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Business Case Awards: ImpACT 2015

Introduction

The CIIT (COMSATS Institute of Information Technology) & CIMA (Chartered Institute of Management Accountants) Business Case Awards is a competition that recognizes organizational success and turnarounds while identifying what drove such outcomes. ImpACT 2015 will feature impactful corporate action that resulted in sustainable winning outcomes. Participants will identify and narrate specific real-life occurrences through a BUSINESS CASE indicating the ImpACT to organizations, programs and/or industries.

Professionals from the corporate and academic sector are invited to submit business cases which created and sustained ImpACT that really stuck through eloquent execution and achieved stratospheric success.
Objectives of the Competition

The key objectives of the competition are:

- To enhance knowledge on how success is achieved and sustained in an organization and the ability to effectively communicate such knowledge.
- To facilitate cross-company knowledge sharing by giving exposure to cases that depict organizational success stories.
- To expose corporate managers and business students to an organization’s cumulative experience of a complex situation with an emphasis on decision-making.
Incentives for Participation

Financial
1. The finalists will be awarded the titles ‘Winner’; ‘First Runner-Up’; and ‘Second Runner-Up’ of the CIIT & CIMA Business Case Awards 2015, respectively.
2. The Winner will be awarded 500,000 PKR.
3. First Runner-Up will be awarded 300,000 PKR.
4. Second Runner-Up will be awarded 200,000 PKR.
5. The winning teams will also be awarded trophies and certificates.

Intellectual
1. Deeper knowledge about management concepts and their practical application in business and academia.
2. In-depth understanding about organizational strategies, value chains, processes, competitive environment etc.
3. Contribution to organizational as well as academic learning and growth.
4. Capacity building in effective, interesting and insightful case writing. To this effect, a workshop will be held on case writing by CIIT.
5. Access to COMSATS Islamabad library resources.

Social
1. The winning teams and their ‘case/host organizations’ will be announced in the print media as well as via CIIT and CIMA’s online social media forums.
2. A grand and entertaining Business Case Awards Night showcasing Pakistani art, culture and music will be organized in honor of participating delegates and teams on 20 August 2015.
3. The Winner will be provided the opportunity to present their case at the Business Case Awards Night 2015.
4. The CEOs of ‘case/host organizations’ of the top 3 teams will be interviewed about the case content and the video recording aired at the Business Case Awards Night 2015.
5. Summary of the winning case will be incorporated into relevant global/local CIIT and CIMA publications subject to fulfilling formal review and publication standards.
6. The top five business cases will be published in the business section of a local newspaper.
7. Top 25 cases will be published in a book subject to fulfilling formal review and publication standards.
Entry Requirements

1. Teams of 2-3 participants from any organization incorporated in Pakistan can register for the competition. **Deadline for registrations is 30 April 2015.**

2. All participants must be Pakistani residents.

3. Each team can submit a case based on the organization or institute with which they are affiliated or they may submit the case of an external organization. In both cases, prior written consent from the ‘host/case organization’ needs to be submitted along with the initial team Registration Form.

4. An organization/institute is free to register as many teams as it likes provided that each team submits a different case based on a different theme and department addressing a different management situation or occurrence (whether internal or external).
Rules and Regulations about the Case

1. The business case should consist of 4000 words (excluding appendices and references). A deviation greater than +/- 5% from this word limit will be penalized.

2. It should narrate a specific real-life occurrence within an organization under a preferred topic relating to one of the themes outlined in Annex 1. These potential topics and themes are only given for illustrative purposes and participants need not limit themselves to these alone.

3. The case should be based on data and information extracted within the last 5 years of the submission date (approximately between June 2010 and June 2015).

4. Data (tables, figures, graphs, references etc) provided must be relevant to the overall objectives of the case.

5. It is the applicant's responsibility to obtain prior approval from the ‘case/host organization’ for using organizational information. An endorsement letter from the organization concerned is required confirming that information submitted through the case is not sensitive or confidential in nature and may be published.

6. Plagiarism will result in disqualification from the competition. Using someone else’s ideas, work or other material without providing due credit to the source will be considered as ‘plagiarism’ for the purposes of this competition.

7. Submissions cannot state that information relevant to analysis and communication of a business case is withheld due to sensitivity of such information, as this will not allow judges to evaluate cases based on the Assessment Criteria (Section 6) used.
8. The case should be formatted according to guidelines in Section 7.

9. Business cases will be screened to check whether the format and guidelines specified have been followed upon submission. Deviation from the required format and/or submission of reports or documents which have been formulated for different purposes will result in rejection upon submission and these cases will not be reviewed by the judging panel. Only cases that are in line with the basic requirements will be evaluated by the judges.

10. Case narration should be based on sound business concepts and principles underpinned by a thorough literature review.

