

# ROTTERDAM INTERNATIONAL CASE COMPETITION

## RICC *Official Rules*

### Rotterdam Business School



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*The following rules and guidelines for the Rotterdam International Case Competition, hereinafter referred to as "RICC", are intended to ensure guidance and fairness to all participating teams. The organisers and judges of the Competition, as selected by the host institution, will strictly enforce Competition rules. Any interpretation of these rules that may arise during the Competition will be solely the responsibility of the organisers. Their decisions will be final.*

*This document is meant to help the organisers of RICC. It could not have been written without the explicit and generous support from NIBS, Network of International Business Schools.*

*Hans van Oudheusden & Gerard van der Star*

## WELCOME

RICC is a global and challenging business competition in a global and challenging business city. The tournament provides business students from all-around the world a platform to showcase their problem-solving and analytical skills to business managers from the international city of Rotterdam.

The Rotterdam Business School, part of Rotterdam University of Applied Sciences, is proud of hosting this prestigious event and gives all participating teams a cordial welcome.

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## MISSION

1. Challenging participants with complex problems that demand integrative thinking and reasoned application of knowledge and theoretical concepts;
2. Helping companies in the Rotterdam area by asking participants to come up with creative and feasible solutions for their “wicked problems”, and to develop an effective action plan;
3. Reflecting the reality of modern international and interdisciplinary business by using cases with a strong focus on newer technologies and completely new business models;
4. Providing a forum for the exchange of ideas and perspectives from a diversity of cultures, both within the competition itself and in its additional activities;
5. Facilitating meaningful networking among students from participating universities and those from the Rotterdam Business School;
6. Connecting participants, when feasible, with potential employers that share the Rotterdam Business School commitment to internationalisation, with the aim of creating and enhancing student career opportunities;
7. Promoting Rotterdam through the cases and the event.

## 1. GENERAL INFORMATION

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### 1.1 Student Eligibility

RICC is open to any student registered, *for the duration of the Competition*, in an undergraduate (bachelor level or equivalent) business program (commerce, administration, management, etc.) through special invitation by the Rotterdam University. Students on exchange at a member institution for the entire academic semester may compete for that member institution, provided they meet other eligibility requirements. Individuals who have previously participated in RICC may not enter the competition again.

NOTE: To be eligible, a student must NOT have completed his degree requirements by the time RICC is held.

### 1.2 Team Composition

The team is composed of four eligible undergraduate students chosen by their school, accompanied by a team coach.

### 1.3 Team Coach

A coach is an individual assigned by a participating institution to oversee the preparation and training of his team for RICC. Coaches are typically faculty members at the participating institution. Each team should have at least one coach, and it is always expected that one or more coaches will accompany the team. The coach is usually also the person who communicates with RICC organisers on behalf of the team.

#### **1.4 Registration Fee**

Each institution invited by the Rotterdam Business School to enter a team in RICC must pay the registration fee of € 950- (for 4 students and 1 coach) by the deadline and according to the procedures set by the Rotterdam University.

#### **1.5 Travel Documents**

It is extremely important to obtain appropriate travel documents for all four team members as soon as the team has been registered for RICC.

#### **1.6 Absence of a Team Member**

No extra person, either from Rotterdam or any other potential volunteer, will be allowed to join a team in the event that the team arrives with only three (3) team members; however, the team will be allowed to participate with three (3) team members.

During RICC, if a team member becomes ill and is unable to participate, the team will be allowed to participate with three (3) team members.

#### **1.7 Withdrawal of a Team**

On very rare occasions, a team may withdraw from the competition after the teams have been announced. This can happen for a variety of reasons, such as political reasons (e.g. change in visa requirements) or financial reasons (e.g. bankruptcy of university).

When this happens with sufficient lead time, the school will be replaced. If a substitute cannot be found, a spare team from the Rotterdam Business School may be invited to take the spot.

It is also conceivable that a team may need to withdraw at the last minute—potentially as late as one or two days before the start of RICC. In that case, RICC will be modified to allow for the participation of only 15 teams. The competition schedule will remain the same and any teams that would have played against the missing opponent will present to the judges and be awarded a point total (on a scale of 1 to 13) that reflects the quality of their presentation.

#### **1.8 Language**

All case presentations must be in English.

