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HKUST International Case Competition 2026

Rules and Guidelines

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General Information

The HKUST International Case Competition (HKICC) is a premier business case competition in Asia, organized by HKUST Business School since 2003. The competition brings together talented teams from leading business schools around the world to compete for the championship in Hong Kong.

Objectives

The competition aims to highlight real-world business challenges, foster teamwork, and promote cross-cultural exchange. It serves as a platform for idea exchange and experience sharing among students and faculty members. Additionally, it seeks to promote Hong Kong as an international financial hub through the event.

The Teams

- A diverse mix of top-ranked international business schools
- Each team consists of four undergraduate students selected by their school, accompanied by a team advisor

Eligibility

- Full-time undergraduate students of a participating university
- Majoring in any business-related disciplines
- First-time participation in HKICC

Case

The Thompson Center for Business Case Studies of HKUST Business School develops two business cases for the competition. The business cases provide the background of an organization and outline a set of pressing business issues that senior management needs to address.

Enquiries

HKICC Organizing Committee



(+852) 2358 7540



hkicc@ust.hk



<http://hkicc.ust.hk>

Competition Overview

Date	Program
Sep 27 (Sun)	Arrival & Campus Tour • Check in at The Royal Garden Kowloon East after 3:00pm • Campus tour Kick-off Briefing & Pre-Case Briefing • Pre-case briefing & presentation draw order for Mini Case Welcome Dinner & Social Night
Sep 28 (Mon)	5-hour Mini Case • Case distribution & preparation • 3 parallel divisions of case presentations • 5-min presentation + 10-min Q&A Draw Order for Division Round
Sep 29 (Tue)	HSBC Emerging Talent Engagement Event City Excursion
Sep 30 (Wed)	24-hour Main Case • Case distribution & preparation Advisor Dinner
Oct 1 (Thu)	Division Round Presentation for Main Case • 3 parallel divisions of case presentations • 10-min presentation + 15-min Q&A Challenge Round Presentation for Main Case
Oct 2 (Fri)	Final Round Presentation for Main Case • 2-min uninterrupted presentation + 8-min interrupted presentation and 15-min Q&A Award Presentation Ceremony Gala Party
Oct 3 (Sat)	Departure • Check out at The Royal Garden Kowloon East before 12:00nn

For details, please refer to the latest "Schedule of Events" on HKICC website.

Competition Overview

Presentation Deck

The presentation deck must be created in English using **Microsoft Office PowerPoint**. The slide size should be set with a 16:9 aspect ratio. Changes cannot be made to the presentation deck after the case submission time as set by the HKICC Organizing Committee. Please note that Microsoft Office PowerPoint will be used in all the presentation rooms. Please also prepare a PDF version.

The presentation deck is limited to a maximum of 5 slides (excluding the cover page and appendix) for the Mini Case Round, and a maximum of 8 slides (excluding the cover page and appendix) for the Division Round, Challenge Round, and Final Round. If the presentation deck exceeds the maximum slide limit, a score of "1" will be assigned in the judging score sheet.

Judging

Teams will be judged by a panel of industry experts, including executives from the case company and other business leaders invited by HKUST Business School.

Judges will evaluate the team's performance based on the quality of analysis and recommendations, Q&A, and overall presentation.

Awards

The judges will make the judgement for all the following awards during the Final Round.

**Champion / First Runner-up / Second Runner-up /
Best Presenter Award / Outstanding Business Concept Award**

Rules

General

- All team members are expected to participate in ALL events in the official program.
- Teams are responsible for their personal belongings.
- We respectfully ask all teams to strictly adhere to the letter and spirit of the competition rules, behave ethically, and show sportsmanship to ensure the fairness and professionalism of the competition.
- Any violation of the rules may result in the team being disqualified. The HKICC Organizing Committee reserves the right to investigate and disqualify teams. Any decision of disqualification will be final.
- Best efforts have been made to avoid further major changes to the rules. However, the HKICC Organizing Committee reserves the right to make amendments and inform teams of the changes if necessary.

Accommodation

- All teams will stay at the Royal Garden Kowloon East, located above Tseung Kwan O MTR Station.
- Teams should control noise levels to respect other guests at the Royal Garden Kowloon East.
- Please do not move or remove any furniture or facilities in the room, or attach any materials to the walls using tape or any other method. Participants will be held responsible for any penalty fees charged by the hotel for any damages or excessive cleaning needs after usage.
- Please make arrangements directly with the hotel for any early arrival or late departure requests.

