

Best practice guidelines for executing a Case Challenge in a university setting



**School of Global Health
University of Copenhagen
Version: December 2017**

Content

Case challenge definition.....	3
Why host a case challenge?	3
Purpose of a best practice guideline.....	3
Choosing a target group	3
Development of the case.....	4
Development of the case question	4
Development of the background paper	4
Marketing of the case challenge	5
Website.....	5
Social media	5
Advertisement	5
Communication with participants	6
Budget.....	6
Use of staff and volunteers	6
Preparation and management of venues	7
Choosing and briefing the jury	7
Pitch workshops.....	8
Winning prizes.....	8
Food and drinks.....	9
Registration of participants on the first day of the case challenge	10
Suggestions to alternative case challenge set-ups.....	11
Monthly planner.....	11
9-6 months before case challenge	11
6-3 months before case challenge	12
3-1 months before case challenge	12
1 month-1 week before case challenge	13
1 week-day before case challenge.....	14

Case challenge definition

In a case challenge (also called a case competition) the teams participating strive to develop the best solution to a real-world issue presented by a business or organization most often, as in this case, within a 24-hour time-span. Each team presents their solution both in writing and as a short oral pitch (10 minutes) to a jury. All teams will receive 3 pitch-coaching workshops throughout the two days to prepare them for the final presentation.

Why host a case challenge?

To give students an opportunity to 1) get away from the books and engaging them in a practical case challenge about an actual real-world issue, 2) work innovatively and cross-disciplinarily to solve complex case problems, and 3) network and learn from the best within the topic. Also, the students must acquire competences in dealing with real case challenges early on in their education to best prepare them for their future professional lives.

Purpose of a best practice guideline

The target group for the best practice guideline is all university staff who wishes to get involved with organizing a large interactive event for students. Although this guideline focuses on case challenges as an event, it is still applicable to any student-centered event at a university setting.

This guideline gathers and develops on experiences obtained by the School of Global Health during hosting 2 case challenges in 2016. The aim is to continuously improve the guideline to reflect new learning and the optimal method for developing, organizing and hosting such an event.

The 2 case challenges will be referred to as:

- **Case example 1:** This case challenge was executed in November 2016 and focused on antibiotic resistance. It was developed in partnership between the EIT Health, WHO Europe, SUND Innovation Hub, Section for General Practice, and School of Global Health. It had 72 participants distributed on 15 teams representing 6 universities, 28 study directions and 26 nationalities. The budget was 180.000DKK.
- **Case example 2:** This case challenge was executed in April 2016 and focused on the health of refugees moving through Europe. It was developed in partnership between Red Cross and Red Crescent and the School of Global Health. It had 70 participants distributed on 14 teams. The budget was 35.000DKK.

Find more detailed information about the case challenges here:

<http://globalhealth.ku.dk/ghcc/>.

Choosing a target group

Choosing and locking down the target group for the case challenge is essentially the first and most important task of developing the framework for the case. It can be recommended to figure this out on a meeting with invested partners and internal university staff and management to ensure that everyone is on the same page about it. In case example 1, it was decided to limit the target group by restricting the event to being open for only 8 selected universities who were members of EIT Health at the time. In case example 2, the target group was as broad as possible with registration being open to all students from all universities globally. Both versions work, however they also pose challenges. In example 1, we received a lot of negative feedback from students and heads of studies from other universities, who felt

much excluded. However, since this case challenge was entirely funded by EIT Health, it was a valid decision. In example 2, you could potentially end up with a huge amount of applications from all over the world which is time consuming to have to go through. No matter how the target group is defined it is essential to communicate clearly to the target group what the criteria for registration are (e.g. undergrad and postgrad students but no PhDs, no recent graduates, must come from certain study directions, etc.) and that they must apply as a full team – not as an individual.

Development of the case

Firstly, it is important to ensure that all of the involved partners are satisfied with the direction of the case and agree on the focus of the case on a particular issue. Secondly, it is important that it is feasible for the students to solve the case and that the students are able to clearly understand what the case is about and how to proceed with it. Thirdly, it is important that the case is based on solid scientific evidence and thorough research.