## 2. Rotterdam International Case Competition Week: RULES AND GUIDELINES

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Sixteen (16) teams will be invited to compete in RICC. Further details regarding the schedule and other arrangements will be announced by the Rotterdam Organising Committee.

Note: The RICC Organising Committee has the right to organise the competition with only twelve (12) teams if 16 high-quality teams cannot be found before April 1<sup>st</sup> (due to financial reasons, academic calendar reasons etc.); the principle is always the quality of the competition, not the quantity

### 2.1 RICC Structure

#### 2.1.1 Divisional Matches – Days 1 to 3

A divisional round robin will be played in four divisions of four teams each; each team will compete head-to-head with the three other teams in the same division.

First divisional match: Team 1 vs. Team 3; Team 2 vs. Team 4

Second divisional match: Team 1 vs. Team 4; Team 2 vs. Team 3

Third divisional match: Team 1 vs. Team 2; Team 3 vs. Team 4

A random draw will be held in order to assign teams to divisions. All teams in RICC will take part in a draw at the Welcome Ceremony held on Sunday evening.

DIVISION A	DIVISION B	DIVISION C	DIVISION D
1, 2, 3, 4	1, 2, 3, 4	1, 2, 3, 4	1, 2, 3, 4

Monday, 5-hour case (incl. 0,5 hour question session with *Rotterdam case writer & company managers*; two (2) students per team. Four (4) teams are present at the same time, i.e. eight (8) students in total)

Team 1 vs. 3	Team 1 vs. 3	Team 1 vs. 3	Team 1 vs. 3
Team 2 vs. 4	Team 2 vs. 4	Team 2 vs. 4	Team 2 vs. 4

Tuesday, 5-hour case (incl. 0,5 hour question session with *Rotterdam case writer & company managers*; two (2) students per team. Four (4) teams are present at the same time, i.e. eight (8) students in total)

Team 1 vs. 4	Team 1 vs. 4	Team 1 vs. 4	Team 1 vs. 4
Team 2 vs. 3	Team 2 vs. 3	Team 2 vs. 3	Team 2 vs. 3

Wednesday (morning), 3-hour case

Team 1 vs. 2	Team 1 vs. 2	Team 1 vs. 2	Team 1 vs. 2
Team 3 vs. 4	Team 3 vs. 4	Team 3 vs. 4	Team 3 vs. 4

Following the three divisional (round-robin) matches, each team's scores will be aggregated and the total used to rank the four teams in the division; the top two teams in each division will advance to the Quarter-Final round. In the event that there is a tie in the aggregated scores of teams, the team that won in head-to-head competition against the other tied team will be ranked higher.

Note: NOTE: In the event of RICC consisting of only 12 teams, three divisions of four will be formed. The winner and second-place finisher in each division will qualify for the Quarter Finals, along with the two third-place finishers with the highest point totals. In the event that all three third-place finishers have identical point totals, the ranking will be based on which team had the highest score on the third day. If the teams are still level, the teams will draw lots with the winner progressing.

### **2.1.2 Quarter-Final and Final (Playoff) Matches**

Wednesday afternoon, 3-hour case

#### Quarter Finals

Match 1: 1st Place Team from Division A vs. 2nd Place Team from Division B.

Match 2: 1st Place Team from Division B vs. 2nd Place Team from Division A.

Match 3: 1st Place Team from Division C vs. 2nd Place Team from Division D.

Match 4: 1st Place Team from Division D vs. 2nd Place Team from Division C.

Friday morning - afternoon, 6-hour case (incl. 0,75 hour question session with *Rotterdam case writer & company managers*; all students of the team allowed per question session. All four sessions are separate, i.e. one session per team)

#### Final

All 4 winning teams in the Quarter Finals proceed directly to the Final.

### **2.1.3 Presentation Schedule**

Competing “head-to-head” means that a pair of teams presents the same case to the same panel of judges. The start times for the preparation and presentation phases for each team will be scheduled so that the two teams can present their completed analysis to the same judging panel immediately upon completing their case preparation, one after the other.

On Monday and Tuesday start times for Competition matches will be “staggered” (i.e. an early wave of matches, followed by a late wave of matches).

In the scheduling of the divisional matches, each team should have the opportunity to present first at least once, and second at least once.