Rules

Preparation

- The team will conduct the short and long case preparation in their own hotel rooms during the case preparation period.
- Teams must bring their own laptops. No backup laptops or technical support will be provided.
- Teams can bring textbooks and notes.
- To ensure the teams' anonymity and the judges' impartiality, teams should not identify themselves by their school names, mascots, or other distinguishing characteristics associated with the school's identity in their presentation deck. Only a fictitious consulting team name chosen by the team will be used throughout the competition.
- After the case is distributed, teams can use the Internet for accessing information. Wi-Fi services are available in most areas of the campus and hotel.
 - Teams can access the resources already saved on their personal computers.
 - Due to potential territorial or regional restrictions on certain AI tools and online services, teams should make their own arrangements, including preparing a VPN or alternative access solutions if permitted by their local regulations.
 - Teams are allowed to use file-sharing websites, e.g. Dropbox, Email, Google Drive, web servers, and instant messaging desktop and mobile applications, e.g. LINE, WeChat, WhatsApp, for the purpose of communication and filesharing within their own team and not with advisors and/or other parties.
- Teams have to work on their own after receiving the case. Discussion of the case with advisors or any parties other than their team members is not permitted until the team is no longer in the competition. Advisors should limit their contact with their team as much as possible. All enquiries should be directed to the HKICC Organizing Committee.
- All teams are encouraged to save their presentation files to the USB flash drive provided by the HKICC Organizing Committee for backup purpose.
- The HKICC Organizing Committee reserves the right to check the team's online activities and materials to ensure compliance with the competition rules.

Rules

Presentation

- All members of the team **MUST** participate in the formal presentation.
- Formal business attire is required for presentations.
- To ensure the teams' anonymity and the judges' impartiality, teams should not identify themselves by their school names, mascots, or other distinguishing characteristics associated with the school's identity in their presentation. Only the chosen consulting team name will be used throughout the competition.
- No make-up time will be provided if teams are late for their presentation.
- Mobile phones and any other mobile communication devices must be switched off during presentations. Teams are not allowed to use their timers during presentations.
- Teams that advance to the Final Round will present the main case once again to a different panel of judges in the afternoon of October 2 (Friday). The winners/ranking of the Final Round is based solely on teams' performance in the Final Round.
- The presentation deck is limited to a maximum of 5 slides (excluding the cover page and appendix) for the Mini Case Round, and a maximum of 8 slides (excluding the cover page and appendix) for the Division Round, Challenge Round, and Final Round. If the presentation deck exceeds the maximum slide limit, a score of "1" will be assigned in the judging score sheet.

Copyright

- All materials distributed and produced during the HKICC are the rightful property of the HKUST Business School. These include but are not limited to the cases, teams' presentation decks, recommendations, and photos and video recordings of the presentations and competition events. These materials may not be digitalized, photocopied, or otherwise reproduced, posted, or transmitted without the written permission of the HKICC Organizing Committee.

Rules

Team Advisors

- Our policy is to make the competition as open and transparent to the team advisors as possible. We trust the integrity of the team advisors to help ensure fairness and professionalism in all matters.
- Once the case has been distributed, team advisors should avoid communicating with their respective teams. Team advisors should NOT discuss the case, even in seemingly innocuous ways, with teams under any circumstances until the team is no longer in the competition. For emergencies, please contact the HKICC Organizing Committee for coordination and communication.
- Team advisors may attend any presentations of all rounds but should avoid verbal or nonverbal communication with any teams. Once a team advisor enters a presentation room, he/she should not leave until a presentation break.
- Video recording and photography of presentations are allowed for Advisors for their own teams. We will provide phone stands for video recording during the Mini Case and Division Rounds. For the Final Round, the HKICC Organizing Committee will record the presentations, and videos of the finalist teams' presentations will be posted on the HKICC website after the event.

Rules

Weighting and Scoring of Competition

- The Mini Case will be weighted 30% of the competition, and the Main Case will be weighted 70% of the competition.
- For both Mini Case and Main Case, the teams will receive points based on their respective ranking, with 4 points awarded to the 1st place, and 1 point to the 4th place. Then, the points will be multiplied by the weight of that case to determine overall standing within the division. For example, Team A ranks 1st in the mini case: 4 points * 30% = 1.2 points; then Team A ranks 3rd in the main case: 2 points * 70% = 1.4 points.
- The winning team from each division, as determined by the highest sum of points in the division with a maximum of 4 points, will advance to the Final Round. Continuing with the above example, Team A's overall points would be 1.2 + 1.4 = 2.6 points. Should there be a tie in total points, the team that ranks higher in the main case of the Division Round will advance to the Final Round. The team that does not advance based on the tie-breaker will be the runner-up that goes on to the Challenge Round.
- The runner-up teams from each division will compete in the Challenge Round, where they will present the Main Case again to a different panel of judges. The winning team from the Challenge Round will then proceed to the Final Round.