11. It is strongly recommended that a mentor to support the team is appointed within the organization or externally.

12. Team members of the top 5 shortlisted business cases are expected to deliver a fifteen-minute presentation to the panel of judges, which will be followed by a five-minute interview. The aim of this presentation is to serve as a validation of the case already presented and no new information is required to be presented at this stage.
# Assessment Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction and Background</td>
<td>5%</td>
</tr>
<tr>
<td>Theoretical Description (Core Issue/Purpose/Problem)</td>
<td>15%</td>
</tr>
<tr>
<td>Case Framework (Solutions/Options/Strategies)</td>
<td>25%</td>
</tr>
<tr>
<td>Analysis/Discussion</td>
<td>30%</td>
</tr>
<tr>
<td>Structure, Clarity and Style of Case</td>
<td>15%</td>
</tr>
<tr>
<td>Exhibits (tables, charts, graphics, references)</td>
<td>5%</td>
</tr>
<tr>
<td>Practicality/ Applicability of Case</td>
<td>5%</td>
</tr>
</tbody>
</table>
General Formatting Requirements

a. Business Case should be accompanied by a cover page indicating the name of competition (CIIT & CIMA Business Case Awards 2015); title/theme of business case; names of the participants and their affiliations; and date of submission.

b. It should be printed on A4 size paper and single sided.

c. Twelve point Arial-font with 1.5 line spacing should be used throughout the narration.

d. A margin of 1-inch should be kept on all sides of the sheet with the exception of left-side where 1.25 inches should be kept.

e. Text should be justified on left-side and right-side margins.

f. Bibliography and references should be clearly provided to avoid plagiarism. References and bibliographic material should be listed in the following manner:
   
   o **Non-periodical:**
     Author surname, Author initials. (Year). Title of work. Location: Publisher.
   
   o **Periodicals:**
     Author surname, Author initials. (Year). Title of article. Title of periodical, vol. (issue number/month(s), pages.
   
   o **Web sources:**
     Author surname, Author initials. (Year month date). Title of work. Date retrieved.URL/weblink.
Case Content\(^1\)

In a Business Case, the writer identifies and describes in narrative form an underlying organization-specific theme as given below:

**Introduction (Case Background)**

- Provide organizational information as a backdrop to the case.
- Identify and briefly describe a particular theme with respect to the selected organization. For example, sustaining market leadership through innovation; turnaround strategies; enhancing productivity, etc.
- State the purpose/objectives of the case: what do you want to achieve/highlight?
- State the scope and limitations of the case: what are the confines of the narrative?

**Theoretical Description**

The identified theme should be described and contextualised by a review of literature with regard to key terms that underpin the theme. For example, if your theme is about turnaround strategies, then what does the literature say about turnaround strategies, and what are their drivers? A case must rest on a sound theoretical foundation. At least five articles should be used for the study.

**Case Framework**

Based on the above, a case framework must be developed. For example, you may identify key determinants (independent variables) of successful turnaround strategies (the dependent variable). You should clearly define the variables and show the linkages between variables. This will lead to the formulation of clearly stated propositions(s).

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\(^1\) This Section is being provided for illustrative purposes and is adapted from PIM Presentation Guidelines, Postgraduate Institute of Management, 2013.
**Methodology**

While the data can be primary, secondary, quantitative or qualitative, analysis should be logically consistent, convincing and triangulated. Ideally, a minimum of five in-depth interviews and one focus group should be used to gather data. In addition, company performance data should be presented as quantitative data. Further, data can be gathered based on observations, annual reports, newspaper reports, correspondence, etc.

**Analysis/Discussion**

As in a research paper, discuss the key findings. Findings must be derived from the data analysis and should not be based on your own impressions and assumptions. The discussion must relate to the framework that was formulated. It should be a descriptive account of the implications of the findings, and their relevance and usefulness in particular organizational/market settings.

**Conclusions and Recommendation**

Conclusion and recommendations must flow directly from the discussion of the findings. At the end, the writer must set out questions in order that the reader can make reasonable assumptions and offer solutions, and fill the ‘gaps’ in the case. The writer should also recommend a continuity plan or a way forward useful in sustaining the positive outcomes of the case and minimising negative effects.
Case Narrative

Once the data has been gathered, you will begin to write the case in narrative form. All writing must be in relation to the specific theme selected and the case must be written in a style that would engage and sustain the interest of the reader.

Focus on the critical challenges faced by the company, strategies adopted and internal business processes supporting the strategy, points of departure, competitor actions etc. The sequential unfolding of events around the developed thematic framework will provide interesting reading and lead up to an understanding of the connections between performance drivers and outcomes; actions and results of the organization.

There will, of course, be ‘gaps’ in the story you narrate. In this regard, the reader will attempt to find answers to specific questions (say, five) that you will pose at the end of the case.

The case narrative must be self-contained and a ‘stand alone’ chapter which could be published separately.
Important Dates to Remember

Registration of Teams: 30 April 2015

Submission of Business Cases: 15 June 2015

Business Case Awards Night: 20 August 2015
Contact Details

To register for the competition, download the Registration Form from www.ciit.edu.pk or www.cimaglobal.com/Pakistan and email it to <aneel.salman@comsats.edu.pk>. The hard copy of the Form as well as No Objection letter from the ‘case/host’ organization should be sent by 30 April 2015.

