



TIMES is a European business case tournament in corporate strategy and engineering, which has been organized successfully since 1994.

TIMES is the flagship project of ESTIEM, the European Students of Industrial Engineering and Management.

Once a year, the tournament attracts around 1000 students being challenged in their management and engineering skills and competing for the title of “IEM Student of the Year”.

For any questions related to the rules and guidelines,
please contact: leader.times@estiem.org



| RULES

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All Local Groups, Observer Groups and Guest Groups can organize a Local Qualification for each edition.

The following rules are valid during the entire competition and may not be circumvented.

1. A team must consist of 3 or 4 participants.
2. Each participant should be an ESTIEMer or IEM student and enrolled in a Bachelor's or Master's degree at an ESTIEM university for the duration of the tournament.
3. A minimum of **two team members must be students from the university** in which the Local Qualification takes place.
4. A minimum of two members must remain in the team from the Local Qualification until the Final.
5. A maximum of two ESTIEMers from other Local Groups or exchange students of Industrial Engineering and Management programs of other ESTIEM universities are allowed to participate in one team.
6. A student can only participate in one Local Qualification and can only represent **one Local Group** of ESTIEM per TIMES edition.
7. The Local Qualifications, Semi-Finals and Final must all be held in English.
8. There must be at least 2 teams competing in the Local Qualification for a



Local Group to be eligible to compete in a Semi-Final.

9. All equipment used during the cases, for preparation, presentations and questions, must be provided by the organizers. Each team must be provided with equal materials. Participants are not allowed to use their own materials, except for non-graphic and function calculators and dictionaries. If the organizers are having an **online local qualification**, then the necessary items have to be announced a couple of days before the competition to minimize the distractions during the case.
10. In the context of cases, the preparation and presentation must be on the same day. 3 and 4 hours for preparing a case is suggested, 15-20 minutes for the presentation, and 10-15 minutes for the Jury questions. There should be a buffer of at least 5 minutes between the end of the preparation time and the start of the presentation, during which all material must be collected from the team. For **online local qualifications**, the teams must be notified beforehand that no extra time will be given to them when the duration is ended. The presentations must be collected by the organizers to avoid changes after the time is over.
11. There are different types of time organization, but for Semi-Finals and Final, 'Time delay' is required (*See Competition Guideline Nr. 5*). The questions from the Jury must follow immediately after the presentation. All teams must have the same amount of time for preparation, presentation and questions.

Time delay: Teams start at different times (example: 9:00; 9:30; 10:00)
and they give their presentation right after their preparation time.
(example: 13.00; 13.30; 14.00)



12. The team must present an oral solution to the case. The teams are allowed to use visual support material provided by the organizers during the presentation. All teams must have the same provided materials. If the **local qualification is online**, then the necessary programs must be announced before that day to maintain the equality between the teams and avoid time waste during setup.

13. During the whole competition, other participants are not allowed to be in the audience of the other team's presentations (*Exceptions clarified in Guideline Nr. 5*).

14. The organizers must inform the participants beforehand about all rules, especially: solving time, presentation time, question time, and provided materials.

15. For local qualifications, which will be online, the organizers have to inform the participants about which virtual conference platform will be used during the competition. It is highly suggested that the chosen conference platform has some kind of breakout room.

16. For each case day, the Jury must consist of at least 3 members.

17. Students without a Master's degree are not allowed to be members of the Jury.

18. At least one jury member must be of a different field of experience than the other jury members present. A field of expertise refers to the specialization of a profession or academic subject.



19. Each jury member must be present for all team presentations in their entirety.

20. The Jury must use the official TIMES evaluation forms when evaluating teams. LG must send TIMES evaluation forms to the Jury beforehand and make sure that the Jury has received the forms if it's an online LQ.

21. Each team must receive individual feedback from the Jury.

22. When there are multiple cases, the points from the individual cases are scaled in the way that the team with the highest score gets ten points. The other teams get a relative score compared to the winning team of the day. Scaled points from all the individual cases are summed, and the team with the most scaled points wins the competition.

