

By law

Jeux du commerce 2026
January 9 to 12

Table des matières

1. Fundamental principles	6
1.1. Origin	6
1.2. Purpose	6
1.3. Commerce Games activities	6
1.4. Commerce Games Spirit	6
2. Abbreviations and definitions	6
3. Provisions, statements and interpretations	8
3.1. Name	8
3.2. Code	8
3.3. Official logo	8
3.4. Official website	8
3.5. Charter	8
3.5.1. Goal	9
3.5.2. Modifications	9
4. JDC Council	9
4.1. Membership	9
5. Participation in the Commerce Games	9
5.1. Guest universities	9
5.2. Composition of delegations	9
5.3. Eligibility	10
5.3.1. Participants	10
5.3.2. Coordinator	10
5.3.3. Participation component members	10
5.3.4. Internal chaperones	11
5.3.5. External chaperones	11
5.4. Certificate of eligibility	11
5.5. Site eligibility	11
5.6. Replacements	12
5.6.1. Replacing a delegation	12
5.6.2. List of substitutes	12
5.6.3. Replacement procedures	13
5.7. Participation fees	13
5.7.1. Referee fees	13
6. Academic component	13
6.1. Importance	13
6.2. Events	14
6.2.1. Definition	14
6.2.2. Modification to the list of cases	14
6.2.3. Case writing	15
6.2.4. Ethics and intellectual property	15
6.3. General principles	15
6.3.1. Team composition	15
6.3.1.1. Team composition for conventional, hybrid, 2.0. and Entrepreneurship cases	15

6.3.1.2. Team composition for Surprise case	15
6.3.1.3. Team composition for Interactive case	15
6.3.1.4. Team composition for Debate	16
6.3.1.5. Team composition for Tax case	16
6.3.1.6. Team composition for Accounting case	16
6.3.2. Language	16
6.3.2.1. Language of academic cases	16
6.3.2.2. Language of debate	16
6.3.3. Isolation	16
6.3.3.1. Isolation for conventional, hybrid, 2.0 cases & Entrepreneurship Round 1	16
6.3.3.2. Isolation for Entrepreneurship Round 2	17
6.3.3.3. Isolation for Surprise case	17
6.3.3.4. Isolation for Interactive case	17
6.3.4. Resolution	17
6.3.4.1. Resolution for conventional cases	17
6.3.4.2. Resolution for 2.0 cases - International Business & Strategy	19
6.3.4.3. Resolution for Entrepreneurship case	20
6.3.4.4. Resolution for Surprise case	21
6.3.4.5. Resolution for Interactive case	21
6.3.4.6. Resolution of Debate	23
6.3.4.7. Resolution for hybrid case – Marketing, Human Resources Management, Organizational Information Systems	23
6.3.5. Presentation	24
6.3.5.1. Presentation of conventional, hybrid cases & Interactive Round 1	24
6.3.5.2. Presentation of 2.0. and Surprise cases	24
6.3.5.3. Presentation of Entrepreneurship case	25
6.3.5.4. Presentation of Interactive Round 2	26
6.3.5.5. Presentation of Debate	26
6.3.5.6. Classification and division of Interactive case	27
6.3.6. Respect of the time limit	27
6.3.6.1. Respect of the time limit for conventional, hybrid and Interactive cases	27
6.3.6.2. Respect of the time limit for 2.0. and Surprise cases	27
6.3.6.3. Respect of the time limit for Entrepreneurship case	27
6.3.7. Evaluation grids	28
6.3.7.1. Evaluation grid for conventional cases, Business Strategy, International Business, Interactive, Surprise & Entrepreneurship Round 2	28
6.3.7.2. Evaluation grid for Entrepreneurship case Round 1:	29
6.3.7.3. Evaluation grid for Debate	30
6.3.7.4. Evaluation grid for Sustainable Development case	31
6.4. Evaluation	32
6.4.1. Evaluators	33
6.5. One academic team - two (2) events	33
6.6. Appealing a decision	33
6.7. Tie-breaking procedures	34
6.8. Procedures in the event of a tie for the Academic Cup	34

7. Sports component	34
7.1. Importance	34
7.2. Events	34
7.2.1. Regulations	34
7.2.2. Choice of events	35
7.3. Evaluation	35
7.3.1. Evaluators	35
7.4. Event sequence	35
7.4.1. Preparatory tournament	35
7.4.2. Qualifications	36
7.4.3. Sports regulations	37
7.4.4. Tie-breaking procedures	37
7.4.4.1. Procedures in the event of a Sports Cup tie	37
7.4.5. Language	37
7.5. Team training	38
7.5.1. Team composition	38
7.5.2. Captain	38
7.6. Appealing a decision	38
8. Social component	39
8.1. Importance	39
8.2. Events	39
8.3. Language of the academic case	39
8.4. Evaluation	39
8.4.1. Evaluation grid	39
8.4.2. Evaluators	41
8.5. Event sequence	41
8.5.1. Type of events	41
8.5.2. Language	42
8.6. Team training	42
8.7. Appealing a decision	42
8.8. Social Guide	42
9. Participation component	43
9.1. Importance	43
9.2. Definition	43
This year, the participation component focuses on three core values: creativity, enthusiasm, and impact.	43
9.3. Evaluation	43
9.3.1. Evaluation grid	43
9.3.2. Evaluation	43
9.3.3. Evaluators	44
9.4. Participation Guide	44
10. Contribution component	44
10.1. Importance	44
10.2. Definition	44

10.3. Evaluation	44
10.3.1. Evaluation grid	44
10.3.2. Evaluators	45
10.4. Contribution Guide	45
11. Benevolence	46
11.1. Importance	46
11.2. Definition	46
11.3. Evaluation	46
11.3.1. Evaluation grid	46
11.3.2. Evaluation	46
11.3.3. Weighting of involvement and professionalism	47
12. Out-of-competition section	47
12.1. Importance	47
12.2. Committee of the Year	47
12.2.1. Evaluation grid	48
12.2.2. Evaluators	48
12.2.3. Nominations	48
12.3. Recognition of involvement	49
12.3.1. Definition	49
12.3.2. How it works	49
12.3.3. Evaluators	49
12.4. Guillaume-Samson Award	49
12.4.1. Definition	49
12.4.2. Evaluation	49
12.4.3. Evaluators	49
12.5. MVP	49
12.5.1. How it works	50
12.5.2. Evaluators	50
13. Global Assessment	50
Appendices	52
Appendix A: List of Jeux du Commerce editions	52
Appendix B: List of host universities for the preparatory tournament	53
Appendix C: Official Jeux du Commerce logos	54
Appendix D: Academic test descriptions	57
Appendix E: Rules for Debate	60
Appendix F: Charter updates	65

1. Fundamental principles

1.1. Origin

The Commerce Games (JDC) were created by HEC Montréal student Patrice Bourbonnais in 1988. The first JDC were held in 1989 at HEC Montréal. It was at this point that Mr. Bourbonnais approached RÉFAEC, asking them to oversee the event to ensure its continuity.

1.2. Purpose

The JDC are designed to promote exchanges between members of the various student associations in the faculties of administration of member universities and the business world, and to enable participants to compete with their peers in an atmosphere of camaraderie and healthy competition.

1.3. Commerce Games activities

The JDC are the only event of its kind in Canada organized exclusively for undergraduate students, with some exceptions (see point 6.3.1). Participants are involved in one of the four (4) JDC components: academic, social, sports or participation. The academic aspect of the JDC is predominant; it must represent two-thirds of the activities during the event.

1.4. Commerce Games Spirit

The "Commerce Games" Spirit is one of fraternity and exchange between all those involved. All delegation members, including participants, coaches, chaperones, volunteers, etc., must demonstrate their team spirit within their delegation, with members of other delegations and with everyone involved in JDC.

2. Abbreviations and definitions

Internal chaperone	Delegation committee member or any other person involved in the delegation not participating in the academic, sports or social events
External chaperone	Member outside the delegation under the responsibility of the delegation that registers it .
Member association	Student association member of RÉFAEC.
OC volunteer	Volunteers are under the responsibility of the Organizing Committee (OC). The volunteer is not part of a delegation. The JDC-OC is responsible for this volunteer throughout the competition.