5-hour Mini Case

Presentation Order

Teams will be divided into three divisions of four teams each. The order of the Division Round presentations will be determined by a random draw on September 27 (Sunday) in Unibistro, HKUST.

Case Distribution

On September 28 (Monday), teams can download the Mini Case from the HKICC website (<https://hkicc.hkust.edu.hk/login.html>) at the designated time according to the result of the drawing order for the Mini Case. No make-up time will be provided to teams that are late for their case distribution slot.

Preparation Room

Each team will have 5 hours to work on the Mini Case in their own hotel rooms at the Royal Garden Kowloon East

Case Submission

Each team must submit their presentation file (Microsoft Office PowerPoint) AND its PDF version by uploading them to the HKICC website (<https://hkicc.hkust.edu.hk/login.html>) on or before the time set by the HKICC Organizing Committee according to the result of the drawing order for Mini Case. Late submissions may lead to penalty or disqualification subject to the final decision of the HKICC Organization Committee.

Detailed steps and instructions of the uploading process is listed on the upload webpage. You are encouraged to submit the file at least 20 minutes before the submission deadline to allow sufficient time and avoid any technical issues. Multiple submissions are allowed before the submission deadline. Please note that if you have submitted more than one ZIP file, the HKICC Organizing Committee will only consider the last submitted file.

If you encounter any technical problems, please reach out to the HKICC Organizing Committee through email at hkicc@ust.hk or by phone at (852) 2358-7540.

5-hour Mini Case

Case Competition

The presentations will take place at the Lee Shau Kee Business Building at HKUST campus. Before the presentation, each team will have up to 5 minutes for setup. Each team will have 5 minutes for its presentation, followed by a 10-minute Q&A session. A question introducing a “twist”* to the case will be asked 5 minutes before the end of the Q&A session. There will be a 1-minute reminder for the remaining presentation time, as well as 5-minute and 1-minute reminders during the Q&A session. The presenting team must stop when the allotted time is up. The Mini Case Round presentations will be conducted in a closed format and will be open only to team advisors. No other audience members will be permitted.

5-min Setup



**5-min Presentation
(1-min reminder)**



**10-min Q&A
(5-min & 1-min reminder)**

*The “**twist**” question may relate to geopolitical changes, cost or capital shifts, and other newly informed factors that should be taken into consideration.

5-hour Mini Case

Competition Schedule

Date	September 28 (Monday)			
Event	Case Distribution	Case Submission	Case Presentation	Feedback*
Venue	HKICC Website		A: LSK3003 B: LSK3005 C: LSK 2/F Hyflex Room	
Team Code A1 / B1 / C1	9:30 am	2:30 pm	3:30 pm	5:10 pm
Team Code A2 / B2 / C2	9:50 am	2:50 pm	3:50 pm	5:20 pm
Team Code A3 / B3 / C3	10:10 am	3:10 pm	4:10 pm	5:30 pm
Team Code A4 / B4 / C4	10:30 am	3:30 pm	4:30 pm	5:40 pm

* All teams will receive feedback from the judging panel in a 8-min feedback session. Team advisors are invited to join the feedback session with their respective team.

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24-hour Main Case – Division Round

Presentation Order

Teams will be divided into three divisions, each consisting of four teams. The winner of each division in the 5-hour Mini Case will be placed into three different divisions and the presentation timeslot will be assigned through a random draw.

The presentation order for the remaining nine teams will be determined by a random draw, which will take place on September 28 (Monday) in Room 3003, 3/F Lee Shau Kee Business Building, HKUST.

24-hour Main Case – Division Round

Case Distribution

On September 30 (Wednesday), teams can download the Main Case from the HKICC website (<https://hkicc.hkust.edu.hk/login.html>) at the designated time according to the result of the drawing order for the Division Round. No make-up time will be provided to teams that are late for their case distribution slot.

Preparation Room

Each team will have 24 hours to work on the Main Case in their own hotel rooms at the Royal Garden Kowloon East

Case Submission

Each team must submit their presentation file (Microsoft Office PowerPoint format) AND its PDF version by uploading them to the HKICC website (<https://hkicc.hkust.edu.hk/login.html>) on or before the time set by the HKICC Organizing Committee according to the result of the drawing order for Main Case. Late submissions may lead to penalty or disqualification subject to the final decision of the HKICC Organization Committee.

