



ASPER

LEADERSHIP CASE COMPETITION

February 23–25, 2023

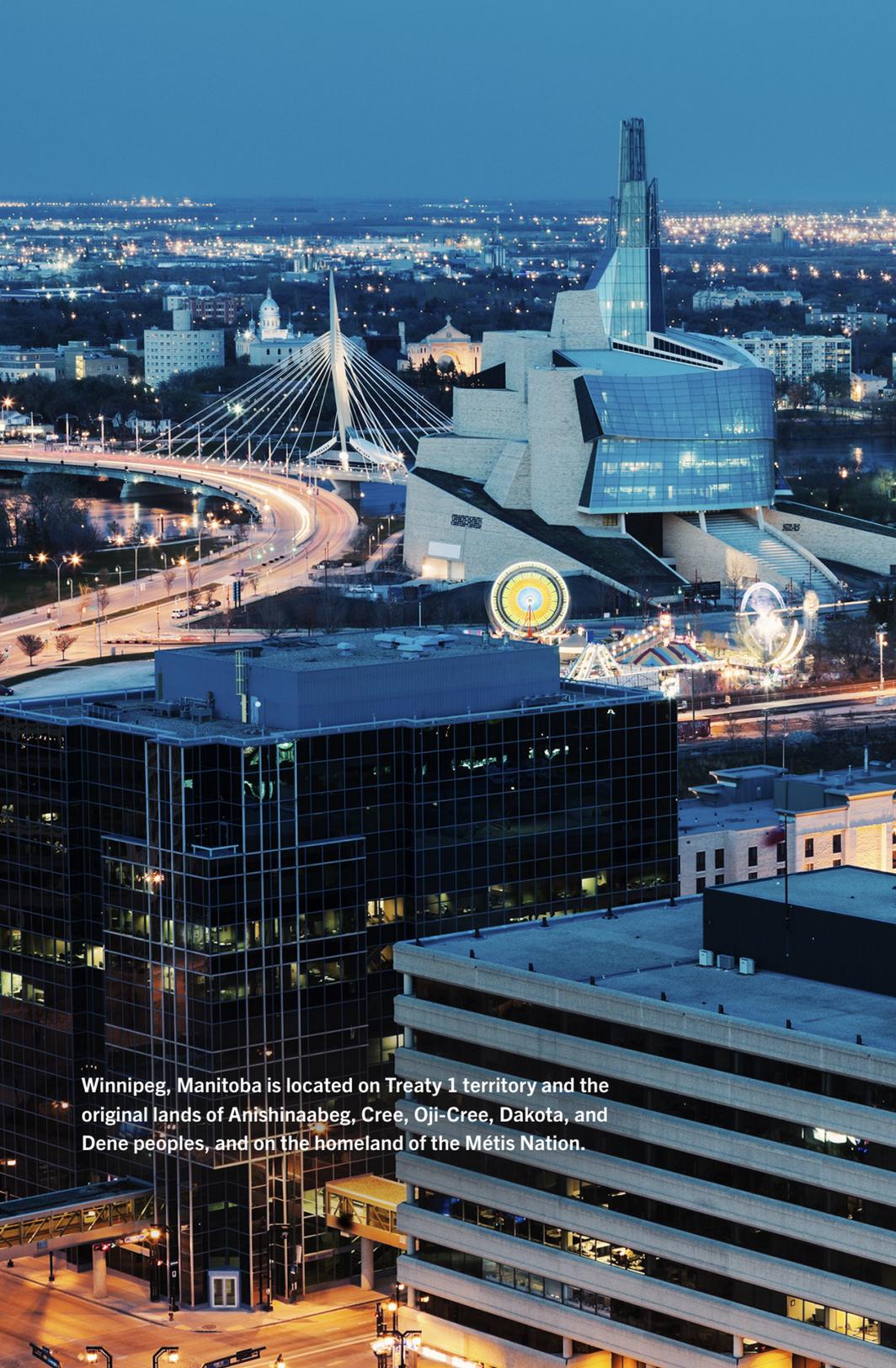
Hosted by

ASPER
SCHOOL OF BUSINESS



**STU CLARK
GRADUATE SCHOOL**

COMPETITION GUIDE



Winnipeg, Manitoba is located on Treaty 1 territory and the original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples, and on the homeland of the Métis Nation.



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DEAN'S MESSAGE



We are thrilled to welcome, celebrate and cheer on all students competing at the inaugural Asper Leadership Case Competition.

The I.H. Asper School of Business is committed to supporting the case competition experience and we are honoured to welcome students from Canada's top business schools to this national competition hosted by the Stu Clark Graduate School.