Delegation volunteer	Volunteer accompanying a delegation during the event. The delegation is responsible for this volunteer throughout the competition.
JDC-OC	A committee mandated to organize the entire event for a specific edition. It is the only committee to call itself the Organizing Committee, and it is up to the JDC-OC to apply this directive and, above all, to specify it at the first annual meeting of the JDC Council.
Coordinator	Person in charge of a university delegation. During the competition, he is the contact person for any member of his delegation. He/she is the link between the OC and the delegation.
Competitions committee	Committee formed in each university to form the delegations that will take part in the competition.
JDC council	Conseil des Jeux du Commerce, which meets during RÉFAEC conventions. See section 5 of this document for a better understanding of this Council.
Board of directors	The RÉFAEC Board of Directors comprises at least the presidents and executive vice-presidents of each member university.
Board of RÉFAEC	Council of the Regroupement des facultés d'administration de l'Est du Canada, meeting during its conventions. The Council is made up of designated representatives of member associations and RÉFAEC executives.
JDC	Commerce Games
Voting members	Each university taking part in the JDC is entitled to one vote, which is cast by the coordinator or a representative of his or her delegation at the JDC Council.
RÉFAEC	Regroupement des étudiants des facultés d'administration de l'Est du Canada. RÉFAEC is the umbrella organization for the Jeux du Commerce. It ensures that the decisions made by the JDC Council respect the integrity and sustainability of the event.

Preparatory tournament	Tournament allowing sports teams to test themselves against each other before the competition.
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3. Provisions, statements and interpretations

3.1. Name

The trademarked name of the competition is "Jeux du Commerce". The authorized English designation for the JDC is "Commerce Games".

3.2. Code

The acronym for Commerce Games is JDC.

3.3. Official logo

Each Organizing Committee must choose its own logo. The logo must be composed of the flame and a representation of the three (3) aspects of the competition: academics, sport, commitment, and contribution. Its use is reserved for the Organizing Committee of the current edition. This organization must ensure compliance with the instructions issued by the JDC-OC; failure to do so will result in the withdrawal of authorization for use.

The official JDC logo is approved when the JDC-OC is appointed.

3.4. Official website

The official JDC website is hosted at www.jeuxducommerce.ca. The JDC-OC is responsible for paying the costs incurred by the renewal of the domain name registration.

3.5. Charter

The Commerce Games Charter is the codification of timeless fundamental principles adopted by the Organizing Committee (JDC-OC) and the Regroupement Étudiant des Facultés d'Administration de l'Est du Canada (RÉFAEC). It governs the organization of the JDC-OC and sets the conditions for holding the Commerce Games (JDC). The Charter prevails in the event of misunderstanding or contradiction. It is a statement of principle. Any modifications that are specific to a given edition must not be recorded in this document.

3.5.1. Goal

The purpose of this charter is to list the characteristics of the event and the fundamental principles that will apply notwithstanding the edition of the competition. The intention of this document is to ensure the event's longevity.

3.5.2. Modifications

Any modification, repeal or amendment to the JDC Charter must be presented at a meeting of the JDC Council and adopted by a two-thirds (2/3) majority vote, unless the item in the Charter indicates otherwise.

Once voted, all modifications, abrogations or amendments must be approved by the Board of Directors of the RÉFAEC in order to be effective. If the Board refuses the proposed changes, they will be considered null and void. If modifications are made to changes proposed by the JDC Council following a vote by the Board of Directors, these changes must be approved by the JDC Council before becoming effective to the charter.

4. JDC Council

4.1. Membership

The JDC Council is made up of a maximum of two (2) designated representatives from each of the RÉFAEC member universities participating in JDC, as well as from the JDC Organizing Committee. The representative must meet the eligibility criteria set out in the "Participant" and/or "Coordinator" section. In the event that the participating university has student participants on two (2) different campuses, one (1) additional designated representative will be accepted.

5. Participation in the Commerce Games

5.1. Guest universities

The JDC-OC must invite all RÉFAEC member universities participating in the JDC. The JDC Council reserves the right to add eligibility conditions for the participation of certain universities on an exceptional basis, with the agreement of the RÉFAEC Council.

Following approval by the RÉFAEC Board, the JDC-OC may invite a non-REFAEC member university, provided it meets the conditions imposed.

5.2. Composition of delegations

Each officially invited university must form a delegation of no more than eighty-five. (85) students, broken down as follows

- Coordinator (1 or 2)
- Academic component (41)
- Sports component (18)
- Social component (4)
- Participation component members (maximum 14)
- Chaperones (maximum of 6 or 7)

The JDC-OC sets the number of external chaperones allowed per university each year. This decision is also communicated no later than the Summer Congress meeting.

5.3. Eligibility

5.3.1. Participants

The participant must be a student in an undergraduate program in administration, management or accounting. They must be enrolled in a minimum of six (6) credits in their program of study in the fall semester preceding the JDC. Students enrolled in the certificate program may qualify as participants. Students on co-op placements are also eligible.

Students holding a diploma from a bachelor's program in a faculty or school of administration or management cannot qualify as participants.

Exception to this rule: students enrolled in a double bachelor's or double honours program may qualify during their additional program if it is completed within two years of their first degree at the same university for double bachelor's and double honours programs.

Students in their fourth year of an accounting program or in the first year of a graduate program or a formal accounting designation program may take part in the JDC for Accounting case in the academic component during the year following graduation from their undergraduate program.

To ensure the legitimacy of JDC participants, a certificate of education must be provided for each participant. The criteria for this certificate are set out in section 6.4.

5.3.2. Coordinator

The coordinator must be in the process of obtaining or has obtained his or her bachelor's degree at the university of the delegation he or she represents. A coordinator may be included on his or her delegation's replacement list if he or she meets the eligibility requirements in the "Participant" section.

5.3.3. Participation component members

Participation members do not necessarily come from the university of the delegation they represent. The participation member may be on the list of replacements for his or her delegation if he or she meets the participant eligibility criteria set out in the "Participant" section. However, his or her shift must always be given priority over the replacement.

5.3.4. Internal chaperones

An internal chaperone is a member of the delegation committee, or any other person involved in a delegation, not participating in the academic, sporting or social component. An internal accompanying person who meets the participant eligibility criteria set out in the "Participant" section and the regulations for the event concerned may be included as a substitute.

Internal chaperones authorized by the JDC-OC (number of chaperones allowed) may attend all JDC activities. Internal chaperones may wear university clothing.

5.3.5. External chaperones

An accompanying person cannot be included in the delegation. External chaperones may attend academic, sporting and social competitions. The JDC-OC determines each year which events external chaperones may attend, as well as the number of external chaperones authorized. Additional fees may be charged for their presence at these events.

External chaperones can be dressed in university clothing during all components' activities except the academic component.

5.4. Certificate of eligibility

Each university must confirm the eligibility of the members of its delegation to the JDC-OC. To do so, it must submit a document formalizing the members' eligibility, with the registrar's signature/seal, the number of credits, the program enrolled in the fall semester preceding the JDC and the name of the key contact to the registrar. The attestation of studies must also state that the student is enrolled in an undergraduate program and must specify that the same student is not enrolled in a graduate program.

If it is impossible to obtain the registrar's seal, a university must have the CO-JDC's authorization to present a participant without it.

The JDC-OC reserves the right to verify with the registrar.

5.5. Site eligibility

The isolation and resolution areas of the academic component or any other area indicated by the JDC-OC are accessible to participants of the component or any volunteer authorized only.

Grandstands and presentation rooms are open to the general public. In the event that the capacity of a room or space is insufficient, the following criteria will be used to control access:

1. JDC participants
2. JDC partners
3. University professors present
4. General public

The venues where ceremonies take place are reserved for members of the delegation as designated in the "Delegation" section, external chaperones and guest speakers invited by JDC-OC.

Anyone wishing to attend a presentation of the academic component or the social case will be refused access to the presentation room if identified by a university.

