



# Annual Business Case Competition

November 2nd, 2025  
*Toronto, ON*

Information Package

**Amrutha Elanko**  
*amrutha@primetimesport.ca*

*This page intentionally left blank*

## The Context

PrimeTime Sports & Entertainment and MLSE are proud to present the Annual PrimeTime Sports Business Case Competition at this year's 18<sup>th</sup> Annual PrimeTime Sports Management Conference & Trade Show. The conference takes place at the Westin Harbour Castle Hotel in downtown Toronto from November 2<sup>nd</sup> to November 4<sup>th</sup>, 2025. The Case Competition marks the start of the conference and will take place between 12:00 pm and 6:00 pm on Sunday, November 2<sup>nd</sup>, 2025.

Team registration in the Case Competition also includes admission to the PrimeTime Sports Welcome Reception, as well as the option to attend either Monday or Tuesday's portion of the conference.

The PrimeTime Sports Welcome Reception Presented by TIXR will take place after the conclusion of the Case Competition, on Sunday, November 2<sup>nd</sup>, 2025 from 6:30 pm – 9:00 pm. The evening will feature light refreshments and a keynote interview, with details to be announced. The reception is a great networking opportunity, as all Conference Speakers, Sponsors, Trade Show Exhibitors, and Delegates are invited to attend.

As noted above, the registration fee also includes admission to either the first or the second day of the conference. This includes a continental breakfast, refreshments throughout the day, a plated lunch, and admission to the catered Networking Reception at the end of the day. Day one also includes a complimentary 'Careers in Sport Workshop - The Power of Networking' from 7:00pm – 9:00 pm.

The full conference schedule can be found online at: [www.primetimesport.ca](http://www.primetimesport.ca)

## Registration

A maximum of twelve teams may participate in the competition. Registrations will be accepted in the order that payment is received, so teams are encouraged to register early and to pay promptly. The final deadline for registration and payment is October 17<sup>th</sup>, 2025, at 5:00 p.m.

The cost to register is \$1,000 (*plus HST*) per team of four (plus optional spare) for a total of \$1,130 per team. The registration form is attached and should be submitted via email to:

[patricewhiffen@primetimesport.ca](mailto:patricewhiffen@primetimesport.ca)

Confirmation will be provided within two business days. Payment must be made by credit card by calling Patrice Whiffen at 519-868-2399 once the registration form has been submitted.

## **Prizes**

The 1<sup>st</sup> place team will receive four tickets to the Leafs vs Penguins game on Monday, November 3 at 7:30 PM in the PrimeTime Suite at Scotiabank Arena, including catered food and beverages, as well as free admission to the 2026 PrimeTime Sports Management Conference & Tradeshow for all four team members (valued at over \$4000).

## **Judges**

A minimum of two judges will be present for each presentation, with a minimum of three judges for the final presentations. The judges will include prominent sports and entertainment industry practitioners and academics. To protect the integrity of the competition, the judges will not be announced in advance of the Case Competition.

## **The Teams**

Teams are composed of four students. A “spare” may be specified at the time of registration and, in the event that another member is unable to attend the competition, the spare may take her or his place. However, no more than four members will be eligible to compete on the day of the competition and only four team members may attend the Welcome Reception and their choice of either day one or day two’s events.

## **Eligibility**

The competition is open to full and part-time students registered at colleges or universities, regardless of their level, program, or discipline. Participants should be prepared to provide proof of their current registration status (e.g., a student ID) on the day of the competition.

All team members must be registered at the same institution. There is no limit on the number of teams an institution can register.

## **Advisors**

Teams are encouraged to work with a faculty member from their school to prepare for the competition. Faculty advisors will be acknowledged in the competition program, but they are not permitted to assist their teams during the competition.

## **Identification**

Teams must choose a team name and identify themselves with this name throughout the competition. Team names must not include any indication of the team’s institutional affiliation. Teams deemed to be intentionally making the judges aware of their affiliation

may have their scores reduced or, in egregious cases, may be disqualified from the competition.

## **The Competition**

The competition is intended to provide a positive learning experience for the students that will foster healthy competition, professionalism, and peer interaction among future sport business leaders and those whose careers they seek to emulate. Participants should be aware that the rules and guidelines provided herein are not all-encompassing, and situations may arise that have not been anticipated. Should something unforeseen arise, participants will be encouraged to provide input but must respect the decisions of the organizers, which are final.

## **Schedule (subject to change)**

12:00pm – 12:05pm	Opening Remarks
12:05pm – 3:00pm	Seeding Round
3:20pm – 4:50pm	Elimination Round
5:10pm – 6:05pm	Finals
6:05pm - 6:10pm	Announcement of Winners and Closing Remarks
6:30pm – 9:00pm	Conference Welcome Reception

## **The Case**

The case used in the competition is normally unpublished, but competitors should be aware that previously published cases may be used. Previous cases have involved the Calgary Flames and Maple Leaf Sports & Entertainment. Participants should be prepared for cases focused on a single business function (e.g., finance, marketing, partnerships or strategy) in a sports business.

Teams should be aware that physical or electronic copying of the case, or distribution to anyone not participating in the competition, is prohibited by copyright law and is a violation of the rules of the competition. Any violations of this rule will result in disqualification from the competition.

## **Preparations**

At 8:00 am on the Saturday preceding the competition (Saturday, November 1<sup>st</sup>, 2025) a copy of the case will be sent to the Team Captain's email address(es). Teams have until 11:59 pm on Saturday, November 1<sup>st</sup>, 2025 to prepare their presentations and the

presentations must be emailed to Amrutha Elanko ([amrutha@primetimesport.ca](mailto:amrutha@primetimesport.ca)) and Patrice Whiffen ([patricewhiffen@primetimesport.ca](mailto:patricewhiffen@primetimesport.ca)) in its final form prior to such time.