The aim is to develop and present a case that is a currently relevant issue which will benefit from an interdisciplinary approach to solving it. If the case challenge is targeted to a wide range of study directions, it is necessary to make the case understandable and relevant for all of those directions e.g. explain to law students that they are as relevant to the case as medical students.

Furthermore, everyone will benefit from consolidating the expectations to the case challenge – meaning what the different hope to get out of the case challenge. If they hope to receive a very concrete solution to an issue that is easily implemented or if they are okay with more creative, out-of-the-box-wild solutions that are not currently feasible – this needs to be clearly stated by all partners and clearly communicated to the participating students.

Focus on creating coherence between the case question, the background paper and the expectations of the involved partners. Remember to circulate the documents and get approval of them from all partners.

Set the deadline for registration of teams at 6 weeks prior to the first day of the case challenge and give them feedback on who was selected 5 weeks prior to the first day.

Development of the case question

Make the question as clearly defined and easily understandable as possible. Make sure that you get approval of the case question from all involved partners and it is recommendable to run it by an expert who is not involved with the case challenge to ensure that it makes sense to a person not directly involved with the development.

Below the question make a list of definitions of all key words in question. It is recommendable to define as many words as possible to ensure that participants understand them clearly and do not waste time working on something off topic. This will also avoid being asked to explain the meaning of words a million times over.

Development of the background paper

Focus on explaining what the case challenge topic is about in an inspiring and interesting manner without giving the actual case question away. Remember that this document will be distributed early on when sent out to the selected participants.

It is recommendable to have all case development partners contribute to this paper. The case challenge project manager can start the process by creating the skeleton of the paper with

December 2017

essential headlines and structure. Each partner can, in turn, add text to the paper – keep an eye on the ‘red tread’ between this document and the case question as it might become unclear as different people work on the document.

Include interactive sources of learning to go with the text e.g. infographics, videos and online courses, and keep the whole paper to a maximum of 3 pages (not including references).

Marketing of the case challenge

There is a long tradition of case challenges at CBS and DTU, however it is still relatively new at UCPH and therefore it requires a significant effort to create awareness about the case challenge at the various faculties and study directions. It is recommendable to come up with a marketing strategy that focuses on both internal and external channels. The purpose of marketing is to create awareness about the event to facilitate registration of students and recognition by the heads of studies and other university personnel. Furthermore, the purpose it also to profile the event to external partners who could be interested in joining the oral presentations and networking with the student-participants, and in joining the case challenge as potential partners in case development.

Below is a general strategy of marketing:

Website

The most important part is the official university website for the event. At UCPH you must follow general guideline for website development and it is not permitted to have an external website (e.g. wordpress, etc.). The website should include general information about the purpose of a case challenge, why students should consider participating, presentation of the involved partners and the overall case topic, details of registration criteria and dates of the case challenge. The website should also contain a link to a sign-up page with more detailed information about date and time of deadline of team registration, registration criteria and a form for registering up to 5 members on a team.

Social media

Social media is an effective tool in marketing and it is recommendable to make a Facebook group or event page that can be shared on essential pages related to the organizing team and the target group e.g. ask study guidance to share it in closed Facebook groups for the various study directions.

Prior to application deadline, there should be a matchmaking Facebook group where people can connect to find team members, use this as a template:

<https://www.facebook.com/groups/1101445253272215/>.

After the participants have been selected, there should be a closed Facebook group where the project team and participants can communicate with each other e.g. post relevant articles, important information, reminders, announcements of lunch, dinner, etc., use this as a template: <https://www.facebook.com/groups/120480168427530/>.

Advertisement

Advertise the case challenge through all relevant channels such as all official university channels (at lectures, newsletters, event pages, online newspapers, news entry sites, information screens in hallways, etc.), external channels (Facebook, LinkedIn, Twitter, student organizations and newspapers, etc.) and previous case challenge participants.

Communication with participants

Choose one person who will communicate with the participants throughout the entire process to avoid confusion and lost communication.

Make an Excel spreadsheet with all information on the participants (name, email, phone number, study direction, university, dietary restrictions, etc.).