In the business school setting, case competitions play a fundamental role in experiential learning and provide students with the experience required to face the rapidly changing business environment and insatiable demand for innovation and thoughtful leadership.

At the 2023 Asper Leadership Case Competition, participating teams will focus on the important topic of leadership, filling a gap that exists in the landscape of graduate business case competitions and providing a much-needed learning opportunity within this critical and complex theme.

The success of the launch of this event is the result of a collective effort from many individuals. Thank you to all our sponsors, advisors, judges and volunteers for supporting this event and the Asper School of Business's commitment to experiential education. Your support and mentorship help bridge the gap between the academic and corporate worlds, allowing students to develop deeper business analysis insights, stronger perspectives on strategy development and improved adaptability and communication skills.

To students competing at the event, welcome to Winnipeg. Congratulations on your commitment to case competition success and, most importantly, good luck and have fun!

Bruno S. Silvestre, PhD

Dean, I.H. Asper School of Business
CPA Manitoba Chair in Business Leadership

ASSOCIATE DEAN'S MESSAGE

On behalf of the Stu Clark Graduate School, I am excited to welcome all business school competitors to the Asper Leadership Case Competition. As Associate Dean of the Stu Clark Graduate School Professional Programs and Canada Life Chair in Leadership Education, I am thrilled that Asper is hosting our first national case competition with a leadership focus.

At the Asper School of Business, leadership is at the core of our institution and as the home of the James W. Burns Leadership Institute, we aim to be a catalyst for innovation and collaboration. Through leadership education, we facilitate and support personal, group and organizational success. Leadership is a critical skill across sectors and industries as it holds the key to solving some of the most complex problems in organizations and broader society. The Asper Leadership Case Competition helps to develop this skillset by providing student teams the opportunity to put their collective leadership and business knowledge to the test as they develop solutions to challenges identified in the presented cases.

I would like to express my sincere gratitude to every participant, advisor, judge, sponsor and volunteer for their support and diligence in helping to create a successful event. To the eight teams who are participating in the Asper Leadership Case Competition, I welcome you and wish you all the best of luck!

Suzanne Gagnon, PhD

Associate Dean, Professional Graduate Programs and Executive Education
Canada Life Chair in Leadership Education
Director, James W. Burns Leadership Institute



PREMIER SPONSOR MESSAGE



The Associates of the I. H. Asper School of Business are proud to welcome students to Winnipeg for the first annual Asper Leadership Case Competition. Our organization represents more than 350 of Manitoba's top business leaders who come together to connect, learn, and – above all – support the advancement of business education. For more than 40 years, The Associates have supported the Asper School through engagement with students and funding for awards, bursaries, student programming, facility upgrades, and more.

As a Diamond Sponsor, we hope that you experience our city's warm hospitality, collegial business community, and innovative spirit. The Associates commend you for taking this opportunity to further your business education and are honoured to welcome Canada's future leaders to friendly Manitoba.

We wish you the best of luck this weekend!

Denise Zaporzan

Chair, The Associates of the Asper School of Business

OUR ORGANIZERS

Judith Jayasuriya

Judy is the Lead of Experiential Learning at the Asper School of Business. A Bachelor of Commerce and MBA alum, she also works as a Sessional Instructor in the undergraduate and MBA Programs where she focuses on business analysis and strategy development. She excels as a coach and mentor and her business case competition students have been widely recognized at prestigious national and international case competitions.

Judy was recently awarded the J. Pierre Brunet Coach Award at the 2023 John Molson MBA International Case Competition in recognition of her contributions to the case competition experience.



Lauren Slegers

Lauren is the Asper School of Business Case Competition Coordinator. She recently graduated from the Asper School of Business with a Bachelor of Commerce with majors in Human Resources and Leadership and Organizations. Lauren participated in 13 case competitions during her time as an undergraduate student, primarily at the national and international level, and enjoys being able to work directly with students to support their own case competition participation.



RULES AND REGULATIONS

GENERAL RULES

- ▶ This competition will be conducted entirely in English. The case materials, communications, and presentations will be in English.
- ▶ Case teams are required to submit all presentations as PowerPoint files (.pptx). Other presentation software (i.e., Prezi) is not permitted.
- ▶ During the competition, teams are forbidden from identifying their school of origin in any way. This includes the wearing of any school paraphernalia. To maintain anonymity, teams will use their consulting team name. Any team that is found to identify their school of origin at any point during the competition will be disqualified.
- ▶ Please refrain from discussing the details of the case outside the context of the competition. Photocopying, transmitting, or reproducing the cases in any form or by any means is strictly prohibited.
- ▶ Coaches will be allowed to watch all teams present. However, once they enter the presentation room they are asked to remain in that room for all presentations (with the exception of being asked to step outside to let the judges deliberate between rounds) and are asked to not communicate with their team until the presentations have concluded. Any communication between a coach and their students during the presentation or any intervention of the coach during the question period will result in immediate disqualification of their team.
- ▶ Any team that arrives late will not be granted additional preparation or presentation time.
- ▶ The Organizing Committee will not be held responsible for technical problems that arise either during the preparatory period or during the presentation itself.
- ▶ Slide clickers will be provided.