Teams are welcome to use any materials available to them in print or online. However, they may not seek any form of assistance from individuals who are not members of their team. This means that they may *not* contact their faculty advisor. Any violations will result in disqualification.

Teams are expected to provide their own workspace while preparing their presentations. They are also responsible for providing their own computers and any other equipment they may require to prepare for their presentations.

## Presentations

Projectors and screens will be available in the presentation rooms. Teams are to present using the laptop provided in the presentation room. No other audio-visual equipment (e.g., overhead projectors) will be provided. Teams will have a maximum of two minutes to set up. For this reason, the use of any other equipment or props is discouraged.

Presentations should be between twelve (12) and fifteen (15) minutes long. A warning will be provided at twelve (12) minutes and presentations will be immediately terminated should they extend beyond fifteen (15) minutes. Presentations shorter than twelve (12) minutes will be penalized in accordance with the magnitude of the deviation.

Presentations in the Seeding and Elimination rounds will be followed by up to five minutes of questioning by the judges. Presentations in the Finals will be followed by up to ten minutes of questioning.

All team members *must* participate in the presentation. Contributions need not be equal in length, but each member must make a meaningful contribution to the presentation. Team members are encouraged to contribute equally in answering the judges' questions. However, this will not be a factor in determining the team's score.

With the exception of the Finals, competitors will not be permitted to watch other teams' presentations. (Any violation of this will result in immediate disqualification.) During the Finals, members of the three remaining teams will be sequestered. Members of other teams are welcome and encouraged to watch the presentations.

## Seeding Round

For the Seeding Round, the teams will be divided into two groups of approximately equal size: Pool A and Pool B. Toward this end, during the Opening Remarks portion of the competition schedule, team names will be randomly selected to determine the Pool

A teams and then the Pool B teams. Teams within each pool will present in the order their names were drawn.

In the Seeding Round, each team will present in front of two or more judges. Judges will assign a score and rank using the attached Score Sheet. Teams will receive a copy of the judges' comments as soon as possible after their presentations but will not be told their scores or rank. Should they move on, teams are encouraged to incorporate the feedback received in the next round of the competition.

## **Elimination Round**

The top two (2) teams in each of the Seeding Round pools will proceed to the Elimination Round. Teams will be notified of this outcome immediately following the conclusion of the Seeding Round presentations. At that time, they will be notified of the approximate time of their next presentation.

In the Elimination Round, the first-place team from Pool A (A1) will be competing against the second-place team from Pool B (B2), the first-place team from Pool B (B1) will be competing against the second place team from Pool A (A2). Teams will not be told which pairing they were assigned to or the team against which they will be competing.

All of the judges from the Seeding Round will participate in the Elimination Round. As in the Seeding Round, judges will assign a score and thereby determine the winner of each Elimination Round match up. Teams will receive a copy of the judges' comments as soon as possible after their presentations but will not be told their scores. Teams that move on are encouraged to incorporate the feedback received in the next round of the competition.

## **Finals**

The top-ranked team from each of the Elimination Round matchups will proceed to the Finals. Teams will be notified of this outcome immediately following the conclusion of the Elimination Round presentations. At that time, they will be notified of the approximate time of their next presentation. No significance should be attached to the order of presentation in the Finals.

In the finals, the judges will be encouraged to use the attached score sheet but are not required to do so. Immediately following the final presentation, the judges will recuse themselves to rank the three presentations. (Note that the judges' decision is final and may not be appealed or protested.)

The best presentation shall be declared the Winner, and the second-best, the Runner Up. The winning team will be announced at the Conference Welcome Reception that follows the case competition and again during the Conference.

<b>JUDGE</b>	
<b>TEAM</b>	

<b>SCORE</b>	<b>CRITERION</b>	<b>COMMENTS</b>
<b>/20</b>	<b>ISSUES</b> <ul style="list-style-type: none"> <li>• Ability to define/identify key issues</li> <li>• Assessment of company's situation</li> <li>• Implications for key business functions (e.g., finance, HR, marketing, operations)</li> <li>• Ability to focus on the most important issues</li> </ul>	
<b>/20</b>	<b>ANALYSIS</b> <ul style="list-style-type: none"> <li>• Ability to process both quantitative and qualitative data</li> <li>• Depth of analysis</li> <li>• Understanding of underlying business functions</li> <li>• Validity of assumptions</li> <li>• Strength of analytical conclusions</li> </ul>	
<b>/20</b>	<b>OPTIONS</b> <ul style="list-style-type: none"> <li>• Consistent with analysis</li> <li>• Ability to prioritize options considered</li> <li>• Realism and practicability</li> <li>• Identification of risks / mitigation strategies</li> </ul>	
<b>/20</b>	<b>RECOMMENDATION</b> <ul style="list-style-type: none"> <li>• Justification for recommendation</li> <li>• Strategic fit / sustainability</li> <li>• Implementation plan</li> <li>• Identification of implementation barriers</li> <li>• Elaboration of risks / mitigation strategies</li> </ul>	
<b>/10</b>	<b>PRESENTATION</b> <ul style="list-style-type: none"> <li>• Creativity and professionalism</li> <li>• Ability to work as a team / balanced participation</li> <li>• Overall communication skills</li> <li>• Time management</li> </ul>	
<b>/10</b>	<b>QUESTIONS</b> <ul style="list-style-type: none"> <li>• Ability to defend/build on recommendation</li> <li>• Answers convincing and consistent w/ recommendation</li> <li>• Balanced participation</li> <li>• Professionalism</li> </ul>	
<b>/100</b>	<b>SUB-TOTAL</b>	
	<b>LESS: PENALTIES</b>	
<b>/100</b>	<b>FINAL SCORE</b>	