## **2.2 Team Ambassador**

Each team will be assigned a team ambassador (also known as a “buddy”). The ambassador’s task is to assist the team, serving as the primary contact between the team and the RICC organisers. When the team is preparing its case solution, the team ambassador will serve as a runner, replenishing supplies (e.g., water, paper) and resolving issues as needed. No communication is permitted between team members and anyone except their team ambassador from the beginning of the preparation time to the time of presentation. *This specifically and explicitly includes team coaches.*

## **2.3 Case Preparation**

### **2.3.1 Preparation Room**

A preparation room will be provided to each team; every effort will be made to ensure that teams have the same preparation room for the duration of RICC. Projectors, network connections (internet), phone lines and mobile phones are NOT permitted in the preparation room\*. The preparation room will be available for the team at least 15 minutes before the preparation is to start. The following materials will be provided for the teams in the preparation room:

- Four copies of the case
- Black board, white board, or flip chart
- Paper, pencils, and pens

- Two computers with MS Office 2013, including Word, Excel, and PowerPoint
- Two blank memory sticks

Each team may also bring a single template memory stick containing one or more ready-made presentation templates. All templates must be contained within a single PowerPoint file. Each member of the team is also permitted to bring into the preparation room one reference book and one calculator (devices with internet access are strictly prohibited). Team members are encouraged to coordinate so that they do not duplicate reference books. In addition, each team member can also bring into the preparation room one dictionary (in print form), one English-language grammar text, rulers, and other drawing aids. Teams are also permitted to bring their own keyboard and presentation clicker, if desired.

\*NOTE: The RICC Organising Committee plans to write 3 cases together with the Rotterdam business community (Monday, Tuesday and Friday cases). There will be time to talk directly to case writer(s) and company managers during the case preparation period. If, for some reason, this is not possible and/or if internet access is absolutely necessary in order to gather enough case information, it may be decided – after consultation with the Rotterdam case writer(s) and company - to allow internet access during preparation time. The RICC Organising Committee will notify all teams accordingly.

### **2.3.2 Presentation Templates**

Teams are permitted use of a PowerPoint file containing one or more ready-made presentation template(s). This should be stored on a single memory stick with no other files on it. A template may contain logos and graphic designs, such as background, color set-up, arrows, boxes, organization charts, etc. However, *NO TEXT (including formulas)* other than the name of the team is allowed. This rule will be strictly enforced.

Teams are encouraged not to use school logos, but to design own logos that represent the consultancy agency they want to be in the matches.

*Prior to each case preparation*, a representative of the Rotterdam Business School will inspect the one and only file on the template memory stick. If any template is deemed to violate RICC rules, the memory stick will be withheld for that match. Teams may update their template memory stick between matches, but must keep the template memory stick in their possession, ready for inspection at any point during RICC.

### **2.3.3 Presentation Memory Stick**

Teams must save their work on two presentation memory sticks *provided by the organisers*. At the end of the preparation time, the team ambassador will take one memory stick and use it to load the presentation file onto the presentation computer. Teams must also save a copy of their final presentation to the hard drive of the computer in their preparation room. This will serve as a backup for their presentation memory stick. The other memory stick is used for printing and as an extra backup.

### **2.3.4 Set-up Time**

The set-up time is not optional.

Immediately prior to each round, team ambassadors will meet their team and accompany them to the preparation room. The RICC schedule allows for at least 15 minutes of set-up time before each preparation period is to begin. During this time, the team ambassador will ensure that the room is appropriately configured and supplied, that computer equipment is working properly, and that the team's template is consistent with competition rules. Teams are NOT permitted to begin working on the computers before the actual match starts. This also means that no "filling of templates" is allowed during set-up time.

The team ambassador will collect all mobile phones and other equipment with potential for internet access from team members, and will keep these devices with him/her until after the feedback session.

Cases will be made available to the coaches after the final team has gone into its preparation room.

### **2.3.5 Preparation Time**

Each team has five (5) hours, three (3) hours or six (6) hours to prepare its case analysis, depending on the day. Normally the 3-hour cases will be shorter in length than those used for the 5-hour and 7-hour preparations.

