Finalists Selection

13.1.1 Divisional winners will be the teams with the most wins in their divisions during the round-robin.

13.1.2 Wildcards will be the non-divisional winners with the highest total match-points accumulated during the round-robin.

13.1.3 In the unlikely event that a non-qualifying team has more wins than a wildcard team, that team will replace the wildcard team with the lowest total match-points accumulated.

13.2 Tiebreaking Process (to identify & rank the Semi-Finalists)

13.2.1 If two teams in a division have the same number of wins at the end of the round-robin stage, the divisional winner will be the team that won the match between those two teams during the round-robin stage.

13.2.2 If more than two teams are tied, the winner will be the team with the most wins in the matches played between those teams during the round-robin stage.

13.2.3 If the teams are still tied, the winner will be the team with the highest total match-points during the round-robin stage.

13.2.4 Should teams be tied for the last 3 or 4 semi-final positions (3 positions when there are 36 teams, 4 when there are 30 teams), the semi-finalists will be selected by applying the following criteria, in sequence:

1. The winner of the match between the tied teams;
2. The team that defeated the first-place team in their division;
3. The team with the highest case match-points for Case 5,
4. The team with the highest case match-points for Case 4, and then for Case 3, for Case 2, and for Case 1, in that order.

13.2.5 Semi-finalists are ranked by total match-points. If two or more of the selected semi-finalists have the same total match-points, the criteria in item **13.2.4**, above, are applied to rank them.

14.0 PENALTIES FOR NON-COMPLIANCE

14.1 Introduction

14.1.1 The Competition is intended to provide a learning experience for all participants. Towards that, it is designed to encourage respect, healthy competition, professionalism, and interaction by our future business leaders, amongst themselves and with the business community.

14.1.2 The rules in this document may not cover every possible situation and any questions regarding their application or interpretation should be referred to the Organizers.

14.1.3 While it is the expectation of the Organizers that any issues or disputes will be resolved in the spirit of the Competition, there will be no tolerance for any team, any coach, or any individual participant who knowingly does not abide by the rules.

14.2 Minor Rule Violations

14.2.1 Minor rule violations include but are not limited to:

- Unapproved use of an alternate – Item **1.3.2**
- Use of prohibited equipment or personal item – Items **4.3.2**, **4.3.3** and **4.3.4**
- Non-compliant PowerPoint and/or Excel template – Section **5.0**
- Lack of respect and fair play when attending presentations – Items **7.9.1** and **7.9.2**
- Electronic device not turned off during presentations – Items **7.9.3** and **7.10.3**
- Inappropriate recording during presentations – Items **7.10.1** and **7.10.2**

14.3 Minor Rule Violation Penalties

14.3.1 If the Organizers have determined there is a minor rule violation at any time during one of the cases (from the beginning of the case preparation by the wave 1 teams to the end of the question-and-answer period following the presentation of wave 2 teams), a 1-point penalty will be assessed, as per the process explained in item **12.1.2**.

14.3.2 If the minor rule violation is not linked to a specific case, the Organizers will issue an official warning to the team and further violations will be deemed a major violation.

14.4 Major Rule Violations

14.4.1 Major rule violations include but are not limited to:

- Second and any other occurrence of any of the minor rule violations
- Unauthorized connectivity and/or Use of prohibited sources of information – Section **4.5**
- Inappropriate interactions with judges during presentations – Section **7.8**
- Communication by the team with anyone except the Team Host – Items **4.4.1** and **6.2.3**
- Any breach of the Code of Conduct – Refer to this separate document, which should be signed by all participants and coaches.

14.5 Major Rule Violation Penalties

14.5.1 If the Organizers have determined there is a major rule violation at any time during one of the cases (from the beginning of the case preparation by the wave 1 teams to the end of the question-and-answer period following the presentation of wave 2 teams), a 4-point penalty will be assessed, as per the process explained in item **12.1.2**.

14.5.2 If the major rule violation is not linked to a specific case, the Organizers can assign a penalty ranging from an official warning to team disqualification.

14.0 PENALTIES FOR NON-COMPLIANCE (continued)

14.6 Ineligible Student

14.6.1 If it is determined that a student from a participating school is not eligible, as per Section **1.2.2**, that student will have to withdraw from the competition and be replaced by the alternate.

14.6.2 If that team does not have an alternate, it will have to continue with 3 members only.

14.6.3 This violation (**14.6.1**) will be considered a minor violation, with respect to item **14.2.1** above.

14.6.4 Since such a violation should not happen, as student eligibility should be duly validated by the school's coach before registration, the Organizers will handle this violation as one where the coach is at fault and move forward with what is specified under **14.7.3** below.

14.7 Application of Penalties

14.7.1 The decisions of the Organizers with respect to penalties is final and not subject to review.

14.7.2 All official warnings and penalties will be documented and formalized by email to the coach of the team involved. This will facilitate monitoring of repeated occurrences, especially since any such occurrence constitute a major rule violation, as per **14.4.1** above, first bullet.

14.7.3 If a coach is the person at fault for any violation, a meeting will be organized as soon as possible with that coach, the Organizer in charge of Schools, the Director of the ICC, and if necessary, one member of the Competition Board of Directors.

15.0 GENERAL

15.1 About these Rules

15.1.1 The Competition is intended to provide a valuable learning experience for student participants by encouraging healthy competition and offering an opportunity to interact with future business leaders from around the world, as well as professionals from our local business community.

15.1.2 The rules may not cover every possible situation. Any questions regarding their application or interpretation should be referred to an Organizer or a member of the Board of Directors. It is expected that any issues or disputes will be resolved in the spirit of the Competition. There will be no tolerance for any team or individual participant who knowingly fails to abide by the rules.

15.1.3 In the event of a discrepancy between any document produced and distributed to participants by the Organizers of the Competition and the Rules in this document found on the website, this document will take precedence.