5.6. Replacements

5.6.1. Replacing a delegation

Exceptionally, certain situations may arise during the JDC that prevent a participant from taking part in the event for which he or she is registered. In order to avoid disqualification of its team, a delegation may see to the replacement of one or more participants, provided that the reasons for the participant's incapacity are justified in the "Authorized reasons for replacement" section.

A replacement is eligible if he/she meets the participant's eligibility criteria set out in the "Participant" section and in the rules for the event concerned. Please note that an accompanying person who meets the participant's eligibility criteria set out in the "Participant" section and in the rules for the event concerned may make a replacement.

Substitutions are possible for sporting events, social events and shifts for participation members only.

5.6.2. List of substitutes

The delegation committee must submit to the JDC-OC, no later than the registration deadline, the list of its substitutes for the sports and social sections.

A delegation may have, as official replacements for its sports teams, six (6) substitutes per day, i.e. six (6) for the first day of competition and six (6) for the second. There is a maximum of three (3) substitutes in total per day for a delegation participating in only one sport.

A delegation may have a total of two (2) official social team replacements for the first day of competition and two (2) for the second. There is a maximum of two (2) replacements for a delegation's social team for the entire duration of the event.

No replacement list is required for shift replacements for participation members. Any person in the delegation can make a replacement, even an external chaperone, without loss of points for the delegation.

5.6.3. Replacement procedures

A delegation wishing to make a replacement must submit a request to the JDC-OC. The JDC-OC accepts or rejects the replacement after evaluation of the situation by the JDC-OC execs concerned.

A participant who is replaced by his delegation will no longer be able to take part in the events for the day of the replacement. He may be replaced by a maximum of one (1) person per day. In the event of a change of substitute during the event, the change will take effect at midnight.

The replacement is effective as soon as it has been approved by the JDC-OC. Authorized reasons for replacement

The authorized reasons for replacing a participant during the JDC are as follows:

- Injury deemed sufficiently serious by the JDC-OC
- Circumstances beyond the participant's control deemed sufficiently serious by the JDC-OC
- Participation in the Surprise case (see point 7.3.4.4.)

Under no circumstances will incapacity due to lack of judgment on the part of the participant be accepted as an authorized reason for replacement.

5.7. Participation fees

5.7.1. Referee fees

In order to ensure the services of referees as presented in the "Evaluator" section for sports competitions, all universities pay an amount set by the JDC-OC, on a date determined by the latter, as a referee fee. The amount collected is used exclusively to pay the costs associated with the presence of referees, such as, where applicable, salaries, travel expenses, accommodation, etc.

If the total sum is not used in full by the JDC-OC, it will have to be redistributed equally to the universities.

6. Academic component

6.1. Importance

This component is the flagship of the JDC. It ensures the continuity of the event and attracts a great deal of attention from partners and teachers. This component must never be neglected, as it could jeopardize the survival of the JDC. It represents eighty-four (84) points in the overall evaluation of a delegation.

6.2. Events

6.2.1. Definition

All academic cases are allocated an equal percentage of points to the academic section, i.e. six (6) points per discipline. With the approval of the JDC Council, an Organizing Committee may, for a particular year, modify the composition of the academic component. The Organizing Committee must explain the reasons for its choice and obtain the approval of the JDC Council members by a simple majority vote.

The JDC conventional academic cases are as follows:

- Accounting
- Finance
- Taxation
- Operations and Logistics Management
- Sustainable Development
- Marketing
- Human Resources Management
- Organizational Information Systems

The JDC 2.0 academic cases are as follows:

- Business Strategy
- International Business

The JDC academic challenge cases are as follows:

- Surprise
- Interactive
- Debate
- Entrepreneurship

More detailed descriptions of these academic cases are given in Appendix D.

6.2.2. Modification to the list of cases

The removal of a case, the addition of a case, the merging of two cases or a major revision of the content of a case constitutes a modification to the list of cases.

A modification for more than one year or a permanent modification to the list of JDC academic cases must be voted by the JDC Council subject to the rules in force presented in the "Modification to the Charter" section.

Any changes to the list of events must be adopted no later than the Spring Congress. A modification to the list of events may be implemented after this date, provided that the Organizing Committee is in favor of the modification and that it is approved by the members of the JDC Council by an absolute majority vote. In the event that the JDC-OC concerned is not yet considered to be the JDC-OC, it will necessarily be given the right to speak on this point at the meetings.

6.2.3. Case writing

Cases are written by the teaching staff of the host university, by a corporation, a particular order, a business partner or any other person or organization capable of writing academic cases, including the JDC-OC.

At all times, the JDC-OC must ensure that the writer is impartial, that the case is written in complete confidentiality, and the originality of the case (i.e., that it has never been used before).

To ensure compliance with the various criteria, the JDC-OC may set up a committee or appoint a person to review the various academic cases.

6.2.4. Ethics and intellectual property

Participants in academic events are required to sign an ethics and intellectual property form indicating that each team renounces intellectual property rights to their ideas.

6.3. General principles

6.3.1. Team composition

6.3.1.1. Team composition for conventional, hybrid, 2.0. and Entrepreneurship cases

A conventional, 2.0 and Entrepreneurship academic case resolution team is made up of three (3) participants. In the event that a university is unable to present three (3) participants, it is authorized to carry out the resolution with a team reduced to two (2) participants, after informing the JDC-OC. All requests made before the official registration date must be accompanied by a request for a waiver to enable the JDC-OC to decide whether to reject the request. A university may not take part in these academic events if it has only one (1) participant.

6.3.1.2. Team composition for Surprise case

To take part in the Surprise case, the participant must meet the eligibility requirements of the charter and be part of the delegation.

6.3.1.3. Team composition for Interactive case

An Interactive case team is composed of four (4) participants. In the event that a university is unable to present four (4) participants, it is authorized to carry out the resolution with a team reduced to three (3) participants after informing the JDC-OC. Any request made before the official registration date must be accompanied by a request for a waiver to enable the JDC-OC to accept or reject the request. A university may not take part in this academic event if it has only two (2) or fewer participants.

6.3.1.4. Team composition for Debate

A Debate team is made up of four (4) participants, of whom only three (3) will be required to speak during the debates. Should a university be able to present only three (3) participants, it is authorized to do so after informing the JDC-OC. All requests made before the official registration date must be accompanied by a request for a waiver to enable the JDC-OC to decide whether or not to accept the request. A university may not take part in this academic event if it has only two (2) or fewer participants.

6.3.1.5. Team composition for Tax case

A minimum of one (1) participant must be an undergraduate student. The other two (2) members may be either first-year CPA students or undergraduates.

6.3.1.6. Team composition for Accounting case

Undergraduates and first-year graduate students in the CPA pathway are specifically eligible to participate in this academic event.

6.3.2. Language

6.3.2.1. Language of academic cases

When registering each team, the university must specify the language preference of each participant. A participant opting for French will receive one (1) copy of the case in French, while a participant opting for English will receive one (1) copy of the case in English. For the sake of sustainable development, no extra cases will be supplied in paper format to the teams. However, a digital version in both languages will be available on the computer.

Presentations can be made in either English or French, without any risk of discrimination against participants, as long as the slides are illustrated in the language presented. Participants must ensure that their presentation is clear and fluent to maximize their points in the evaluation criteria.

6.3.2.2. Language of debate

Simultaneous French-English translation will be provided for the Debate event.

Each individual can choose his or her own debating language. This person will have to debate in this language in all debates. Participants must announce their language at the start of each debate and at registration, so that simultaneous translation can be provided for debates requiring it.

6.3.3. Isolation

6.3.3.1. Isolation for conventional, hybrid, 2.0 cases & Entrepreneurship Round 1

To ensure that no participant benefits from privileged information before starting his or her resolution period, participants in academic cases must report to the isolation room at the time scheduled by the CO-JDC.

Any team arriving late for isolation will be met by the JDC-OC to assess the situation. No disqualification will be made until the team has completed its event. In the event of a judgment in favor of a penalty or disqualification of the team, depending on the circumstances, the coordinator will be informed after the JDC. Disqualification cannot be questioned, and results are final.