If a computer problem occurs during the preparation time, preparation will be suspended for the amount of time needed to solve the problem. The preparation time will then be extended for up to 30 minutes in order to compensate for any preparation time lost. In the event of a problem the team must immediately notify its team ambassador, who will determine whether a genuine problem exists, assist in resolving the problem and measure any time lost. In instances where the team ambassador does not find a legitimate problem with the computer (e.g., if a team accidentally deletes a file) no extra time will be granted.

The team ambassador will notify the team when 10 minutes of preparation time remains. The team should ensure that the presentation is saved on the presentation memory stick (provided by the host institution) within the preparation time allotted. The presentation will be printed following the preparation period and a copy given to each judge *after* the presentation is complete.

If there has been a delay in any of the preparation or presentation rooms (e.g., if the preceding team has experienced computer problems), this may extend the time teams must wait before they are allowed to enter the presentation room. While not desirable, such delays are considered part of the competition.

The organisers reserve the right to inspect the preparation room at any time.

### **2.3.6 Maximum Number of PowerPoint Slides**

The maximum number of slides permitted in a presentation is 30. Slides may be retained by the presenting group for use in the question & answer session that follows the presentation. The total amount of slides, however, may never exceed 30.

### **2.3.7 Material Introduced from Outside the Case**

No credit will be given by judges for a team introducing material (other than general background knowledge) not contained in the case study.

Unless internet access is allowed, see under 2.3.1

## **3. PRESENTATION**

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### **3.1 Presentation Room**

A presentation room will be provided for the case analysis presentation. The room will be set up with:

- One computer with software, including Word, Excel and PowerPoint
- One data projector
- Possibly a presentation clicker
- Possibly microphones
- Possibly a photographer / videographer recording the presentation

### **3.2 Presentation Time**

During the matches, each team will be allowed 20 minutes for the formal oral presentation of the analysis. Each member of the team must participate in the presentation. Normally, teams use the entire 20 minutes.

### **3.3 Timekeeper**

A timekeeper will supervise each pair of case presentations (i.e. each match). The timekeeper will begin by asking members of the audience to switch off all mobile phones. S/he will then ask the team to enter the presentation room when it is available for the presentation. The timekeeper will let the team organise itself, which should not take more than three (3) minutes. When ready, s/he will introduce the presenting team by stating the name of the institution, and let the judges introduce themselves by name and judging role\* and, finally, motion the presentation to begin. S/he will indicate to the presenting team when there are ten (10) minutes, five (5) minutes, three (3) minutes, and one (1) minute remaining in the presentation time. When the 15 minutes are up, the timekeeper will end the presentation whether or not the team has finished. It is imperative that the timekeeper sits where s/he can be seen by all team members.

\*In each round, organisers will assign judges to matches in such a way that each judging panel has an individual responsible for finance, another for marketing, etc. Judges should introduce themselves to presenting teams in accordance with their role, rather than their real-life position (e.g. consultant at PWC, or professor of marketing). Exceptions may occur in situations where the company featured in the case is represented on the judging panel, e.g. in the RICC Final.

### **3.4 Question & Answer Session**

Following the completion of the formal presentation, the timekeeper will state the amount of time available for questions for the panel of judges. Generally, this will be 10 minutes but, if delays have been experienced, the Q & A time may be reduced. Teams may show new slides during the Q & A session provided they are relevant to questions asked. The team may not, however, continue the presentation. Furthermore, the total amount of slides may never exceed 30. See under 2.3.6

A five (5) minute, a three (3) and a one (1) minute warning will be given during the question & answer period. It is imperative that the timekeeper be visible to the judges during the Q & A period.

### **3.5 Attending and Recording Presentations**

During all matches, recording of presentations (i.e., photographs, video recording, or audio recording) by anyone other than RICC organisers or the coach of the presenting team is strictly prohibited without explicit permission from the presenting team. The organisers reserve the right to record presentations for use in educational or promotional activities following RICC.

During the divisional matches, student teams are NOT permitted to view the presentation of their direct opponent in the same division. During the Quarter Final matches, student teams are NOT permitted to view the presentation of their direct opponent in the head-to-head match. Coaches are free to attend presentations for any match in the round.

During the Final, presentations are open to all participants, including direct opponents after having presented.