CASE 1: PREPARED CASE

February 9

Case will be released via email.

February 23

Slide Deck is due at 5:30pm CT

Email to

aspercasecomps@umanitoba.ca

File name:

[Team Name] Prepared Case

February 24

Presentations take place.

- ▶ Presentations will be 25 minutes long, with a 15-minute question period.
- ▶ Teams will receive a 5-minute (yellow card) warning and a 1-minute (red card) warning in both the presentation period and the question and answer period.
- ▶ There are no limits to the number of slides and exhibits a team may use.
- ▶ Teams may use all resources at their disposal for the prepared case. This includes course materials, advisor input, and all other available material. However, please refrain from reaching out to employees of the case sponsor organization.

CASE 2: TRADITIONAL CASE

February 25

Case will be released in a staggered manner based on presentation slot.

Teams will have 3 hours to prepare their case.

Case must be saved to the provided USB within the 3-hour period.

File name:

[Team Name] Traditional Case

- ▶ Presentations will be 20 minutes long, with a 10-minute question period.
- ▶ Teams will receive a 5-minute (yellow card) warning and a 1-minute (red card) warning in both the presentation period and the question and answer period.
- ▶ Participants are not allowed to contact coaches or anyone outside of their team.
- ▶ Students are asked to use their own laptops (one laptop per student) and as such, pre-built templates are allowed.
- ▶ Use of the internet is allowed.
- ▶ Cellphones or smart watches are not permitted.
- ▶ There are no limits to the number of slides and exhibits a team may use.
- ▶ Volunteers may step into the preparation room periodically to ensure that rules are being followed.

FINAL ROUND PRESENTATIONS

- ▶ Scores will be tabulated from the prepared case round and the traditional case round. Prepared case and traditional case are each weighted 50%.
- ▶ Three teams will be selected to participate in the final round where they will present their traditional case to a new panel of judges.
- ▶ In the event of a tie, the team with the higher traditional case score will proceed.
- ▶ Teams that qualify for the final round will be escorted to a holding room until it is time to present.
- ▶ Presentations will be 20 minutes long, with a 15-minute question period.
- ▶ Teams will receive a 5-minute (yellow card) warning and a 1-minute (red card) warning in both the presentation period and the question and answer period.





“The face to face, peer to peer, competitive nature of these events not only presents a real life, out of classroom opportunity to engage with students from other Graduate Business Schools in Canada, but also builds the confidence of the participants who will face the myriad of business decision issues in their future business careers. All the best and good luck to the participants and organizers of this inaugural event.”

Dr. Stu Clark [B.Comm.(Hons.)/76, LL.D./2011]



RUBRIC

COMMUNICATING EFFECTIVELY

Weighting: 1.0x

Did the group present clearly and professionally in both the presentation and question period through a compelling and easy to follow presentation and a readable presentation deck?

FRAMING THE PROBLEM

Weighting: 1.0x

Has the team wrapped up all the various issues into a clear and solvable summary (“problem statement” or “problem frame”) covering the majority of primary and most secondary issues?

ANALYSIS

Weighting: 2.0x

Has the team substantiated their assessment, recommendation, and implementation in research, logic, and qualitative and quantitative analysis?

EVALUATION

Weighting: 1.0x

Has the team considered multiple strategically-distinct options against an appropriate set of criteria?

RUBRIC *(continued)*

RECOMMENDATION

Weighting: 2.0x

Has the team proposed an effective recommendation that is clear and comprehensive?

IMPLEMENTATION & RESOURCES

Weighting 2.5x

Has the team shared a clear implementation plan that provides the organization with a path to follow that considers appropriate resources, time, and financial considerations?

IMPACT

Weighting 1.0x

Has the team considered how their recommendation will benefit the organization?

MEASUREMENT, RISKS, & MITIGATION

Weighting 1.0x

Did the group consider how they would assess progress? Did they give realistic consideration to likely risks, and provide effective mitigation strategies?