No personal belongings are allowed in the isolation room, with the exception of equipment authorized by the JDC-OC and a scientific calculator (non-programmable and not branded with a university logo). Wallets, purses, cell phones, smartwatches, laptops, USB sticks, course notes, textbooks, stationery and other materials are prohibited when the team enters isolation. Possession of one or more prohibited items in the isolation room will result in immediate seizure of the offending item by the JDC-OC, and an assessment will be made as to the fate of the team in question. In the event of a judgment in favor of a penalty or disqualification of the team, depending on the circumstances, the coordinator will be informed after the JDC. Disqualification cannot be questioned, and results are final. The JDC-OC is not responsible for confiscated personal effects.

A strict process will be implemented by the JDC-OC to prevent any communications by participants in isolation with other people during the isolation period. It is the participant's responsibility to respect the displacement process and the communication limits indicated. Violation of these rules will automatically result in an evaluation to determine the fate of the team in question. In the event of a judgment in favor of a penalty or disqualification of the team, the coordinator will be informed after the JDC. Disqualification cannot be questioned, and results are final.

6.3.3.2. Isolation for Entrepreneurship Round 2

Following the presentation of round 1, all teams will return to isolation until the start of round 2. Any communication regarding the case with other participants is strictly forbidden. In the event of a judgment in favor of a penalty or disqualification of the team, depending on the circumstances, the coordinator will be informed after the JDC. Disqualification cannot be questioned, and results are final.

6.3.3.3. Isolation for Surprise case

Teams will be offered 15 minutes' isolation to refocus before their presentation.

6.3.3.4. Isolation for Interactive case

All teams will be isolated in their rooms at the time agreed by the JDC-OC. The room will be thoroughly searched before the resolution begins. Following the presentation, all teams will return to isolation until the finalists are announced. Finalist teams will remain in isolation until the 2nd round.

6.3.4. Resolution

6.3.4.1. Resolution for conventional cases

Each team will be allocated a suitable resolution room to prepare its presentation. A PowerPoint presentation is required during the jury presentation. The resolution period is a fixed three (3) hours.

The team must bring all materials necessary for solving a case, including laptops, in accordance with the list provided by the Organizing Committee (OC). The excel templates for Finance, Taxation and Accounting cases and PowerPoint templates for the other cases **must be submitted on a date set by the JDC Organizing Committee (OC).**

All personal effects are forbidden during the resolution, with the exception of materials required by the CO-JDC. The CO-JDC is responsible for providing spare computers in case of breakage. However, it is not responsible for any loss of time incurred and no additional time will be granted to a team, with the exception of a case deemed exceptional by the Organizing Committee. **Internet can be used in the resolution of conventional cases.**

The only sites accessible will be public sites, with the exception of the collaborative work platform authorized by the JDC-OC. In other words, any site/page/database requiring a username and/or password for access will be strictly forbidden. Downloading and uploading of documents is prohibited. Sites created by participants, delegations, universities or coaches are prohibited. All documents residing on a platform such as Google Drive, Dropbox, Box.com, etc. are also prohibited. All blog-type sites (Reddit, Tumblr, Pinterest, etc.) are prohibited. Monitoring software will be in place to ensure that no team can access prohibited information. Until the prize-giving ceremony, the data collected by the software may be revised. In the event of a breach of the rules, an appropriate penalty, up to and including disqualification of the team, will be applied. The sanction cannot be questioned, and the results are final. In the event of a decision in favor of a penalty or disqualification of the team, the coordinator will be informed after the JDC.

The JDC-OC ensures the confidentiality and destruction of documents produced by the teams during their resolution. It also ensures that the presentation video is kept in the archives of the RÉFAEC web platform.

The JDC Organizing Committee (OC) will ensure that a volunteer arrives fifteen (15) minutes before the end of the resolution period to inform teams of the remaining time. A final version of the PowerPoint presentation will be collected by the volunteer using a USB key provided by the JDC-OC and brought to the pitch room. The presentation will then be uploaded to a shared Drive accessible to the judges and displayed at the front during the presentation.

6.3.4.2. Resolution for 2.0 cases - International Business & Strategy

Each team will be allocated a suitable resolution room in which to prepare its presentation. A PowerPoint presentation is required during the jury presentation. The resolution period is a fixed duration of four (4) hours.

The team must bring all the necessary materials for case resolution, including laptops, as outlined in the list provided by the Organizing Committee (OC). All personal effects are

forbidden during the resolution, with the exception of materials **listed on the document provided by the JDC Organizing Committee (OC). PowerPoint templates must also be submitted by a date set by the JDC-OC.** The JDC-OC will provide spare computers in case of breakage. However, it is not responsible for any loss of time incurred and no additional time will be granted to a team, with the exception of a case deemed exceptional by the Organizing Committee. The Internet may be used to respond to problems, and will be accessible on computers provided by the JDC-OC, should these be supplied.

The only sites accessible will be public sites, **with the exception of the collaborative work platform authorized by the JDC-OC.** In other words, any site/page/database requiring a username and/or password for access will be strictly forbidden. Downloading and uploading of documents is prohibited. Sites created by participants, delegations, universities or coaches are prohibited. All documents residing on a platform such as Google Drive, Dropbox, Box.com, etc. are also prohibited. All blog-type sites (Reddit, Tumblr, Pinterest, etc.) are prohibited.

Monitoring software will be in place to ensure that no team can access prohibited information. Until the prize-giving ceremony, the data collected by the software may be revised. In the event of a breach of the rules, an appropriate penalty, up to and including disqualification of the team, will be applied. The sanction cannot be questioned, and the results are final. In the event of a decision in favor of a penalty or disqualification of the team, the coordinator will be informed after the JDC.

The CO-JDC ensures the confidentiality and destruction of documents produced by the teams during their resolution. It also ensures that the presentation video is kept in the archives of the RÉFAEC web platform.

The JDC Organizing Committee (OC) will ensure that a volunteer arrives fifteen (15) minutes before the end of the resolution period to inform teams of the remaining time. A final version of the PowerPoint presentation will be collected by the volunteer using a USB key provided by the JDC-OC and brought to the pitch room. The presentation will then be uploaded to a shared Drive accessible to the judges and displayed at the front during the presentation.

6.3.4.3. Resolution for Entrepreneurship case

Each team will be allocated a suitable resolution room in which to prepare its presentation. A PowerPoint presentation is required during the jury presentation **for round 2 only. During round 1, PowerPoint presentations will not be accepted and are replaced by a one-pager to be displayed on the screen during presentations.** Resolution periods are a fixed two (2) hours for round 1, and three (3) hours for round 2.

The team must bring all the necessary materials for case resolution, including laptops, as outlined in the list provided by the Organizing Committee (OC). All personal effects are forbidden during the resolution, with the exception of materials **listed on the document provided by the JDC Organizing Committee (OC).** The CO-JDC is responsible for providing spare computers in case of breakage. However, it is not responsible for any loss of time incurred and no additional time will be granted to a team, with the exception of a case deemed exceptional by the

Organizing Committee. The Internet may be used to respond to problems, and will be available on computers supplied by the CO-JDC, should these be provided.

The only sites accessible will be public sites, **with the exception of the collaborative work platform authorized by the JDC-OC**. This means that any site/page/database requiring a username and/or password to access will be strictly forbidden. Downloading and uploading of documents is also prohibited. Sites created by participants, delegations, universities or coaches are prohibited. All blog-type sites (Reddit, Tumblr, Pinterest, etc.) are prohibited.

Monitoring software will be in place to ensure that no team can access prohibited information. Until the prize-giving ceremony, the data collected by the software may be revised. In the event of a breach of the rules, an appropriate penalty, up to and including disqualification of the team, will be applied. The sanction cannot be questioned, and the results are final. In the event of a decision in favor of a penalty or team disqualification, the coordinator will be informed after the JDC.

The CO-JDC ensures the confidentiality and destruction of documents produced by the teams during their resolution. It also ensures that the presentation video is kept in the archives of the RÉFAEC web platform.