All completed cases must reach CIIT Islamabad by post and email on or before **15 June 2015 by 4:30pm**, and should be addressed to:

<table>
<thead>
<tr>
<th>Post</th>
<th>Dr. Aneel Salman</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department of Management Sciences</td>
</tr>
<tr>
<td></td>
<td>COMSATS Institute of Information Technology</td>
</tr>
<tr>
<td></td>
<td>Park Road, Chak Shahzad, Islamabad</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:aneel.salman@comsats.edu.pk">aneel.salman@comsats.edu.pk</a></td>
</tr>
</tbody>
</table>

Submissions via email should be sent as Microsoft Word documents. If the soft copy cannot be emailed, it may be submitted on a CD along with the hard copy of the case.

For queries, the Team Leader may coordinate with the Business Case Awards Executive Committee or email Dr. Aneel Salman at <aneel.salman@comsats.edu.pk>.
## Annex 1: Thematic Areas

<table>
<thead>
<tr>
<th>Topics</th>
<th>Themes*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change management</td>
<td>Successful system roll-over; organizational restructuring.</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Compliance with UN's Global Compact principles; conversion to green manufacturing; towards lower carbon footprints; strategic changes addressing climate change; using sustainability as a competitive strategy; access to new value networks and markets.</td>
</tr>
<tr>
<td>Performance management</td>
<td>Balanced Scorecard; optimizing human resource development.</td>
</tr>
<tr>
<td>Enterprise risk management</td>
<td>Managing risk of changing customer needs/demand; competitive pressure; product related risk; reputation risk.</td>
</tr>
<tr>
<td>Business transformation</td>
<td>Conversion to a shared services model; mergers; acquisitions.</td>
</tr>
<tr>
<td>Enterprise governance</td>
<td>Use of governance framework to enhance reputation and performance.</td>
</tr>
<tr>
<td>Supply chain management</td>
<td>Backward and forward integration for effectiveness and efficiency.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Transformational leadership within the organization;</td>
</tr>
<tr>
<td>Concept</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
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</tr>
<tr>
<td>Grooming successors</td>
<td>Emergent leadership during a time of crisis.</td>
</tr>
<tr>
<td>Branding</td>
<td>Creating greater value; accessing new market segments; enhanced existing market share.</td>
</tr>
<tr>
<td>Process excellence</td>
<td>Business Process Re-engineering; Kaizen; 5S for cost efficiency.</td>
</tr>
<tr>
<td>SME economy</td>
<td>Micro financing success; SME start-up; successful product/service.</td>
</tr>
<tr>
<td>Private and public sector partnership</td>
<td>Case on an existing private and public sector partnership for economic growth.</td>
</tr>
<tr>
<td>Strategic management of competitive environment</td>
<td>Formulation and implementation of effective competitive strategy resulting in improved market share; entering and gaining a significant share in a new competitive market. Strategies and processes to effectively manage competition in the long-run.</td>
</tr>
<tr>
<td>Innovation</td>
<td>Continuous innovation through new products/markets; external, internal innovation; encouraging innovation in processes; innovation through new technology and people.</td>
</tr>
<tr>
<td>Stakeholder management</td>
<td>Cases of how effective stakeholder management strategies have resulted in value maximization; stakeholder management systems for improved performance.</td>
</tr>
<tr>
<td>Project management</td>
<td>Cases of effectively managed projects delivering</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
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<tr>
<td>Value chain</td>
<td>Effective use of an organization’s value chain/value network to create/maintain sustainable competitive advantage.</td>
</tr>
<tr>
<td>Human Capital</td>
<td>Human resource value optimization; human resource planning and development for driving business strategy.</td>
</tr>
<tr>
<td>Information intelligence/ big data</td>
<td>Strategic management of information for better decision making; use of big data to drive value enhancement; information use for sustainable competitive advantage.</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>Creating a knowledge management culture that drives improved performance; setting up a knowledge management system; evaluating the success of a knowledge management drive.</td>
</tr>
<tr>
<td>Modern trade/ retail business performance</td>
<td>Successful transition to/ implementation of e-commerce platforms; social media marketing; new retail solutions.</td>
</tr>
<tr>
<td>Public sector performance improvement</td>
<td>Increased efficiency through systems overhaul; performance improvement through process optimization in the public sector.</td>
</tr>
<tr>
<td>Entrepreneurship/new ventures</td>
<td>Intrapreneurship – the entrepreneurial employee that drives improved performance, maintaining an entrepreneurial mindset for continuous improvement,</td>
</tr>
</tbody>
</table>
successful new ventures.

| Education | Growth of academic institutions; introduction of new programs; distinctive competence; teaching models. |

* These potential topics and themes are only given for illustrative purposes and participants need not limit themselves to these alone.