When sending out the confirmation of participation to the selected students/teams, make sure to very clearly communicate expectations to them e.g. mandatory attendance at all activities listed in the program, when and how a team can be disqualified – in general all the rules of the case challenge. It should also be clearly communication where and when the students are expected to show up on the first day, how to get there and who to call in case of confusion.

Post case challenge remember to send out a thank you for participating email including a certificate of participating, an evaluation form and opportunities for continuing to engage in with solving the case issue.

Budget

Have the amount of your budget confirmed by the university management and then start on developing the more detailed budget. Once that is complete, have it approved by the management and financial department as there might be expenses that are inappropriate e.g. gifts for the jury, winning prizes, alcohol, etc.

Once the budget is approved, then the financial department responsible of the money and transactions should establish an internal and external account number. Get this process started as soon as possible, as you will not be able to make purchases without.

For external purchase use the EAN number. If EAN is impossible, you have to pay out of pocket and get reimbursed later. In this case, make sure the receipt never surpasses 3.000 DKK in value as this cancels the opportunity for subtracting the VAT. If you purchase is larger than 3.000 DKK, ask the vendor to split it up.

Always check if the university has special purchase agreements with vendors before purchasing anything. At the University of Copenhagen, there are agreements with a large array of vendors – find it here:

<https://intranet.ku.dk/medarbejderguide/oekonomi/indkoeb/Sider/default.aspx>, and each section/department will have special agreements about internal purchase of e.g. office supplies that should always be used. For internal purchases, the financial department has to make a ‘stednummer’ and an ‘alias’ for the project’s account.

A general rule is to always ask if in doubt as it is important to comply with university rules and regulations.

Remember to budget for man-hours if you are planning on hiring extra staff, and remember that a lot of overtime hours will occur when executing a case challenge which will have to be paid to e.g. student assistants.

Use of staff and volunteers

In example 1, the project team consisted of 5 employees at the School of Global Health (3 full time and 2 student assistants) and 3 volunteers who helped during the 2 days.

In example 2, the project team consisted of 3 student assistants employed at the School of Global Health and no volunteers.

The need for a large project team depends on the nature of the case challenge. In example 1, the budget was large enough to employ 1 person full time for 2 months as the project coordinator. The goal of this case challenge was also to establish the case challenge as an

December 2017

important annual event by spending time and resources on partnership development, case development, marketing, execution and profiling in general. For an event of this nature and scale, a team of 8 was very fitting. During the first case day people were mostly needed in the very beginning, so 5 people could be dismissed after allocating the teams to their tables/group rooms. During the second case day everyone was busy and needed at all times. There is a lot to get done on the second day, especially if you have 2 venues.

Remember to make certificates to the volunteers and have them signed by the Head of the Department or higher up management.

Preparation and management of venues

Book all venues as far in advance as possible. The university administration plans far ahead and therefore most rooms, auditoriums, etc. are already booked for teaching purposes. To be on the safe side, book more than you need and cancel as you go along with planning. Just remember to cancel as soon as possible to free up space for other activities.

Remember to consider the need for a space where the teams can work during the night if necessary.

It can be highly recommended to only have 1 venue for the registration, dinner, presentations and reception. It is a hassle to transport things between locations and it will require more manpower to split up in between locations.

Based on participant evaluation feedback from case example 1, it is recommended to book group rooms so that each team has their own room. There was a general negative feedback concerning to fact that this case challenge places all teams in 2 large rooms as people felt overheard and were bothered by the noise level. Hang up signs with team numbers on the doors of the group rooms and make a map of all rooms to hand out to the participants.

Go to the venues before booking them to verify that they are indeed suited for you event. If there is a clear lack of facilities (tables, chairs, microphones, etc.) then get started on finding these. The campus facility managers are a good resource for locating extra things and providing assistance with man power.

Once the venues are book, contact the facility managers responsible for the given location and inform them about the nature of the event (number of people, time schedule, need for access for delivery companies, etc.) to get their feedback and ensure that everything is approved. It is important to get approval of food and drinks consummation at the venue and possibly also brewing tea and coffee.

If possible, go to the venue the afternoon/evening before the first day of the case challenge to prep the rooms for registration, speeches and working. Ensure that all teams have 1 large table each with access to outlets and an assortment of office supplies, and that the teams cannot be easily overheard by surrounding teams.