The JDC Organizing Committee (OC) will ensure that a volunteer arrives fifteen (15) minutes before the end of the resolution period to inform teams of the remaining time. A final version of the PowerPoint presentation will be collected by the volunteer using a USB key provided by the JDC-OC and brought to the pitch room. The presentation will then be uploaded to a shared Drive accessible to the judges and displayed at the front during the presentation.

6.3.4.4. Resolution for Surprise case

Coordinators are responsible for confirming the members participating in the Surprise case on the date set by the JDC-OC. It is the coordinator's duty to collaborate with the JDC-OC in order to avoid scheduling conflicts. It is also the coordinator's duty to notify the JDC-OC if a member of the participation component is participating in the presentation. If an athlete is doing the Surprise case, the coordinator must ensure that the information is communicated to the JDC-OC before the Surprise case registration deadline. In the event of a scheduling conflict, a replacement for the athlete in question will be authorized for any party with a scheduling conflict.

Each university will receive the Surprise case mandate on a date **that will be determined in advance by the JDC Organizing Committee (OC)**. The resolution period will be thirty (30) days following receipt of the mandate, and the delivery date will be communicated at the same time as the mandate. During the resolution period, the teams may receive requests for changes or specifications to the mandate from the company.

- Team PowerPoint presentations in .pdf and .ppt format should be uploaded to the drive no later than the date determined by the JDC-OC
- The nomenclature must be that specified by the JDC-OC
- The presentation file used will be a PowerPoint file

No team will be assigned a resolution room before presentation to the jury. Each team will have an isolation period. The JDC-OC will ensure that the presentation video is kept in the archives of the RÉFAEC web platform.

6.3.4.5. Resolution for Interactive case

Each team will have its hotel room as a resolution room to prepare its presentation. A PowerPoint presentation is required during the jury presentation. The resolution period for the first round is a fixed twenty-four (24) hours. The resolution period is complemented by an interactive component. Each team will receive additional information throughout the resolution process. The information will be given to the team in paper or digital format. The JDC-OC reserves the right to interact with the teams by giving them additional information as many times as necessary. No interaction will take place after the twelfth (12) hour of the resolution.

The team must bring all the equipment needed to solve a case, including computers. Cell phones, tablets, pagers and smartwatches are forbidden during resolution. Possession of one or more prohibited items during resolution will result in immediate seizure of the offending item by the JDC-OC, and an assessment will be made as to the fate of the team in question. In the event of a judgment in favor of a penalty or disqualification of the team, depending on the circumstances, the coordinator will be informed after the JDC. Disqualification cannot be questioned, and results are final. The JDC-OC is not responsible for confiscated personal effects. A team is allowed only one (1) computer per person, for a total of four (4) per team. The Internet may be used to solve problems.

The only sites accessible will be public sites, **with the exception of the collaborative work platform authorized by the JDC-OC and the AI tool authorized by the JDC-OC if it requires connection on an account.** In other words, any site/page/database requiring a username and/or password to access will be strictly forbidden. Downloading and uploading of documents is prohibited. Sites created by participants, delegations, universities or coaches are prohibited. All documents residing on a platform such as Google Drive, Dropbox, Box.com, etc. are also prohibited. All blog-type sites (Reddit, Tumblr, Pinterest, etc.) are prohibited.

Monitoring software will be in place to ensure that no team can access prohibited information. Until the prize-giving ceremony, the data collected by the software may be revised. In the event of a breach of the rules, an appropriate penalty, up to and including disqualification of the team, will be applied. The sanction cannot be questioned, and the results are final. In the event of a decision in favor of a penalty or disqualification of the team, the coordinator will be informed after the JDC.

The JDC-OC ensures the confidentiality and destruction of documents produced by the teams during their resolution. It also ensures that the presentation video is kept in the archives of the RÉFAEC web platform.

The JDC Organizing Committee (OC) will ensure that a volunteer arrives fifteen (15) minutes before the end of the resolution period to inform teams of the remaining time. A final version of the PowerPoint presentation will be collected by the volunteer using a USB key provided by the JDC-OC and brought to the pitch room. The presentation will then be uploaded to a shared Drive accessible to the judges and displayed at the front during the presentation.

Once the finalists have been announced, teams moving on to round 2 will have one (1) hour to edit their presentation and prepare for the presentation of the complementary mandate. Teams will be allowed to bring their own personal computers. The same rules regarding Internet use apply to this round.

6.3.4.6. Resolution of Debate

Each team will be allocated a suitable room in which to prepare its debate. The resolution period is a fixed duration of thirty (30) minutes for each round, without the use of computers.

6.3.5. Presentation

6.3.5.1. Presentation of conventional, hybrid cases & Interactive Round 1

Each team has twenty (20) minutes to present its case to the judges.

The timekeeper displays a sign when ten (10) minutes, five (5) minutes, two (2) minutes and thirty (30) seconds remain in the presentation. During the last ten (10) seconds, he indicates with both hands the number of seconds remaining. A team that has not completed its presentation after twenty (20) minutes will be stopped by the timekeeper to proceed to the question period.

A question period of up to five (5) minutes is allocated to the jury at the end of the presentation. If a team has not finished answering the question after 5 minutes, the team has the right to finish its answer, but if a judge is speaking or the team has not started answering, the question period will be stopped. Any question period may be conducted in French and/or English without any risk of discrimination against participants, as long as all the answers given are in the same language. Participants must ensure that their answer is clear and fluent to maximize their points in the evaluation criteria.

6.3.5.2. Presentation of 2.0. and Surprise cases

Each team has twenty-four (24) minutes to present its case to the judges. Presentation time will be divided as follows:

Twelve (12) protected minutes of introduction

The first twelve (12) minutes of the presentation are considered protected. This means that teams can present without worrying about being interrupted by the judges.

Ten (10) unprotected minutes

During the next ten (10) minutes, the judges may interrupt the presentation to ask clarifying questions on the subject presented at that time. The judge must limit himself to fifteen (15) seconds to ask his question, and one question per slide. The team must answer the question, but may then continue its presentation without waiting for the judge's approval.

Judges will not be able to question a subject that has already been covered, or that has not yet been covered. These questions should be addressed during the question period at the end of the presentation.

Two (2) minutes of protected conclusion

The last two (2) minutes of the presentation serve to conclude the presentation, and are protected from questions from the judges.

Time display

The timekeeper displays a sign when twelve (12) minutes, seven (7) minutes, two (2) minutes and thirty (30) seconds remain in the presentation. During the last ten (10) seconds, he uses both hands to indicate the number of seconds remaining. The twelve (12) minute signal indicates the start of the unprotected period, while the two (2) minute signal indicates the end of the unprotected period.

For their part, the judges will be notified of the start and end of the unprotected period by means of a signal. visual (stopwatch, coloured signs, etc. at the discretion of the Organizing Committee).

Question period

A question period of up to five (5) minutes is allocated to the jury at the end of the presentation. If a team has not finished answering the question after 5 minutes, the team has the right to finish its answer, but if a judge is speaking or the team has not started answering, the question period will be stopped. Any question period may be conducted in French and/or English without any risk of discrimination against participants, as long as all the answers given are in the same language. Participants must ensure that their answer is clear and fluent to maximize their points in the evaluation criteria.

6.3.5.3. Presentation of Entrepreneurship case

Each team must make a total of two (2) presentations. For round 1, each team has five (5) minutes to present its case to the judges, with no question period afterwards.

Time display

The timekeeper displays a sign when two (2) minutes and thirty (30) seconds remain in the presentation. During the last ten (10) seconds, he indicates, with both hands, the number of seconds remaining. A team that has not completed its presentation after five (5) minutes will be stopped by the timekeeper.

For round 2, teams have twenty (20) minutes each plus five (5) minutes for questions. Presentation time will be divided as follows

Five (5) protected minutes

The first five (5) minutes of the presentation are considered protected. This means that teams can present without worrying about being interrupted by the judges. These five (5) minutes must be used by the team to present the project in the form of an "elevator pitch".

Ten (10) unprotected minutes

During the next ten (10) minutes, judges may interrupt the presentation to ask clarifying questions on the subject presented at that time. The judge must limit himself to fifteen (15) seconds to ask his question. The team must answer the question, but may then continue its presentation without waiting for the judge's approval.