23. There must not be any indication of scores and rankings of individual teams until the final results of the competition are announced.



| CASE GUIDELINES

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1. The role of the Jury and the teams must be defined (e.g. board, consultant, CEO, etc.).
2. Either the company or the problem should be engineering related
Example: Do not ask for geographical expansion recommendation in a bank.
3. Avoid requesting specific tools and approaches or provide sample
Example: Do not ask for a SWOT or a Porter analysis, but questions on which market to enter in the next 3 years.
4. The case should be based on a real-life situation and should provide the actual names of the companies and stakeholders.
5. All the tasks, information and exhibits should be in one document.
6. The case should provide all the necessary information to solve the initial problem.
7. Recent cases are preferred (the date of the case should not be older than 5 years).
8. The case must be consistent and must avoid any contradictories.
9. All the data should be shown in Euro, or the exchange rate must be indicated.



10. Document-based cases should be preferred instead of slide-based cases.

11. The length of the case should be adequate for the duration of the solving time (between 3 and 4 hours) and the fact that no other sources can be used during the competition. The recommended length is between 20 and 40 pages.

12. A typical structure should be:

- I. Introduction to the problem (the problem does not have to be clearly defined).
- II. External information: Information on the market, country (GDP, Population, etc.), Competitors, Internal information, History, Company structure.
- III. Information related to the problem
- IV. Exhibits

13. Other sources of information about the case can be used as long as the teams have equal conditions. Examples: Introduction video, Company representatives can give additional information, but the conditions should remain the same for all teams.

14. TIMES Team has permission to edit the cases and ask for further exhibits and information.



15. For the Semi-Finals and the Final, each day, a different field of case study should be applied (unless all cases are IEM related).

| COMPETITION GUIDELINES

1. Each Local Group should organize a Local Qualification and send the winning team to a Semi-Final. If only one team is interested in the competition, the Local Group should organize a training session for this team before sending it to the Semi-Final directly.
2. TIMES resources (e.g., Jury Evaluation Guidelines) can be found on the TIMES Page in the ESTIEM Portal and can be obtained from the current Project Leader.
3. It is up to the organizer to decide upon the equipment used for preparation and presentation, for example, computers, flipcharts, transparencies, and calculators. The participants must be informed of the means available for their presentation as early as possible (at least two weeks) before the competition. Semi-Finals and the Final must inform the TIMES Project Leader of their choice with a minimum delay of three weeks before the event. The Project Leader retains the right to decide on changes.
4. Competing teams should always have equal conditions (accommodation, separate preparation rooms, or breakout rooms).



5. For Local Qualifications, Local Groups can choose between two types of time organization. For Semi-Finals and Final, 'Time delay' is required.

. a) ***Time delay***: Teams start at different times (example: 9:00; 9:30; 10:00) and they give their presentation right after their preparation time.

. b) ***Same time***: Teams start at the same time. After the preparation time all the materials, equipment, and transparencies will be collected to prevent teams from making any changes. The teams wait for their turn to present their solutions.

6. During Local Qualifications, teams are allowed to watch presentations once they have presented if the presenting team is alright with that. A local audience is allowed, as long as the conditions are the same or the teams accept unequal conditions. Maintain the separation between the main room and the breakout rooms.

7. The TIMES Feedback Form about the competition is sent to the local organizers to be distributed to all participants.

8. Winner certificates can be given in a digital format.

9. The inscription fee payment must be done at the right time.



| JURY GUIDELINES

1. The Jury with a maximum of five members should consist of academics and company representatives and should be international if possible. All the jury members should be from fields of experience. A field of experience refers to the specialization of a profession or academic subject.
2. It's beneficial to have at least one ESTIEM Alumni present in the Jury each case day.
3. Feedback from jury members to each participating team can be given in various ways such as directly after their presentation, after all presentations (e.g., before dinner), in written form.
4. At Local Qualifications and Semi-Finals only the top three teams should be announced; at the Final the whole ranking can be announced. If requested, any team should be able to receive their daily score and ranking after the final results have been announced.