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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Table of Contents

1.0 MBA ICC COMPETITION 3
1.1 Organizing the Competition 3
1.2 School Eligibility 3
1.3 Teams and Alternates 3
2.0 COMPETITION FORMAT 4
2.1 Round-Robin Stage 4
2.2 Semi-Finals 4
2.3 Final 4
2.4 Format Changes 4
3.0 CASES 4
3.1 Regular Cases 4
3.2 Short Case 5
3.3 Live Cases 5
3.4 Recap of Time Allocations 5
4.0 WHAT IS ALLOWED OR PROHIBITED 6
4.1 Equipment provided by the Organizers 6
4.2 Equipment each team must bring 6
4.3 Specific items or equipment allowed or prohibited 6
4.4 NO communication outside of the team during cases 6
4.5 Connectivity and External Sources of Information 6
5.0 POWERPOINT & EXCEL TEMPLATES 7
5.1 Templates allowed 7
5.2 Graphics 7
5.3 Texts 7
5.4 Animation & Exhibits/Annexures 7
5.5 Excel templates 7
5.6 Template usage and compliance 7
6.0 CASE PREPARATION 8
6.1 Preparation overview 8
6.2 Transition to presentation room 8
7.0 CASE PRESENTATION 9
7.1 Time Allocations Table 9
7.2 Access to Team Presentations 9
7.3 Round-Robin Stage Presentations 9
7.4 Semi-Finals & Final Presentations 9
7.5 Order of Presentation for Round-Robin Stage 10
7.6 Order of Presentation for Semi-Finals and Final 10
7.7 Interactions with Judges during Presentations 10
7.8 Respect and Fair-Play when attending presentations 10
7.9 Presentation Recording 10
8.0 LANGUAGES ALLOWED 11

Table of Contents

8.1 For Presentations 11
8.2 In Hallways during Cases 11
9.0 JUDGES 12
9.1 Judges, Panels, Roles, and Deliberation 12
9.2 Feedback Process 12
9.3 Communicating the scores 12
10.0 EVALUATION PROCESS 13
10.1 Evaluation Categories & Criteria 13
10.2 Case Specific Criteria 13
11.0 SCORING PROCESS 14
11.1 Terms & Definitions 14
11.2 Scoring Categories (of Criteria) 14
11.3 Scoring Process 14
11.4 Tiebreaking Process (during the Round-Robin stage) 14
12.0 MATCH-POINTS 15
12.1 Match-Points Allocation Process 15
13.0 SEMI-FINALISTS 16
13.1 Semi-Finalists Selection 16
13.2 Tiebreaking Process (to determine & rank the Semi-Finalists) 16
14.0 PENALTIES AND SANCTIONS FOR NON-COMPLIANCE 17
15.0 GENERAL 17
15.1 About these Rules 17

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 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 phase 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. For each case, four printed copies and electronic copies will be provided.

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 is expected to take part in the presentation, and all team members 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 new short-case format, introduced recently, in which teams are challenged to analyze an issue or situation 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 all members 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. There is no restriction on the number of words, but the slide must support the clarity of the pitch.

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 is expected to take part in the presentation, and all team members 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 can use the same USB Flash Drive to consolidate their presentation.

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.

4.3.3 Bags and backpacks, as well as books and other printed material, are also not allowed. These items and their contents may be randomly checked by the Organizers for conformity to the rules at any time during the competition.

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.

4.5 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. If such access were to be allowed, such information can be found in section **3.0** - CASES.

4.5.2 Unless internet access has been allowed (see item **4.5.1**, above), teams must disconnect laptops from Wi-Fi and put them in airplane mode.

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. If such use is to be allowed, be it for any AI tool or specific one(s), such information will be found in section **3.0** - 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, except if otherwise authorized for one or more cases. If such access or use was to be allowed, be it for any such platform or for specific one(s), such information will be found in section **3.0** - CASES.

5.0 POWERPOINT & EXCEL TEMPLATES

5.1 Templates allowed

5.1.1 Teams are permitted to use a PowerPoint file containing one ready-made presentation template as well as a few ready-made Excel templates during the preparation phase.

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 add-ons to standard PowerPoint features is not allowed. AI add-ons or AI features are also not permitted except for the Live Cases.

5.3 Texts

5.3.1 The landing or cover slide template may include the school or team name and participant names.

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

5.3.3 All other template slides should only include text in the header indicating the section title and generic elements in the footer, such as page numbers, section names, or the team's name.

5.4 Animation & Exhibits/Annexures

5.4.1 The use of animations and transitions is not permitted. However, manual animation by building slides (bringing in one bullet or 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.

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 The Wave 1 team can come back to the presentation room to attend the opposing Wave 2 team presentation and, as per item **7.3.3** above, the Wave 1 team must therefore wait to be invited in.

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

7.6.1 In the Semi-Finals and the Final, 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. The team in each group with the highest total match-points during the round-robin stage will have the option to choose whether to present 1st, 2nd, or 3rd in their group.
2. The team with the second-highest match-points total will have the option to choose between the two remaining spots.
3. The third team will have to present in the remaining spot.

7.7 Interactions with Judges during Presentations

7.7.1 Team members cannot interact with judges during presentations, nor should they communicate with the audience.

7.8 Respect and Fair-Play when attending presentations

7.8.1 As signs of Respect and Fair-Play for all 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.

7.8.2 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.

7.8.3 All attendees must also turn off their smartphones, smartwatches, and other personal electronic devices 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 **7.9**, below.

7.9 Presentation Recording

7.9.1 One (and only one) member of a team (coach or alternate) may record the presentations or take photos of their own teams when presenting and, to minimize distractions, this should be from a fixed location in the room.

7.9.2 Coaches and alternates may not record the presentation (or Q&A period) or take photos of any other team.

7.9.3 If the recording is done with a smartphone or similar device, that device must be set to Airplane mode and to Silent Mode. Vibrate mode or equivalent should also be turned off.

7.9.4 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 – Wave 2 teams 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 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 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 phase 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 phase, 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

- 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.
- Case match-points: the points awarded to a team for one case, as per the processes described in this Section **11.0** and 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.
- 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 match-points will be distributed between the two teams based on the differential in their case score, as detailed in item **12.1.3** below.

12.1.2 Second, in addition to these 11 match-points, an additional 30 (bonus) match-points will be awarded, as detailed in item **12.1.3** below:

12.1.3 The table below summarizes the match-points allocation described in items **12.1.1** and **12.1.2**, 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 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

12.1.4 Should a penalty for non-compliance to any rule of the competition be applied, the match-points deduction from one team will not be transferred to the opposing team, which would be the only reason to explain why the total of the match-points allocated to both teams might not equal 41.

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 determine & 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 and Sanctions for Non-Compliance

Section still under development.

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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.