Judges will not be able to question a subject that has already been covered, or that has not yet been. These questions should be addressed during the question period at the end of the presentation.

Five (5) minutes of protected conclusion

The last five (5) minutes of the presentation are used to conclude the presentation, and are protected from questions from the judges.

Time display

The timekeeper displays a sign when fifteen (15) minutes, ten (10) minutes, five (5) minutes, two (2) minutes and thirty (30) seconds remain in the presentation. During the last ten (10) seconds, he uses both hands to indicate the number of seconds remaining. A team that has not completed its presentation after twenty (20) minutes will be stopped by the timekeeper to proceed to the question period.

For their part, the judges will be notified of the start and end of the unprotected period by means of a signal. visual (stopwatch, coloured signs, etc. at the discretion of the Organizing Committee).

Question period

A question period of up to five (5) minutes is allocated to the jury at the end of the presentation. If a team has not finished answering the question after 5 minutes, the team has the right to finish its answer, but if a judge is speaking or the team has not started answering, the question period will be stopped.

6.3.5.4. Presentation of Interactive Round 2

Each team has twenty (20) minutes to present its case to the judges.

The timekeeper displays a sign when ten (10) minutes, five (5) minutes, two (2) minutes and thirty (30) seconds remain in the presentation. During the last ten (10) seconds, he indicates with both hands the number of seconds remaining. A team that has not completed its presentation after twenty (20) minutes will be stopped by the timekeeper to proceed to the question period.

A question period of up to ten (10) minutes is allotted to the jury at the end of the presentation. If a team has not finished answering the question after ten (10) minutes, the team has the right to finish its answer, but if a judge is speaking or the team has not started answering, the question period will be stopped.

6.3.5.5. Presentation of Debate

Oral debates will last a total of thirty (30) minutes in the qualifying rounds, in the quarter-final, semi-final and final.

Oral debates are conducted in accordance with the rules set out in Appendix E.

6.3.5.6. Classification and division of Interactive case

All Interactive case teams will be separated into divisions. The number of divisions is at the discretion of the JDC-OC. The best teams in each division will be invited to present at the Interactive Case Finals, where 6 teams will advance to the finals. The JDC-OC trains the judges to ensure fairness.

A different jury will be assigned to each division. For the final presentations, the jury will be made up of one minimum of two (2) judges from each preliminary round division

Teams in each division will be selected at random. The order of presentation for the preliminary round will be determined at random. The order of presentation for the final will follow the order of presentation of the preliminary round with the finalist teams.

Finalist teams will be allowed to revise their PowerPoint presentation, with permission to make changes during the hour before the final presentation.

6.3.6. Respect of the time limit

6.3.6.1. Respect of the time limit for conventional, hybrid and Interactive cases

Participants' presentations must last a minimum of eighteen (18) minutes. There is a penalty of one (1) point for every thirty (30) seconds less than this minimum, with no limit on the number of points lost.

A team whose presentation lasts less than ten (10) minutes will be disqualified and will receive an overall score of zero (0) for its university in this event.

6.3.6.2. Respect of the time limit for 2.0. and Surprise cases

Participants' presentations must last a minimum of twenty (20) minutes. There is a penalty of one (1) point for every thirty (30) seconds less than this minimum, with no limit on the number of points lost.

A team whose presentation lasts less than twelve (12) minutes will be disqualified and will receive an overall score of zero (0) for its university in this event.

6.3.6.3. Respect of the time limit for Entrepreneurship case

Participants' Round 1 presentations must last a minimum of four and a half minutes (4:30). There is a penalty of one (1) point for every thirty (30) seconds less than this minimum, with no limit on the loss of points.

Participants' Round 2 presentations must last a minimum of eighteen (18) minutes. There is a penalty of one

(1) point for every thirty (30) seconds less than this minimum, with no limit on the loss of points.

A team whose presentation lasts less than ten (10) minutes will be disqualified and will obtain a score of zero

(0) in the overall ranking for its university in this event.

6.3.7. Evaluation grids

6.3.7.1. Evaluation grid for conventional cases, Business Strategy, International Business, Interactive, Surprise & Entrepreneurship Round 2

Content	60%
Structure & Coherence	15%
Presentation flow	
Organization and coherence of ideas	
Ability to synthesize	
Quality of Recommendation(s) Proposed	40%
Understanding of the mandate and the key issues	
Feasibility and consideration of the company's context and environment	
Consideration of the impact of collateral variables in the proposal and its implementation	
The proposed idea generates clearly identified positive outcomes by the team	
The team demonstrates originality, innovation, and justifies its proposals well	
The team has addressed all the issues raised in the mandate	
Sustainable Development	5%
The recommendations address aspects of sustainable development throughout the presentation (social, economic, environmental, and/or governance)	
Presentation	30%
Quality of Visual Support	10%
No grammatical, spelling, and syntax errors in the visual support	
The visual support is clear, concise, and visually appealing	
Sources are identified	
Quality of the Presentation	10%
Team synergy	
Speaking ease & quality of language used	
Professionalism	
Time Management	10%
Consistent pace through the entire presentation	
Complete coverage of the content	
Balanced participation of team members during the presentation	
Question Period	10%
Quality of answers	
Conciseness of answers	
Balanced participation of team members during the question period	
TOTAL	100%

6.3.7.2. Evaluation grid for Entrepreneurship case Round 1:

Content	60%
Structure & Coherence	15%
Presentation flow	
Organization and coherence of ideas	
Ability to synthesize	
Quality of Recommendation(s) Proposed	40%
Understanding of the mandate and the key issues	
Feasibility and consideration of the company's context and environment	
Consideration of the impact of collateral variables in the proposal and its implementation	
The proposed idea generates clearly identified positive outcomes by the team	
The team demonstrates originality, innovation, and justifies its proposals well	
The team has addressed all the issues raised in the mandate	
Sustainable Development	5%
The recommendations address aspects of sustainable development throughout the presentation (social, economic, environmental, and/or governance)	
Presentation	40%
Quality of the Presentation	30%
Team synergy	
Speaking ease & quality of language used	
Professionalism	
Ability to persuade the judges	
Time Management	10%
Consistent pace through the entire presentation	
Complete coverage of the content	
Balanced participation of team members during the presentation	
TOTAL	100%

6.3.7.3. Evaluation grid for Debate

The Debate evaluation grid follows the following format:

- Argumentation: 60%
- Structure: 15%

- Shape: 15%
- Cohesion: 10%
- Argumentation component: (60%)

Presentation of arguments: maximum of forty (40) points distributed as follows, for each of the four (4) arguments provided:

- 1 point for identifying the argument
- 3 points for his explanation
- 3 points for support
- 3 points for relevance

Refutation of the opposing party's argument: maximum of twenty (20) points, distributed as follows: For each of the four (4) arguments refuted:

- 2 points for the explanation of the rebuttal
- 1 point for support
- 2 points for relevance

Structural component (15%):

- Follow a presentation plan: introduction, arguments, rebuttal, reconstruction, conclusion
- Individual evaluation of each speaker :
- Prime Minister or Leader of the Opposition: maximum 5 points
- First representative: maximum 3 points
- Second representative: maximum 4 points
- Conclusion by the Prime Minister or Leader of the Opposition: maximum of 3 points

Form component (15%):

- Language level, presence and elocution
- Individual evaluation of each speaker :
- Prime Minister or Leader of the Opposition: maximum 5 points
- First representative: maximum 3 points
- Second representative: maximum 4 points
- Conclusion by the Prime Minister or Leader of the Opposition: maximum of 3 points

Cohesion component (10%):

- Knowledge of and respect for the subject: maximum of 5 points
- Consistency between speaking turns: maximum of 5 points

Ethics and decorum component:

In the event of a breach of ethics or decorum, the judges may deduct up to 10% from the offending team's score. In the case of severe breaches, the judges may penalize the offending team beyond the 10% set out in the grid, up to a maximum of 20%. This option should only be used in a situation deemed unacceptable, and must be justified to the CO-JDC.