Make sure to always allocate at least 1 person to clear out and tidy the room upon leaving it.

Choosing and briefing the jury

Find the jury as soon as the all the case material (case question and background paper) has been developed. It is recommendable to put together a diverse jury with people of different backgrounds who have different competencies. 3-5 members are fitting for case challenge that has about 15 teams. Consider the constitution of the jury in terms of representation of the university, involved partners, and other people you find relevant and interesting for the case and in terms of personalities of the jury members – it is beneficial to have at least 1-2 outgoing members who can communicate easily with the students and bring the jury to life.

December 2017

When choosing the jury, consider who the students will find interesting and have respect for e.g. go for higher-up management level positions if possible to ensure a certain profile and weight of the jury and their decisions.

Put together an information package for the jury introducing them to each other and the teams and include all relevant papers and send it out 4 weeks prior to the case challenge.

When briefing the jury about the case challenge, make sure that they know precisely what the purpose of the case challenge is; how, why and when everything involving them will happen during the event; what they level of engagement is expected to be and how long they should stay at the event. Instruct them in how they should manage their role in terms of asking brief, concise and relevant questions and providing the same type of feedback. It is important that they do not ask long and complicated questions to the teams as this will disrupt the time schedule and confuse the teams.

Encourage the jury to stay for the following reception to mingle and network with the teams and inform them that they should expect having to provide more detailed feedback to the teams during the reception.

Pitch workshops

In case example 1 the format of the oral presentations of the case solutions was a pitch presentation. Since not many study directions include any pitch training into their curricular, we had hired a very qualified pitch coach to conduct training workshops for the participants. The purpose of the workshops was to familiarize the participants with this kind of format and way of making presentations. The coach conducted 3 workshops: the first workshop was held immediately after the case was given and was an overall introduction to the format chosen by the case organizers and to pitching in general; the second workshop took place after dinner on the first day and was a more practical presentation that engaged the students in different physical activities; the third workshop was a voluntary set-up where the teams could book 10 minutes with the coach to receive advice on their pitching and how to calm their nerves. The student feedback showed an overall appreciation of the pitch workshops. They were pleased with learning a new and concrete skill that they could not have acquired through their own study programs.

It is recommendable to make a brief introduction of what constitutes a good pitch presenter in the initial workshop and then have all teams report who they have chosen as their pitch presenter to the organizing team in the evening on the first day e.g. right before dinner and the second workshop. Furthermore, it is very important to clearly communicate orally and in writing what the format and purpose of the pitch is e.g. is it an academic presentation or more an entrepreneurial set-up, how many slides can they use, is it only power-point or can they use Prezi, etc.

Winning prizes

In example 1, the winning prizes were paid and organized by EIT Health. The prizes included a trip to Barcelona where the winning team presented their solution at the EIT Health Summit and at the Barcelona Institute for Global Health. The flights, 2 nights in a hotel and 1 dinner were included in the prize. Furthermore, their solution was presented by video at Christiansborg at a large conference for Lægeforeningen, Rådet for bedre hygiejne og De Danske Dyrelæger. The winning team also met with the WHO Europe at a lunch-meeting to receive advice on their solution. The winning team received a bouquet of flowers and a certificate of winning immediately after being announced as the winners.

December 2017

The second and third place teams joined the School of Global Health at the conference at Christiansborg where they explained their solutions to the participants.

In example 2, the winning prizes were paid by the case challenge budget and were therefore of a smaller nature. The winning team members each received a gift certificate to Norwegian Airlines with a value of 1.000DKK, a bouquet of flowers and a certificate of winning.

It is important to clear the right to use the solutions proposed by the teams with the involved case development partners beforehand. All rights should belong to the students. If the partners wish to continue development and use one of the solutions, they must always ask permission from the respective team and actively involve them in the process.

Food and drinks

The amount and quality of the food and drinks will of course vary greatly depending on the budget and the nature of the case challenge. In the 2 examples referred to in this guideline, example 1 had a large budget and was high profiled in terms of marketing and wanted outcome, and example 2 had a five-times smaller budget and was kept at a low-to-medium profile. At both challenges, we aimed at making the participants as comfortable as possible by providing all meals, snacks and drinks during the 2 days. This is of course not necessary and it is indeed customary at other case challenges that the participants purchase their own meals.

