



# ASPER

## BUSINESS CASE COMPETITION

February 21–24, 2024

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 once again thrilled to welcome, celebrate and cheer on all students competing at the second annual Asper Business Case Competition.

The case competition experience is an integral part of the Asper School of Business, and a hallmark of our commitment to experiential learning. Case competitions inspire creative and quick thinking, diverse leadership styles and innovative approaches to teamwork and collaboration. These skills prepare students to face the rapidly changing business environment wherever they study, work and live.

We are honoured to host students from Canada's top business schools who are bringing their best to this exciting four-day competition hosted by our Stu Clark Graduate School.

We are proud to showcase our School and the vibrant city of Winnipeg, which boasts a supportive and innovative business community built on local excellence.

This event is possible thanks to the collective efforts of many community members. Thank you to all our sponsors, advisors, judges and volunteers for dedicating time and resources to the ABCC and to experiential learning at the Asper School of Business. Your support and mentorship bridge the gap between the academic and business worlds, allowing students to develop deeper business analysis insights, stronger perspectives on strategy development and improved adaptability and communication skills.

To the students competing at the event, welcome to Winnipeg! Our competition is enriched by your unique perspectives, and our community by the connections you forge with us. 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 Business Case Competition. As Associate Dean of the Stu Clark Graduate School Professional Programs and Canada Life Chair in Leadership Education, it is thrilling to host our second national case competition.

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 development we facilitate and support personal, group and organizational success, 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 Business Case Competition helps to develop unique skillsets by providing student teams the opportunity put their collective knowledge to the test as they develop solutions to challenges identified in a diverse set of 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 nine teams who are participating in the Asper Business Case Competition, welcome to our city and our School and I 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

# PLATINUM SPONSOR MESSAGE



The Associates of the I. H. Asper School of Business are proud to welcome students to Winnipeg for the second annual Asper Business Case Competition.

Our organization represents more than 360 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.

This year, The Associates are pleased to have 17 leaders actively engaged in the competition as judges. As the 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.



## Steven Harrison

Steven Harrison is a part of the Experiential Learning Office at the Asper School of Business. His background in program organizing for a non-profit organization, which involved coordinating with over 500 students and 300 university volunteers. This experience has equipped him with the skills necessary to enhance and expand the Case Competition program.



## Melani Fernando

Melani Fernando is a part of the Experiential Learning Office and an undergraduate student at the Asper School of Business. Her background includes three years serving on the Commerce Students' Association, an experience which has exposed her to case and event planning.



*Thanks to the many individuals who made contributions to this event including Anna Gilfillan, Alexa Harwood-Jones, Chelsea Kokan, Daniel Kokan, Deanna Fair, Emily Wilson, Howard Harmatz, Laura Effinger, Lukas Neville, Melissa Gayle, Rohan Shanker, Sarah Harrison, Trent Vos, and Trevor Lewarne.*

# 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 build and 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.
- ▶ Slide decks will be shared with case sponsors post event.

## CASE 1: PREPARED CASE

### February 7

Case will be released via email.

### February 21

Slide Deck is due at 5:30pm CT

Email to

[aspercasecomps@umanitoba.ca](mailto:aspercasecomps@umanitoba.ca)

File name:

[Team Name] Prepared Case

### February 22

Presentations take place.

## INSTRUCTIONS

- ▶ 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.
- ▶ Every team member must speak during the presentation.
- ▶ 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: BOARDROOM CASE

### February 12

Case sponsor will be released on social media

### February 23

Case will be released in a staggered manner based on presentation slot. Teams will have 4 hours to prepare their case.

Case must be saved to the provided USB within the 4-hour period.

File name:

[Team Name] Boardroom Case

## INSTRUCTIONS

- ▶ Teams may use all resources at their disposal from February 14 to February 22. This includes course materials, advisor input, and all other available material. However, please refrain from reaching out to employees of the case sponsor organization.
- ▶ Once the case is released 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, prebuilt templates are allowed. No other electronic devices beyond the four laptops are allowed.
- ▶ Use of the internet is allowed.

- ▶ Students will engage in a discussion with judges. This will be a boardroom style presentation and as such the team will be seated.
- ▶ Teams will have 3 uninterrupted minutes to present their recommendation to judges using only one executive summary slide (appendices may not be accessed during this time). Teams will receive a 1-minute (red card) warning during this time.
- ▶ After 3 minutes have elapsed, there will be a 22-minute discussion period where teams may access both their executive summary slide as well as their appendix slides. Teams will receive a 5-minute (yellow card) warning and a 1-minute (red card) warning during this time.
- ▶ There are no limits to the number of appendix slides.
- ▶ Every team member must speak during the discussion but everyone does not need to speak during the 3 minutes of protected time.
- ▶ Cellphones or smart watches are not permitted.
- ▶ Volunteers may step into the preparation room periodically to ensure that rules are being followed.

## CASE 3: TRADITIONAL CASE

### February 24

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

## INSTRUCTIONS

- ▶ 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.
- ▶ Every team member must speak during the presentation
- ▶ 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, prebuilt templates. No other electronic devices beyond the four laptops 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 PRESENTATION

- ▶ Scores will be tabulated from the prepared case round and the traditional case round. Prepared case is weighted 25%, boardroom case is weighted 30% and the traditional case is weighted 45%.
- ▶ Three teams will be selected to participate in the final round where they will present their traditional case to a new panel of judges.
- ▶ Teams are not allowed to make changes to their slide deck.
- ▶ 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.