Respect for time :

Speaking times are detailed in Appendix E. Failure to comply with speaking time limits will result in the following penalties:

- Speaking time 30 seconds under the allotted time: 5 point penalty
- Exceeding the 5-second grace period: 25 point penalty

Time penalties are calculated for each speaker.

The detailed grids are given to the representative at the JDC Council meeting following the event, except in exceptional circumstances.

6.3.7.4. Evaluation grid for Sustainable Development case

Sustainable Development Grid	
Content	60%
Structure & Coherence	10%
Presentation flow	
Organization and coherence of ideas	
Ability to synthesize	
Quality of Recommendation(s) Proposed	50%
Understanding of the mandate and the key issues	
Feasibility and consideration of the company's context and environment	
Consideration of the impact of collateral variables in the proposal and its implementation	
The proposed idea generates clearly identified positive outcomes by the team	
The team demonstrates originality, innovation, and justifies its proposals well	
The team has addressed all the issues raised in the mandate	
Presentation	30%
Quality of Visual Support	10%
No grammatical, spelling, and syntax errors in the visual support	
The visual support is clear, concise, and visually appealing	
Sources are identified	
Quality of the Presentation	10%
Team synergy	
Speaking ease & quality of language used	
Professionalism	
Time Management	10%
Consistent pace through the entire presentation	

Complete coverage of the content	
Balanced participation of team members during the presentation	
Question Period	10%
Quality of answers	
Conciseness of answers	
Balanced participation of team members during the question period	
TOTAL	100%

6.4. Evaluation

In today's business environment, every player needs to be aware of the role that ethics and sustainable development must play in business. These two (2) aspects are an integral part of any solution and its implementation. They must respect the know-how of a competent and responsible manager.

The detailed and completed grids are given to the coordinator at the JDC Council following the event. of the event, except in exceptional circumstances.

A specific evaluation guide for each case is drawn up by the person responsible for the case for use by the judges. This guide will help them to identify the important elements of resolution that should be raised by the participants, and will be used to determine the score awarded. It should be noted that the unweighted elements listed in the evaluation grid are elements that will be taken into account by the jury, depending on the context of the problem. These elements are guidelines to help the jury in its evaluation. The jury will be invited to ask at least one question of each team. In the absence of a question, all points will be awarded for the question period.

All team members must speak during the presentation. If, during a presentation, a team member fails to speak for at least one (1) minute, the team will be penalized ten (10) points on its final score (10%).

6.4.1. Evaluators

It is recommended that the JDC-OC offer its business partners the opportunity to sit as judges at the various academic events on the JDC program. Ideally, the case writer should sit on the jury, in order to clarify the subtleties hidden in the case questions he or she has submitted. As far as possible, except in cases of force majeure, the number of judges is a minimum of three (3) and a maximum of seven (7), and an odd-numbered panel is prioritized to avoid situations of equality. All jury members must be bilingual.

An evaluator cannot be a former participant of the last two (2) previous editions of JDC within a delegation unless it is a partner in an academic case.

6.5. One academic team - two (2) events

To enable each delegation to accumulate as many points as possible during the competition, a team or participant may take part in two (2) academic events or one sport. The university wishing to opt for one of these solutions must notify the JDC Council, at the latest, during the Fall Congress.

All requests made before the Fall Conference must be accompanied by a request for a waiver, to enable the CO-JDC to decide whether or not to accept the request and to adapt the schedule accordingly. Any request made after the Fall Convention will be immediately refused.

6.6. Appealing a decision

The jury's assessment of an academic test cannot be called into question, and the results of such an assessment are without appeal.

However, non-compliance with one or more sections of the JDC Charter, non-compliance with event-specific rules, the procedures used or flagrant cases of injustice may be appealed as described in the "Appeal procedures" section.

The JDC-OC ensures video recording of academic case presentations and debates, and keeps a copy of these recordings in case a judgment has to be made. However, the JDC-OC is not responsible for the loss or non-recording of videos due to human error on the part of the people responsible for recording the videos.

6.7. Tie-breaking procedures

In the event of a tie between two or more universities in an academic event, each team will be awarded the full points for the position for which there is a tie. There can be no ties between the first three positions.

6.8. Procedures in the event of a tie for the Academic Cup

In the event of a tie on the Academic Cup ranking, the Olympic style will be used in this order

1. Number of first places
2. Number of second places
3. Number of third places

If there is still a tie, the average score according to the academic grids will be used. If there is still a tie, the improvement over the previous year will be used. If there is still a tie, the number of Chouchou cards obtained by the delegation will be used. If there is still a tie, a draw will determine the winners.

7. Sports component

7.1. Importance

The sports component is particularly important, as it encourages a balance between a healthy body and a healthy mind. The sports section includes two (2) activities. It represents twelve (12) points of a delegation's overall evaluation. Each activity represents six (6) ranking points.

7.2. Events

7.2.1. Regulations

The JDC Council has approved the following list of sports, the holding of one or more of these sports indoors and/or outdoors is left to the discretion of the JDC-OC:

- Softball
- Broomball
- Dodgeball
- Flag football
- Field hockey
- Touch Rugby
- Kickball
- Soccer
- Tchoukball
- Ultimate frisbee
- Volleyball
- Basketball
- Handball

7.2.2. Choice of events

It is strongly recommended that the JDC-OC select one (1) of the JDC sports from the list of sports approved by the JDC Council. The second sport does not require Council approval and is left to the CJDC-OC's choice.

In the interests of fairness, we suggest choosing activities that will not give certain delegations an advantage over others.

Team sports and safe sports are encouraged. A first-aid service is available at the location of each activity.

7.3. Evaluation

The results of the sports teams are evaluated according to the rules of the sports presented by the JDC-OC.

7.3.1. Evaluators

It is compulsory to have referees on hand to officiate matches, whether or not the sport is usually self-refereed. The evaluators of the sporting events are federated referees for the eliminatory events. They have been trained by the JDC-OC in JDC operations and regulations. It is advisable to remunerate them to encourage them to provide a quality service.

If it is impossible to obtain the services of federated referees due to exceptional event circumstances, the JDC-OC must advise the members of the JDC Council of the situation and the alternatives applied.

The JDC-OC coordinates and monitors the work of the sports event evaluators.

7.4. Event sequence

7.4.1. Preparatory tournament

A preparatory tournament, commonly known as the JDC Challenge, may be held to give participants a chance to test themselves against each other before the JDC. Universities wishing to take part must send their application to the President of the JDC-OC no later than ten (10) days before the Summer Congress, providing the following information:

- A letter formalizing the application (an example can be found in the RÉFAEC Charter)
- A letter of endorsement from the RÉFAEC member association, including the minutes confirming the validity of the endorsement
- All other letters of support relevant to the candidacy, including minutes confirming the validity of the support
- A presentation of the project :
 - Presentation of facilities (indoor sports area, outdoor sports area, social area, debate area, dining area, equipment storage area);
 - Reception and meal logistics;
 - Transport logistics;
 - Proposal for end-of-day activity;
 - Innovation brought to the tournament.
- Project budget, including cost per participant.

The host delegation committee is responsible for the logistics of the preparatory tournament. The JDC-OC is responsible for evaluating the components presented at the preparatory tournament. The JDC-OC also assumes a role in the tournament competition to ensure that the event runs smoothly and complies with sporting regulations. The JDC-OC will propose dates prior to the Summer Congress to hold the preparatory tournament on a weekend when no other RÉFAEC event will be taking place.

The preparatory tournament must be set up in the same way as JDC sports. Charter procedures must be followed.

At the Summer Congress, the JDC Council will vote on whether to accept the nomination(s). The vote will be conducted according to the same principles as the CO nomination procedure set out in the RÉFAEC Charter.

In the event that no university applies to host the JDC Challenge, the JDC-OC will be responsible for organizing the event, but will be free to use the format of its choice, i.e. face-to-face, virtual or hybrid, so as not to require the host university to host the JDC Challenge in addition to the JDC.

For the preparatory tournament, the JDC-OC is responsible for determining the "pool" ranking by drawing up three (3) sub-groups if necessary. For official JDC pools, a draw will be made at the summer RÉFAEC.