Below are the 2 examples of the case challenges organized by the School of Global Health:

Example 1:	Example 2:
Day 1	
Breakfast	
Croissant; coffee; tea; water	Croissant; coffee; tea
Lunch	
Sandwiches; soda	Sandwiches
Snacks	
Fruit; chocolate; biscuits; crackers; soda	1 snack bag per team w/chocolate, biscuits, fruit
Dinner	
5 salads, 1 hot dish, quiche, bread rolls, soda	3 salads, 1 hot dish, bread rolls, soda
Day 2	
Breakfast	
Bun w/cheese, jam, ham; pastry; fruit; coffee; tea; juice	Bun w/cheese and jam; yoghurt; coffee; tea
Lunch	
Sandwiches; soda	Sandwiches; soda
Snacks during presentations	
Fruit; biscuits; coffee; tea	Coffee; tea
Reception	
Hors d'oeuvres (savory and sweet); chips; wine; beer; champagne; soda	Chips; fruit; chocolate; wine; beer
Total spending	
42.000 DKK (incl. VAT)	28.000 DKK (incl. VAT)

For case organizers in Denmark, we provide the detailed vendor information below:

Breakfast:

- Simply Cooking (Delikantinen) provided all breakfast items as well as all coffee and tea in example 1.
- Lagkagehuset provided the buns and coop.dk provided the yoghurt, fruit, cheese and jam in example 2.

Lunch:

- SMAG provided sandwiches in both examples. It is recommendable to order at least 1/3 vegetarian sandwiches to accommodate dietary restrictions.

Dinner:

- Chilimili provided dinner in both examples.

Snacks and drinks:

- In example 1, the project team shopped all snacks and drinks at Bilka and Føtex.
- In example 2, all snacks and drinks were purchased at coop.dk.

Reception:

- Smageriet provided the hors d'oeuvres (finger food) in example 1. They have a 6 item option for 99 DKK per person. In this example, we ordered for 150 people, which was fitting.

It can be recommended to order as much as possible online and have it delivered on the day and location of the event. In example 1, we rented a van to transport everything as we had 2 different locations for the event.

Make an internal Excel spread sheet detailing all purchases and have columns for price, vendor, purchase comments and for marking if the item has been ordered – this will help keep track of purchases, facilitate easy delegation of tasks and work as documentation to the financial department. Below is an example of such a document:

Date/ purpose	Location	Item	Amount	Vendor	Vendor Information	Price per item	Price total	Ordered	Comments
18 Nov/ Breakfast	KU	Breakfast package	85	Simply Cooking	simplycooking.dk	50	4250	x	Includes: buns, cheese, coffee, tea, etc.

In both examples of case challenges at the University of Copenhagen, the teams had all of their meals together in one big room, but with an option of taking it with them to their tables and keep working. Some teams used these moments as an opportunity to take a break and mingle, while others preferred to continue working. It created a great atmosphere and was appreciated by the participants.

Registration of participants on the first day of the case challenge

Print out a sheet of paper with all names (full names) in alphabetical order of the students participating in the case challenge and include their team number in a column to the right. Create a space for signature at each name to help verify the identity of the participant and for documentation to the university management incl. the financial department who uses this information to justify spending a given amount on food, drinks, etc.

Set up a table with the paper and pens and all the name tags sorted in team numbers.

30 minutes is enough for registration and a light breakfast for 75+ participants.

Suggestions to alternative case challenge set-ups

Based on the participant evaluation feedback it can be concluded that there is scope for organizing a case challenge that lasts 48 hours and only requires teams to be physically present at the oral presentations of the case solutions. Alternatively, they can also be present for speeches and a selected scientific lecture on the first day after which it is up to them to find a work space and food/drinks. This version could be an option if the budget is very limited. However, guidance for international students (all students not studying in Copenhagen) should be expected with regards to work space, etc. as they have none/limited knowledge of the local options.

