

2019 RULES AND COMPETITION FORMAT

THE CASE COMPETITION

ORGANIZED BY



HARVARD
BUSINESS SCHOOL



Alumni Association
Center for Real Estate



Columbia Business School
AT THE VERY CENTER OF BUSINESS™

| Paul Milstein Center for Real Estate



香港科技大學
THE HONG KONG
UNIVERSITY OF SCIENCE
AND TECHNOLOGY



**UNIVERSITY OF
CAMBRIDGE**

OVERVIEW

The CASE Competition ("The CASE") is an annual real estate case competition hosted by The CASE Collaborative. The CASE provides graduate real estate students an opportunity to compete, showcase their knowledge, and learn from each other through the process of creating a development program, preparing financial analyses, and structuring a purchase and/or joint-venture transaction for a complex real estate development project, set against the backdrop of an actual "real world" development (or redevelopment) site. By focusing on an actual site, and by requiring any successful competitor to incorporate relevant market factors, The CASE emulates the professional circumstances and assignments that students interested in real estate finance, acquisitions, and development are likely to encounter after graduation.

The site selected for the competition is by no means straightforward and it presents teams with a host of possibilities and choices. As you assume the role of acquisition and development professionals, it is your job to craft the best acquisition and/or development strategy for the site in order to provide the most persuasive proposal to The CASE judges. As in the real world, it will be impossible to obtain all of the data that you would like and your team will likely have to make assumptions in the course of your analysis. Do your best.

THE CASE COMPETITION CONTACT INFO

The CASE Competition website: <https://thecasecompetition.com>

The CASE Competition email address: chair@thecasecollaborative.com

All questions should be submitted via email to this address.

REGISTRATION & ELIGIBILITY

TEAM SIZE & ELIGIBLE PARTICIPANTS

Teams must be comprised of a minimum of three (3) and a maximum of four (4) graduate students from the same institution. Team members may be from different academic programs within the institution, but all team members must matriculate at the same institution.

Any student enrolled in an accredited graduate program pursuing a Master's degree is eligible to participate unless that student has participated in The CASE twice before. All team members must be currently enrolled and in good standing with their respective institution at the time of application and throughout the competition period. Teams are NOT permitted to work together or discuss The CASE materials. Absolutely no collusion or outside help will be tolerated as further discussed herein.

REGISTRATION PROCESS AND ENTRANCE FEES

Teams are encouraged to register as soon as possible. Teams will be admitted on a "first come, first served" basis until the competition has registered the maximum number of teams allowed.

Team registration fees are \$600 per team. Please see schedule for applicable registration dates.

Please note that The CASE *cannot* accept checks or any form of payment other than a credit card.

Teams must submit a completed application, including:

1. A completed online registration form, designating the team's captain (primary contact person) and listing the names and university email addresses of the other team members. Registration forms can be found on The CASE website at <https://thecasecompetition.com>.
2. Applicable registration fees *paid by credit card only* as part of the registration form process.

As the number of teams allowed to register is limited, teams are at risk of losing their spot until they are fully registered and have paid the registration fee.

After registration is completed, a registration confirmation email will be sent to the team's captain along with a randomly assigned team number.

No refunds will be issued after your team is fully registered.

SUBSTITUTIONS/ADDITIONS

A maximum of two (2) team members may be substituted until one day prior to the official distribution of The CASE materials. In addition, prior to that official distribution date, any team that originally registered with three (3) members may add a fourth (4th) member.

In order to make any substitution and/or addition, a team must submit a request via email to chair@thecasecollaborative.com, together with a complete updated application identifying the substituted/added member(s).

REQUIRED PRESENTERS

Teams must send a minimum of two (2) teammates to present at Harvard Business school. Teams will not be penalized if all members choose not to present nor given any additional credit if all do present. Team member substitutions for the presentations after official submission of your CASE material are not allowed.

ANONYMITY

In order to ensure the integrity of The CASE judging, all registered teams will be randomly assigned Team Numbers to mask the identities of their academic institutions. **Teams may not identify their academic institutions or sponsors, if applicable, in any submission materials.** See Submission Instructions below for more details.

Teams may only use their Team Numbers to identify themselves. During the competition, Teams may not wear identifying apparel of any kind (ties, lapel pins, etc.). Any team that violates this Anonymity Rule in letter or spirit will be disqualified from the competition.

SPONSORSHIP

Teams are allowed to use sponsorship contributions to pay registration and/or travel expenses associated with The CASE. However, in accordance with the anonymity provisions, teams may not identify their sponsor in any submission materials or during their presentation.