“I am a huge supporter of this method of experiential learning, particularly at the graduate school level. The face-to-face, peer-to-peer, competitive nature of these events presents a real life, out-of-classroom opportunity for students to engage with peers from graduate business schools across Canada, and to build their confidence as they prepare to face the myriad of complex problems in their future business careers. All the best and good luck to the participants and organizers of this event.”

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

# RUBRIC

## COMMUNICATING EFFECTIVELY

*Weighting: 1.0x*

Did the group present clearly and professionally 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?

## RECOMMENDATION

*Weighting: 2.0x*

Has the team proposed an effective recommendation that is clear and comprehensive? Have they justified the recommendation and considered if it strategically fits the organization?

## 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 both quantitatively and qualitatively? Do the identified forms of impact align with what the organization is looking for?

## 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

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Beedie School of Business

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DeGroot School of Business

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Haskayne School of Business

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HEC Montréal

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John Molson School of Business

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Levene Graduate School of Business

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Ted Rogers School of Management

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Telfer School of Management

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# TRIP INFORMATION

## 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. Shop at the local Winnipeg boutiques or try ice biking down the 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. French Canadian food will be available for purchase. Please note that this venue uses contactless payment only.





# EVENT SCHEDULE

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## WEDNESDAY, FEBRUARY 21

5:00pm	Team registration and division draw	<i>Hilton Garden Inn</i>
6:00pm	Free time	<i>Dinner not provided</i>

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## THURSDAY, FEBRUARY 22

8:00–10:00am	Breakfast at Hilton Garden Inn	<i>For hotel guests</i>
11:50pm	Prepared case presentations begin	<i>Winnipeg Art Gallery</i>
2:10–3:00pm	Competitor lunch & free time	
3:55pm	Shuttle from WAG to Hilton Garden Inn	
5:00pm	Shuttle from hotel to The Forks	<i>Dinner not provided</i>
7:30pm	Shuttle to Hilton Garden Inn	

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## FRIDAY, FEBRUARY 23

7:00–9:00am	Breakfast at Hilton Garden Inn	<i>For hotel guests</i>
9:35am	Boardroom case prep begins	<i>Asper School of Business</i>
12:00pm	Lunch in prep period	
1:50pm	Boardroom case presentation begins	
4:45pm	Shuttle from Asper School to hotel	
6:00pm	Shuttle from hotel to Festival	<i>Dinner not provided</i>
9pm, 10:30pm, and 12am	Shuttles to hotel	<i>Participants may take any shuttle</i>

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## SATURDAY, FEBRUARY 24

7:00–7:45am	Breakfast at Hilton Garden Inn	<i>For hotel guests</i>
8:45am	Traditional case prep begins	<i>Asper School of Business</i>
12:00pm	Traditional case presentation begins	
12:30pm	Lunch available in preparation rooms	
3:30pm	Finalist Announcement	
4:00pm	Finals Presentation	
6:20pm	Reception	
7:00pm	Awards dinner	
9:30pm	Shuttle to hotel	
10:15pm	Student mixer (with light snacks)	<i>Hilton Garden Inn</i>

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## SUNDAY, FEBRUARY 25

8:00–10:00am	Breakfast at Hilton Garden Inn	<i>For hotel guests</i>
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# CASE SLOTS

## PREPARED CASE SLOTS

Presentation Slot	Slot 1	Slot 2	Slot 3
Teams	A / D / G	B / E / H	C / F / I
Shuttle from hotel	10:50am	10:50am	12:15pm
Arrive at WAG	11:20am	11:20am	12:45pm
Presentation	11:50am	12:40am	1:30pm
Judge feedback	3:10pm	3:25pm	3:40pm

## BOARDROOM CASE SLOTS

Presentation Slot	Slot 1	Slot 2	Slot 3
Teams	C / F / I	A / D / G	B / E / H
Shuttle from hotel	8:30am	8:30am	9:40am
Arrive at Asper	9:05am	9:05am	10:15am
Prep period	9:35am	10:10am	10:45am
USB pick up	1:35pm	2:10pm	2:45pm
Presentation	1:50pm	2:25pm	3:00pm
Judge feedback	4:00pm	4:15pm	4:30pm

## TRADITIONAL CASE SLOTS

Presentation Slot	Slot 1	Slot 2	Slot 3
Teams	B / E / H	C / F / I	A / D / G
Shuttle from hotel	7:45am	7:45am	9:00am
Arrive at Asper	8:15am	8:15am	9:35am
Prep period	8:45am	9:35am	10:05am
USB pick up	11:45am	12:35pm	1:05pm
Presentation	12:00pm	12:40pm	1:10pm
Judge feedback	2:30pm	2:45pm	3:00pm

## FINAL CASE SLOTS

Presentation Slot	Slot 1	Slot 2	Slot 3
Presentation	4:00pm	4:40pm	5:20pm

# LOCATIONS

## HILTON GARDEN INN

495 Sterling Lyon Pkwy  
(204) 594-7436

## RESTAURANTS NEARBY

Frankie's Italian Kitchen  
505 Sterling Lyon Pkwy

Montana's BBQ & Bar  
630 Sterling Lyon Pkwy

## DAY 1 VENUE

Winnipeg Art Gallery -  
WAG-Qaumajuq  
300 Memorial Blvd

## DAY 2 & 3 VENUE

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

# CONTACT INFORMATION

Steven Harrison will be your primary point of contact throughout the competition.

(204) 396-9631  
aspercasecomps@umanitoba.ca



Follow us on Instagram  
for live updates during  
the competition

# THANK YOU TO OUR SPONSORS

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Diamond



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Platinum



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Case Sponsor



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Silver



Bronze