Monthly planner

9-6 months before case challenge

1. Find the partners that you wish to develop and arrange the case with. They do not have to be the same, e.g. an external partner can be involved with case development and another partner can be involved in the more practical planning of the activity itself.
2. Make a ToR with the chosen partners that clearly explains the purpose of the case challenge, what each partner wish to achieve, who does what in terms of responsibilities, and how much time and resources will each partner invest when and where.
3. Find a venue as soon as possible and book it. It is recommendable to book in excess and then cancel if needed as you go along with planning. The facilities administration at a university book auditoriums and groups for lectures very far in advance, so to secure a spot, you have to be very proactive with this.
4. Settle on the overall, general topic for the case. It has to be clear enough to be used in invitations, but you can hold off with the actual case development until later. At this stage the priority is to just have enough to begin your marketing strategy with invitations, posters, etc.
5. Determine the target group for the event – meaning what universities, which type of students (BA, MA, PhD) and which degrees can apply to participate in the event. You can have a small group or make it entirely open – you just have to consider how you can get the best answers to the case questions, how you're going to select participants and how much time you have to spend on it. Everyone should apply as a team and the organizer should stay clear of getting involved with team match making as it is very time consuming. Reading and selecting 15 teams from 35 applications take approximately 4 hours. Set clear select criteria (relevance to the case question, diversity in terms of degree and university) and determine the length of the motivational application. Deadline for team applications should be 1½ months prior to the case day to allow for 4 days for selecting teams and for selected teams to arrange travel, time off, etc.
6. Settle on a graphic design/image for the case that you will use throughout the entire process. It is recommendable to use the university design guide or, if the budget allows it, contract a graphic designer. You will need to develop formats/templates for invitations, posters, flyers, websites, case documents, power point presentations,

December 2017

diplomas/certificates, name tags, etc. The first priorities are invitations and a website for the event.

7. Send out invitations for students to University and Faculty Management, Heads of Study, Study Administrations and student groups well in advance if you plan on having them promote student participation. If foreign universities are invited, then make sure to send out their invitations at least 6 months in advance, as you need to go through university management first before you can contact other departments directly.

6-3 months before case challenge

1. Start on the rest of your marketing strategy:
 - a. Put up posters and hand out flyers.
 - b. Send out a newsletter to all subscribers if available.
 - c. Make social media entries and post on relevant sites.
 - d. Make a closed Facebook Matchmaking group page for participants who wish to find team members – use this template: <https://www.facebook.com/groups/1101445253272215/>.
 - e. Make a closed Facebook group that the selected team members will sign into – this is used to share information leading up to and during the case challenge. Use this template: <https://www.facebook.com/groups/120480168427530/>.
 - f. Attend university events to promote the event.
 - g. Identify relevant courses and contact the heads of study directly – you can also offer to drop by a lecture to give a brief introduction to the students of the course.
 - h. Identify relevant external partners (companies, organizations, etc.) and invite them for the open part of the event – if that fits with your program.
 - i. Send invitations to participants of previous case challenges and other relevant events.
 - j. Make an Eventbrite page if part of the event is open for an audience.
 - k. Make entries about the event in relevant university papers and newsletters.
 - l. Send out reminders of invitations.
 - m. Make a social media strategy: hashtags for twitter and Instagram, who will be in charge of updating the relevant media sites, etc.
2. Develop the case question. Meet with partners to initiate development of the exact case question and keep a focus on feasibility and clarity while settling on a phase. It is most important that it is something the students can actually solve/give input to and that the student will be able to clearly understand the question/phase.

3-1 months before case challenge

1. Send out reminders of invitations.
2. Develop the background paper for the case which will be sent to the selected teams. The purpose of this paper is to give the teams a sense of which direction the case will take – without completely giving away what the final case question will be. It is of benefit to everyone that the students show up with the same basic knowledge and understanding of the case – this will optimize their time at the challenge and save a lot of confusion, questions and frustrations. The paper should include: A general introduction to the case that funnels down from the overall large perspective of the