THE CASE COMPETITION

MATERIALS

All CASE materials will be accessed by, and submitted into, a secure Dropbox folder or other secure file sharing application chosen by The CASE Collaborative. Dropbox folder access will be given to the Team's Primary Contact prior to the start of the competition through email notification. CASE materials will include specific details of a development opportunity on a real world site selected for the 2019 competition. Students will be asked to evaluate the site within the context of the market and the details provided in The CASE materials.

The CASE materials will contain:

- The CASE narrative.
- Access instructions for a CoStar University account.
- Construction cost comparables for projects near The CASE site.
- A judges' scorecard describing the criteria by which all submissions will be evaluated.
- A Letter of Intent (LOI) template that must be completed by teams as part of their submission.
- A Major Assumptions sheet that must include and match all applicable major assumptions found in each team's pro forma model.

SUBMISSION INSTRUCTIONS

- **Digital Deadline** – Secure Dropboxes will be created for each team's submission to be placed into. Teams must upload their complete digital submissions to their respective Dropboxes **by 11:59 PM EST on the last day of the competition, as specified in the schedule below.** After this time, all Dropboxes will be closed.

Digital Submissions:

Submissions should include *only* the following three (3) files placed in your Dropbox folder entitled "Submissions."

1. ***File to be named: Team_#_Presentation.PDF***

A PDF of your PowerPoint presentation (maximum 15-slides) outlining your team's acquisition strategy, development program, deal structure, and any other key data or visuals that you deem important or necessary. The PowerPoint presentation may NOT contain animations or videos. Please note the presentation rules described herein when creating your presentation.

2. ***File to be named: Team_#_ExcelModel.XLS***

Your Excel model (note that ARGUS or other cash flow software is strictly forbidden; only Excel is permitted.) The first page of this model must be the 'Major Assumptions' worksheet provided in The CASE materials. You may choose to use this worksheet EITHER as the driver of your Excel model OR as a summary sheet that simply records the major inputs and outputs of your model. Regardless of how you choose to use it, you must complete all relevant input and output cells to the extent that they are relevant to your development plan. Because the 'Major Assumptions' worksheet is used to prepare summary statistics for The CASE judges, you may only input values or formulas into the worksheet cells highlighted in green and blue. You MUST NOT ALTER THE WORKSHEET IN ANY OTHER WAY, including adding, removing, or hiding rows, columns, or individual cells. Violation of this notice will be grounds for disqualification from the competition.

Please note that Teams may be required to perform a live demonstration of their Excel model where judges will instruct Teams to change certain key inputs to see how key outputs/metrics are affected.

3. **File to be named: Team_#_PrintFile.PDF**

ONE COMBINED PDF containing the following four (4) elements in the order listed below. All elements must be set to print letter size (8.5"x11").

- a. A completed Letter of Intent (LOI) based on the template provided. The LOI should include an acquisition price and/or joint-venture or ground lease structure, if applicable, and any other relevant information your team feels is necessary to adequately describe the most important business terms of your proposal. Your team should not modify the length of this document. The LOI is restricted to three (3) pages.
- b. Your team's one-page site plan, clearly showing program, building footprints, and open space.
- c. A printed copy of your PowerPoint presentation. (You must include the PDF copy in this combined file in addition to the separate PDF of your presentation specified above in #1.)
- d. Your completed "Major Assumptions" worksheet plus no more than seven (7) worksheets (8.5"x11") from your Excel *pro forma* model. Your native Excel model may be as many worksheets as you want, but this PDF may only include the "Major Assumptions" worksheet followed by seven (7) worksheets that you feel best demonstrate the structure and conclusions of your analysis. The goal is to provide a legible *pro forma* that is easy for Judges to comprehend and clearly demonstrates your acquisition and development strategy.