PARTICIPANTS

Asper School of Business

Beedie School of Business

DeGroote School of Business

Haskayne School of Business

HEC Montréal

John Molson School of Business

Rotman School of Management

Telfer School of Management

TRIP INFORMATION

COVID-19

- ▶ Masks are required inside all competition venues.
- ▶ Presenters are allowed to remove masks when presenting.

COMPETITION ATTIRE

- ▶ Business Professional attire: Competitors will spend a majority of their day in this attire.
- ▶ Please pack warm clothing, winter footwear, and a heavy jacket. There will be outdoor activities and a 10-minute walk outside in between competition facilities.

LOCAL TRANSPORTATION

- ▶ Duffy's Taxi: (204) 925-0101
- ▶ Unicity Taxi Ltd: (204) 925-3131
- ▶ Uber

WINNIPEG EXCURSIONS

- ▶ The Forks

Winnipeg's foremost destination, located at the junction of the Red and Assiniboine rivers, has been a meeting place for over 6,000 years for Indigenous peoples, European fur traders, railway pioneers and more. Learn more about our history, shop at local Winnipeg boutiques, or try ice biking down the Red River.

- ▶ Festival du Voyageur

Western Canada's largest winter festival commemorates the adventurous and celebratory spirit of the voyageurs—the French Canadians who explored uncharted territory. Enjoy live music and maple syrup taffy at this fun and festive event.



THURSDAY, FEBRUARY 23

5:30pm	Team registration and division draw	<i>Alt Hotel Banquet Hall, 8th floor</i>
6:30pm	Free time	<i>Dinner not provided</i>

FRIDAY, FEBRUARY 24

7:00-9:00am	Breakfast at The Merchant Kitchen	<i>For hotel guests</i>
9:00am	Prepared case presentations begin	<i>Manitoba Hydro</i>
1:00pm	Competitor lunch	<i>Alt Hotel Banquet Hall, 8th Floor</i>
3:00pm	Shuttle from Alt Hotel to The Forks	
5:00pm	Shuttle from Forks to Festival	<i>Dinner not provided</i>
8pm, 10pm, 12am	Shuttles to Alt Hotel	<i>Participants may take any shuttle</i>

SATURDAY, FEBRUARY 25

6:15-8:15am	Breakfast at The Merchant Kitchen	<i>For hotel guests</i>
7:55am	Traditional case preparation begins	<i>Drake Centre</i>
11:00am	Traditional case presentations begin	<i>Lunch provided</i>
2:30pm	Finalists announced	<i>Drake Centre, Room 530</i>
2:45pm	Finalist presentations begin	<i>Drake Centre</i>
5:30pm	Reception	<i>Marshall McLuhan Hall</i>
6:30pm	Awards Dinner	<i>Marshall McLuhan Hall</i>
8:45pm	Shuttle departs University of Manitoba	
9:30pm	Student Mixer (with light snacks)	<i>The Merchant Kitchen</i>

SUNDAY, FEBRUARY 26

8:00-10:00am	Breakfast at The Merchant Kitchen	<i>For hotel guests</i>
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PREPARED CASE SLOTS

Presentation Slot	Slot 1	Slot 2	Slot 3	Slot 4
Pick-up Time (From Alt Hotel to MB Hydro)	8:15am	9:15am	10:15am	11:15am
Presentation Time	9:00am	10:00am	11:00am	12:00pm

TRADITIONAL CASE SLOTS

Presentation Slot	Slot 1	Slot 2	Slot 3	Slot 4
Shuttle from Alt Hotel	7:00am	7:00am	8:30am	8:30am
Arrive at Drake Centre	7:30am	7:30am	9:00am	9:00am
Prep period begins	7:55am	8:40am	9:25am	10:10am
USB pick-up	10:55am	11:40am	12:25pm	1:10pm
Presentation	11:00am	11:45am	12:30pm	1:15pm

FINAL CASE SLOTS

Presentation Slot	Slot 1	Slot 2	Slot 3
Presentation	2:45pm	3:30pm	4:15pm

LOCATIONS

ALT HOTEL

310 Donald St.
Winnipeg, MB R3B 2B9
(431) 800-4279

RESTAURANTS NEARBY

The Merchant Kitchen
314 Donald St.

Browns Socialhouse
311 Portage Ave.

DAY 1 VENUE

Manitoba Hydro
360 Portage Ave.

DAY 2 VENUE

Asper School of Business
Drake Centre, University of Manitoba
181 Freedman Crescent

CONTACT INFORMATION

Lauren Slegers will be your primary point of contact throughout the competition.

(431) 278-1474
aspercasecomps@umanitoba.ca

THANK YOU TO OUR SPONSORS

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