December 2017

- issue (macro) to the actual case (micro); a list of suggested readings/places to look for more information; and a list of references.
3. Find jury members. 3-5 members are fitting for this type of event. Consider the constitution of the jury in terms of representation of the university, involved partners, and other people you find relevant and interesting for the case and in terms of personalities of the jury members – it is beneficial to have at least 1-2 outgoing members who can communicate easily with the students and bring the jury to life.
 4. Develop the practical information paper that will be sent out to the selected teams. This paper should describe: expectations to attendance, what the winning prize is, the format of the case challenge days and the case presentation, the judgement criteria that the jury will use to evaluate each presentation, the jury members (if ready and possible), how the teams should hand in their solutions, that all team member should sign up for the Facebook group, the locations of the event, contact information for event organizers, how is access Wi-Fi at the locations, accommodation and bike rental, food and drinks during the event, personal and belongings safety (theft), an overview of the selected teams, and finally a map of the event area.
 5. Make the official program with times, locations and headlines for distribution.
 6. Develop the jury information package containing the case question, background paper, program, selection and judgement criteria, introduction to the other jury members and practical information.
 7. Start making the organizers program which is an extremely detailed version of the official program that includes every single task that needs to be carried out during the case days – time and location of the task, what it takes to solve it and who is responsible for carrying it out.
 8. Order all office supplies (pens, A5 blocks, post-its, flip-over charts, markers, extension cords, name tag holders, jury name tag holders (standing holder in clear plastic for a folded A4 paper), highlighters, USBs), case material folders for participants, jury and organizing team, food, drinks, flowers for winning team and decorations (if needed), token of appreciation for the jury, microphone support, etc.. Order this as far in advance as possible by selecting online stores where you can pay with EAN and where you can select the date and time of delivery.
 9. 2 months prior to the case day, find the volunteers that will help you executing the event. You can find them through university contacts or by advertising it in relevant Facebook groups. However, be aware that it is a huge advantage having the volunteers recommended by someone you know to ensure that they are qualified, hardworking and independent – the project manager will need to rely heavily on their proactive and independent assistance to make the event successful. For a large scale event with 75+ participants, 3 volunteers are recommended.
 10. 5 weeks prior to case day, send out confirmation emails to the selected participants and include the background paper, practical information, information about the Facebook group and how they should prepare for the case challenge. You should also send out emails to the students who wasn't accepted with a brief text summarizing the characteristics of the selected teams (diversity of universities, degrees, nationality, etc.) and what they can do to remain/become active within the field of the case issue e.g. through relevant events, lectures, etc.

1 month-1 week before case challenge

1. If there is an open part of the event, then send out reminders to invited external partners and repost social media entries – make sure to use the Eventbrite site for

December 2017

sign-up for the open event as it is easily managed and gives you a great overview of number of participants.

2. As soon as possible begin printing: name tags of participants, organizing team and jury; the background paper; practical information; and the case question. The latter should be put into envelopes and sealed, while the former should be sorted and placed in the folders. This is a time consuming task, so do not postpone this until the last minute.
3. Make a USB for each team and transfer all relevant documents onto it – remember to include templates for the presentation software e.g. a power point template for oral presentation and a word template for the written presentation. The USB is a backup installation that ensures that all teams can hand-in even if there are problems with the Wi-Fi.
4. Make power point presentations for all key note speakers (if needed). If you have short speeches by university management, etc. then make 1 slide per speaker including name and title. If you have longer speeches then make sure that you have various slides to go along with it – helps keep people alert and interested.
5. 1 week prior to case day, meet with the organizing team (the university staff and volunteers who are directly involved with the practical organization and execution of the event). At this meeting you should clarify the roles and responsibilities of each person. Do this by running through the organizer program step by step and distribute tasks between you. It is important to let this meeting take its time to ensure that all questions have been asked and answered and that everyone is 100% sure of what their jobs are.

1 week-day before case challenge

1. Send out reminder to the case challenge participants with emphasis on time and location of the first part of the program. Explain that late arrival can mean disqualification.
2. Send out reminder to the jury with emphasis on time and location of their first involvement in the event. Ask if they need parking permission cards and have any dietary restrictions (if you are intending to provide them with food other than snacks).
3. Check with all deliveries to make sure that your order is still in the system and confirm the content of the order and the location of delivery.
4. Print case material that is missing from the folders.
5. Go to the venue of the event to make sure everything is in order. Double check if there are enough tables and chairs and make a plan for how you are going to set-up microphones, computers, etc.