Detailed steps and instructions of the uploading process is listed on the upload webpage. You are encouraged to submit the file at least 20 minutes before the submission deadline to allow sufficient time and avoid any technical issues. Please note that if you have submitted more than one ZIP file, the HKICC Organizing Committee will only consider the last submitted file.

If you encounter any technical problems, please reach out to the HKICC Organizing Committee through email at hkicc@ust.hk or by phone at (852) 2358-7540.

24-hour Main Case – Division Round

Case Competition

The presentations will take place at the Lee Shau Kee Business Building at the HKUST campus. Before the presentation, each team will have up to 5 minutes for setup. Each team will have 10 minutes for its presentation, followed by a 15-minute Q&A session. A question introducing a “twist”* to the case will be asked 5 minutes before the end of the Q&A session. There will be 5-minute and 1-minute reminders before the end of both the presentation and Q&A sessions. The presenting team must stop when the allotted time is up. The Division Round presentations will be conducted in a closed format and will be open only to team advisors. No other audience members will be permitted.

5-min Setup



**10-min Presentation
(5-min & 1-min reminders)**



**15-min Q&A
(5-min & 1-min reminders)**

*The “**twist**” question may relate to geopolitical changes, cost or capital shifts, and other newly informed factors that should be taken into consideration.

24-hour Main Case – Division Round

Competition Schedule

Date	September 30 (Wednesday)	October 1 (Thursday)		
Event	Case Distribution	Case Submission	Case Presentation	Feedback
Venue	HKICC Website		A: LSK3003 B: LSK3005 C: LSK3028	
Team code A1 / B1 / C1	9:30 am	9:30 am	12:00 nn	2:40 pm
Team code A2 / B2 / C2	10:00 am	10:00 am	12:30 pm	2:50 pm
Team code A3 / B3 / C3	10:30 am	10:30 am	1:00 pm	3:00 pm
Team code A4 / B4 / C4	11:00 am	11:00 am	1:30 pm	3:10 pm

* All teams will receive feedback from the judging panel in a 8-min feedback session. Team advisors are invited to join the feedback session with their respective team.

24-hour Main Case – Challenge Round

Presentation Order

The order of the Challenge Round presentations will be determined by a random draw on October 1 (Thursday) after the finalist announcement at the Lee Shau Kee Business Building.

Competition Schedule

Date	October 1 (Thursday)
Venue	LSK3003
Challenger 1	4:30 pm
Challenger 2	5:00 pm
Challenger 3	5:30 pm

24-hour Main Case – Final Round

Presentation Order

The four finalists will compete in the Final Round. The order of the Final Round will be determined by a random draw during the finalists announcement. The same presentation files uploaded onto the HKICC website for the Division Round will be used in the Final Round. The finalist teams are not allowed to make any changes to the presentation files.

Case Presentation

Before the presentation, each team will have up to 5 minutes for setup. Each team will have 10 minutes to present. The first 2 minutes of the presentation will be delivered without interruption. This will be followed by an 8-minute interrupted session that judges may ask questions at any time. The presentation will be followed by a 15-minute Q&A session. A “twist” question will be asked 5 minutes before the end of the Q&A session. There will be 5-minute and 1-minute reminders before the end of both the presentation and Q&A sessions. The presenting team must stop when the allotted time is up. No questions will be allowed from the audience. The Final Round presentations are open to all team advisors and non-finalist teams. Finalist teams may attend other presentations only after completing their own presentation.

5-min Setup



2-min Uninterrupted Presentation



8-min interrupted Presentation
(5-min & 1-min reminders)



15-min Q&A session
(5-min & 1-min reminders)

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24-hour Main Case – Final Round

Competition Schedule on October 2 (Friday)

Time	Schedule	Venue
1:15 pm – 1:45 pm	Finalist 1	Business Central 4/F, United Centre, Admiralty
1:45 pm – 2:15 pm	Finalist 2	
2:15 pm – 2:45 pm	Coffee Break	
2:45 pm – 3:15 pm	Finalist 3	
3:15 pm – 3:45 pm	Finalist 4	
4:00 pm – 5:00 pm	Judges Deliberation	
5:00 pm – 6:00 pm	Award Presentation	
6:00 pm – 6:30 pm	Networking Session	Victoria Harbour
7:30 pm – 9:30 pm	Gala Boat Party	

END