## **4. JUDGING**

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### **4.1 Judge Selection**

Judges are selected by the RICC Organising Committee, and represent different professional experiences and backgrounds. Ideally, each judging panel should contain representation from the business community, government leaders, and university faculty members.



Each judging panel normally consists of at least three judges; in the final the number is five. The formation of the judging panels is the sole responsibility of the organisers and cannot be contested.

#### 4.2 Judges' Scoring

Judges will receive a printed copy of the presentation slides immediately following the presentation and Q&A, as they begin their deliberation. The deliberation period after every presentation is 10 minutes. After completing their second deliberation, judges have 5 minutes to decide the score and outcome of the match.

Judges will work to come to a consensus when evaluating teams, as opposed to each judge stating an individual score and then averaging these scores.

Schedule:

- first team, 30 minutes (presentation and Q&A)
- deliberation, 10 minutes
- second team, 30 minutes (presentation and Q&A)
- deliberation, 10 minutes
- final scoring, 5 minutes

After the Final (4 teams) judges have 20 minutes to decide the outcome of the tournament and the winner of RICC, i.e. to determine the ranking (first, second, third and fourth).

#### 4.3 Judges' Feedback

Immediately after scoring the match, judges will give both oral and written feedback to the competing teams, one team at a time, for 10 minutes, in such a way that the teams understand the reasons why one team was judged to have been superior to the other. Teams are not permitted to hear the feedback of other teams. The completed feedback form used by the judges in their evaluation will be made available to each of the teams.

Immediately after the second team has received its feedback, the judges should invite the first team to return to the room. The match score should then be announced to both teams simultaneously.

The judge panels will submit a scoring form to the organisers. The scores will be posted publicly.

After the Final the completed feedback form used by the judges in their evaluation will be made available to the coach of the each team, after the winner will have been announced at the gala banquet. There will be no scoring, just a ranking.

### 5. SCORING

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After both teams have presented, the judges will determine a winner on a thirteen-point scale, i.e. the total of the points to both teams must be thirteen. Ties are not permitted. The following will be used as a guide:

- **7,0 to 6,0:** winning team marginally better
- **7,5 to 5,5:** winning team better
- **8,0 to 5,0:** winning team clearly better
- **8,5 to 4,5:** winning team clearly superior
- **9,0 to 4,0:** winning team outstanding and losing team weak
- **9,5 to 3,5:** winning team outstanding and losing team extremely weak

### 6. FINAL DIVISIONAL STANDINGS

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After the three divisional matches are complete, each team's scores will be aggregated and the total used to rank the four teams in the division; top two teams in each division will advance to the Quarter-Final round. In the event that there is a tie in the aggregated scores of teams, the ranking will be determined based on which team won in head-to-head Competition against the other tied team.

NOTE: In case of RICC featuring 12 teams, three groups will be formed. The group winners and second-place finishers will qualify for the Quarter-Finals, along with the two third-place teams with the highest aggregated score. In case of the same total number of points, the ranking will be determined based on which team had the highest score on the third day. In case of a tie in all tie-breakers, a random draw will be used to choose the team that advances.

## 7. QUARTER FINALS AND FINAL

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The Quarter Finals will have three (3) hours of preparation time, and the RICC Final will have six (6) hours of preparation time. All other rules previously described for the divisional matches apply to the Quarter Finals, and RICC Final. The quarter-finalists and finalists will be given no more than 20 minutes for their presentation and the Q & A session will be 10 minutes. The winners of the Quarter-Finals advance directly to the RICC Final.

## 8. AWARDS

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The team that wins the RICC Final is declared RICC Champion and receives both a RICC trophy and individual gold medals. Members of the losing teams in the Final match are second-place finishers (awarded individual silver medals), and third-place finishers (awarded individual bronze medals); the fourth-place finishers receive no medals.

Recognition will also be given to:

- the best two individual presenters
- the most spirited team

## 9. PROCEDURE IN THE EVENT OF RULE VIOLATION

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The organisers retain the right to disqualify any team from RICC if the rules are not observed or if a team does not maintain a proper standard of conduct in the professional and collegial spirit of RICC.

**Any concerns or disputes regarding the implementation of these rules and/or any improper or disloyal behaviour must be brought to the immediate attention of the organisers.** Please note that the decision of the organisers is final and not subject to review.

*RICC Organising Committee, March 2017*