PLEASE NOTE THE FOLLOWING:

- **NO CHANGES WILL BE ALLOWED TO YOUR PRESENTATION ONCE IT HAS BEEN SUBMITTED.**
- **NO LOGOS, NAMES, MASCOTS, REFERENCES, ICONS OR ANY OTHER INDICATORS OF YOUR ACADEMIC INSTITUTION OR, IF APPLICABLE, SPONSOR ARE ALLOWED TO APPEAR ANYWHERE ON YOUR SUBMISSION.**
- *Each page of your submission should be clearly labeled with a page number and your randomly assigned team number.*
- **LATE OR INCOMPLETE SUBMISSIONS WILL NOT BE ACCEPTED. SCREENSHOTS WITH TIME STAMPS DO NOT CONSTITUTE PROOF OF SUBMISSION.** Please note that syncing (uploading) your files with Dropbox can take time. It is each team's responsibility to ensure that all of the above mentioned files have been properly synced before the deadline. **We strongly recommend that you upload a test file within 48 hours of the submission deadline.**
- **YOUR CASE TEAM DROPBOX SHOULD ONLY BE USED FOR DOWNLOADING CASE FILES & UPLOADING YOUR SUBMISSIONS.** Do not work with your teams in this Dropbox, as you may lose files. Once The CASE closes, you will no longer have access to this Dropbox, so be sure to save copies of all your files.
- *All files must use the specified naming convention: Team_#_File Name. (For example, Team_73_PrintFile.PDF.)*
- **Failure to follow the file naming convention and/or the required page size format may result in an instant 10% scoring penalty.**
- *Teams should test print all files in advance to ensure that they are in the required format and are easy to read. The CASE Collaborative will NOT modify a submission in any way.*

APPROVED RESEARCH SOURCES & OUTSIDE ASSISTANCE

OUTSIDE ASSISTANCE IS EXPRESSLY AND UNCONDITIONALLY FORBIDDEN. Teams cannot discuss any details of The CASE materials or their submission with anyone who is not a team member either before or after registration. Teams are not allowed to make outside inquiries of any nature that relate to elements of The CASE or their submission. Teams are not allowed to contact principals and agents associated with the chosen CASE site or to solicit advice from professionals. Faculty, students, alumni, family members, peers, or industry professionals are NOT allowed to advise the team members on The CASE or their submission. Teams may only practice their presentation internally among team members and may not seek outside assistance for the purposes of improving their presentation. **FACULTY ADVISORS ARE STRICTLY FORBIDDEN FROM PARTICIPATION OF ANY KIND IN THE CASE COMPETITION.**

The goal of this competition is to judge how the team (and not its faculty, alumni, or friends) has evaluated the site, analyzed the physical and financial issues, and defined the development opportunity. Teams may only access research sources provided by The CASE Collaborative or free, publicly available data on the Internet. Research services requiring a fee subscription are strictly forbidden, even if your university has paid for the subscription. It is the intention of The CASE that each team has equal access to information.

QUESTIONS AND CLARIFICATIONS

Questions that arise after The CASE materials have been distributed must be submitted via email by the team's Primary Contact. All teams' questions will be collected and answered via a maximum of three memos that will be issued to all CASE teams simultaneously at times deemed appropriate by The CASE Chair. NOT all questions submitted will be answered. When in doubt, make an assumption, state it, and move on.

JUDGING & COMPETITION EVENTS

ROUND 1

Round 1 will take place in Boston on the date specified in the schedule below. All teams will be randomly divided into judging pools. Panels of preliminary judges will evaluate the submissions assigned to their pool and rank those submissions based on The CASE evaluation criteria provided in The CASE materials. Teams will be evaluated against their peers in each randomly assigned pool. The highest-ranking submissions across all pools will be invited to Harvard Business School to make a live presentation. Teams will not physically travel to Boston or make a presentation in this round; only preliminary round judges attend to evaluate and rank the submissions.

ROUND 2

Following Round 1, the submissions selected to continue to the Round 2 live presentation at Harvard Business School will be announced according to the schedule below. Each of the teams selected to present will be given a seed ranking based on its weighted score from Round 1, and assigned to a judging pool. Each pool of teams will present to a single panel of judges. In addition to their presentation, teams may be required to perform a live demonstration of their Excel model where judges will ask teams to change certain key inputs to see how the key outputs/metrics calculated by their financial model are impacted.

After all presentations are complete, each of the panels of judges will deliberate and select a winning team from their group of contestants based on the highest ranked composite score from their scorecards. The winning teams will advance to the final round.

Teams may not watch each other compete in Round 2. No spectators (including faculty or advisors) will be allowed in the judging rooms. The judging rooms will consist only of the presenting team, judges, CASE sponsors, and CASE event personnel. Teams should arrive at the competition venue no less than 30 minutes

prior to their estimated presentation time. Teams arriving late will lose their place and be disqualified from the competition. The schedule will be sent out in advance of the competition.

ROUND 3 - FINAL ROUND

Following Round 2, three (3) finalist teams will be publicly announced. The final round will then be held before a group audience, and the finalist teams will present in a randomly selected order before the panel of final round judges, the other finalist teams, and audience members.

Following the conclusion of the final round, judges will break for approximately one hour to complete judging. The CASE Competition winner will be announced at the conclusion of the keynote address.

PRESENTATION DETAILS

Presentation Format: Teams that advance to the semifinal round will present from the PDF version of their originally-submitted, maximum 15-slide PowerPoint presentation to a panel of judges, with no spectators. The three (3) Finalist teams will present to a panel of judges in front of spectators including industry professionals, fellow CASE participants and sponsors. Again, no animations or videos will be allowed in any presentation.

Length of Presentation: Semifinal and final round presentations are limited to **15-minutes per team, per round**, followed by an additional 10 to 15-minute Question and Answer period with the judges. An indication will be provided to presenters when they have 3 minutes remaining. Teams will not be allowed to exceed their 15-minute presentation time and will be stopped after 15 minutes has elapsed whether or not they have completed their presentation.

Anonymity & Attire: As detailed herein, teams are asked to wear business professional attire to the presentations and may not wear any identifying apparel of any kind such as ties or lapel pins. Teams may only use their Team Numbers to identify themselves to judges.

ADDITIONAL EVENT DETAILS

Judging Criteria: Each round will be judged by recognized and qualified industry professionals who are active in various aspects of the real estate industry. Judging criteria for each round will be based on a scorecard to be released to teams with other CASE materials. The decision of the judges is final.

Judging Feedback: Team scorecards will be available upon request.

OTHER INFORMATION

KENT ROBERTS TROPHY

In addition to cash prizes, the winning team is entitled to borrow the Kent Roberts Memorial Trophy to be displayed at their school until December 1, 2019. A Dean of the winning team's academic institution must enter into a contractual agreement with the MIT Center for Real Estate Alumni Association (AACRE) that guarantees the safety of the trophy and requires a fully-refundable security deposit to be held by the AACRE. A copy of the Kent Roberts Stewardship Agreement will be sent to the winning team after the competition.

VIOLATIONS AND PENALTIES

Violations of any rules in this document or any other rules set by The CASE Collaborative may result in penalty deductions from a Team's score during any round or a school's disqualification from the current and/or future

competitions. Any such penalties will be decided at the sole and absolute discretion of The CASE Collaborative. In the event of any violation of the rules, no refunds will be issued.

DISPUTES AND PROTESTS

If, for any reason, a team wishes to file a dispute or protest during The CASE Competition, including during the final round presentations, they must complete a 'Dispute or Protest Form', which will be available at The CASE site. The form must include the name of the team filing the dispute or protest, a description of the alleged violation, and specific reference to the Rule they believe has been violated in the Rules and Format document. This form must then be given directly to a CASE Co-Chair.

The CASE Co-Chairs may, but are not required to, review the dispute or rule on the protest immediately. The CASE Co-Chairs may choose to meet at their earliest convenience to review the dispute or protest with the members of The CASE Collaborative and to rule on the dispute or protest. The team filing the protest may be asked to meet with The CASE Co-Chairs in order to provide further information. If The CASE Co-Chairs find that a rule has been violated, they will take appropriate action and sanction the violating team, if necessary.

OWNERSHIP OF MATERIALS

Teams attest that all presentations, work product and other materials (collectively, "Materials") that they submit to The CASE are their own original work. Further, each member of each team acknowledges and agrees that, by submitting any Material, idea, concept, theory, model, analysis, data or information to The CASE, they are releasing the same into the public domain and granting all persons the right to use the same for any and all purposes, without any conditions (except to the extent such conditions are required by applicable law). Without limiting the foregoing, no member of any team reserves any rights with respect to any analyses, charts, descriptions, depictions, data, models, theories, proposed uses or any other aspect of the Materials, ideas or concepts submitted or presented in connection with The CASE.

MODIFICATION TO THE 2019 RULES AND COMPETITION FORMAT

The CASE Co-Chairs reserve the right to modify the 2019 Rules and Competition Format at any time and in their sole discretion.

PRELIMINARY SCHEDULE*

Registration Deadline – 01/24/2019

Competition Materials Distributed – 02/01/2019 12:00 PM (Noon) EST

Digital Team Submissions Due via Upload to Dropbox – 02/10/2019 11:59 PM EST

CASE Competition Round 1 – 02/21/2019

CASE Competition Round 2 Participants Announced – 02/25/2019

CASE Competition Presentations (Round 2 and Final Round) – 03/28/2019

** This schedule and all times are subject to change.*