7.4.2. Qualifications

The sporting events are divided into the following four (4) rounds:

	Participating teams	Number of games played
Preliminary rounds	All	4 minimum
Quarter-finals	8	1
Semi-final	4	1
Final and consolation final	2 (each)	1

7.4.3. Sports regulations

JDC sports must follow the rules and regulations of their respective federations. If modifications are required to accommodate JDC, they must be presented and approved by the JDC Council no later than the Summer Congress.

In order to avoid any interpretation of the rules, the JDC-OC is responsible for providing clear and precise regulations, particularly with regard to authorized equipment.

7.4.4. Tie-breaking procedures

In the event of a tie between two or more teams in a sporting event when establishing a teams will be ranked according to the following criteria:

1. Number of ranking points
2. Number of wins
3. Goal differential
4. Most goals scored
5. Fewer goals allowed
6. Fewer mistakes
7. The result of the match between the two tied teams (if available)
8. Random draw

7.4.4.1. Procedures in the event of a Sports Cup tie

In the event of a tie on the sports cup standings, the Olympic style will be used in this order

1. Number of first places
2. Number of second places
3. Number of third places
 - If there is still a tie, the number of wins vs. losses in both sports will be used;
 - If there is still a tie, the system of points for points against in both sports will be used;

- If there is still a tie, the improvement over the previous year will be used;
- If there is still a tie, a draw will determine the winners.

7.4.5. Language

The language used during sporting competitions is French and/or English. Delegation committees are responsible for appointing a team captain able to understand and express themselves in both languages.

7.5. Team training

7.5.1. Team composition

A sports team is composed of nine (9) participants. If the teams are mixed, female members and male members must each represent at least 33% of the total team. A minimum of 2 male members and 2 female members are required on the field. If the teams are separate for men and women, female members and male members must each represent 50% of the total sports delegation.

In addition, teams may not include a player from one of these categories in the same or related discipline as the sport being entered (e.g. ice hockey and boot field hockey):

- Athletes who are part of an intercollegiate team or similar level for athletes who have not attended college (CEGEP) in the last twenty-four (24) months prior to the first day of the upcoming JDC;
- Athlete who has been part of a varsity team within the last twenty-four (24) months prior to the first day of the upcoming JDC;
- National-level athlete within the last twenty-four (24) months prior to the first day of the upcoming JDC;
- Professional athlete (professional league or paid player) in life;
- Olympic-level athlete in life.

The JDC-OC reserves the right to add eligibility criteria for sportsmen according to the selected sports.

7.5.2. Captain

Each team must elect a captain, who must identify himself to the referee and the opposing captain at the start of each game. In addition to being the delegation coordinator, the captain is the only member of the team who can represent his or her team in dealings with the referees or the relevant authorities in the event of a dispute. He is also the designated representative in every situation where a decision has to be made on either side.

7.6. Appealing a decision

Decisions based on the judgement of a referee in a sporting event cannot be overturned. and the results are clear-cut.

However, non-compliance with one or more sections of the JDC Charter, non-compliance with event-specific regulations, the procedures used, participant discipline, the possibility of cheating or flagrant cases of injustice may be appealed as described in the "Appeal procedures" section.

8. Social component

8.1. Importance

The social component can include a variety of activities, the majority of which are designed to promote socialization and mutual support. The social component highlights the creative and artistic spirit of the participants, encouraging them to step out of their comfort zones. This component accounts for six (6) points of a delegation's overall evaluation.

8.2. Events

Some of the events in this section must remain secret until the start of the activity. The JDC-OC must present the vision of the social component at the Spring Congress (gala convention).

8.3. Language of the academic case

When registering each team, the university must specify the language preference of each participant. A participant opting for French will receive one (1) copy of the case in French, while a participant opting for English will receive one (1) copy of the case in English. For the sake of sustainable development, no extra cases will be supplied in paper format to the teams. However, a digital version in both languages will be available on the computer. Presentations may be made in either English or French, with no risk of discrimination against participants, as long as the slides are illustrated in the language presented. Participants must ensure that their presentation is clear and fluent to maximize their points in the evaluation criteria.

8.4. Evaluation

8.4.1. Evaluation grid

The evaluation includes three (3) different components:

"Spirit": 20%

Performance: 75%

Sustainable actions: 5%

"Spirit - 20%	
Social aspects	10%
Camaraderie, respect for others and team spirit (inter-team)	
Dynamism	10%
Initiative, proactivity, presence, energy and responsiveness	
Performance - 75%	
Sustainable actions - 5%	

9.4.1.1. Evaluation of the "Spirit" component

This component is evaluated as soon as the first pre-JDC activities determined by the CO-JDC have been carried out. An evaluation grid for this component will be presented at the Summer Congress preceding the event. It is given to the coordinator at the JDC Council meeting following the event.

9.4.1.2. Evaluation of the Performance component

The performance component is used to evaluate events organized by the JDC-OC for social teams. The importance and value of the activities must be communicated to participants prior to the competition or, in the case of a surprise event, at its unveiling.

It is important to note that, in this section, there is no ranking by activity. Each activity will be evaluated out of 100% and weighted according to its predetermined value in the performance section. This means that, for a given activity, several teams could be awarded the same result.

The academic case of the social component is equivalent to 25% of the evaluation of the Performance component. Delegates from the social component will receive their case one (1) month before the JDC. Delegates must submit their Powerpoint presentation by the date set by the CO-JDC. The presentation is 15 minutes long, with a 5-minute question period. The academic case will be evaluated according to the following evaluation grid.

Structure and coherence – 15%
Clarity of ideas presented
Fluidity of presentation
Quality of the proposed recommendation(s)– 40 %
Understanding of the mandate and the problem
Realism and consideration of the context and environment of the company
Taking into consideration the impact of collateral variables
The proposed idea generates positive impacts
The team demonstrates originality, innovation and daring
Depth and quality of research with identification of sources
Time management – 10%

Quality of the presentation – 10%
Quality of the visual support – 10%
Sustainable development – 5%
Social responsibility, Environment, Economic sustainability
Questions period – 10 %
Quality of responses offered
Promptness of responses

9.4.1.3. Evaluation of the Sustainable actions component

Insofar as participants in the social program are required to be creative, they are encouraged to source costumes and materials that have little or no negative impact on the environment. Participants will be asked to demonstrate the origin of any materials used, to encourage the reuse of materials.

8.4.2. Evaluators

The social component is evaluated by the JDC-OC VP social. He may choose to call on the services of his team. Insofar as possible, except in cases of force majeure, the number of judges is a minimum of four (4) and a maximum of six (6) and an odd-numbered panel is prioritized to avoid situations of inequity.

Social judges must be bilingual. To ensure fairness in the evaluation of events, judges must be selected by the JDC-OC as follows: the number of English-speaking judges will be in proportion to the number of English-speaking universities participating. For example, out of 12 universities, if 4 are recognized as English-speaking, that's 1/3. This means that one in three judges must be English-speaking. This rule remains flexible insofar as the JDC-OC chooses its judges while being aware of the rule (e.g.: 1 judge out of 4 also corresponds to the prorata if there are only 4 judges present).

8.5. Event sequence

8.5.1. Type of events

It is necessary to select activities that respect the *raison d'être* of JDC. Activities that include alcoholic beverages and tobacco, or that may offend the dignity of participants, are prohibited. Events involving nudity, sexuality or excessive consumption will not be tolerated. In the event of a breach of the rules, an appropriate penalty, up to and including disqualification of the team, will be applied. The sanction cannot be questioned, and the results are final.

An event judged to be in poor taste by participants may be appealed to the JDC Council during the event. The Council will then determine whether the results of this event should be included in the final ranking.

8.5.2. Language

Participants can take part in the social events in either French or English, without any risk of discrimination. Instructions for the various events are provided in French and English. The instructions for the different events are transmitted in French and English.

All interactions can be done bilingually, since at least one judge must be from an English-speaking school and one judge must be from a French-speaking school.

8.6. Team training

A social team is made up of a maximum of four (4) participants. There are no criteria for team composition.

A Social team consists of four (4) participants. In the event that a university is only able to present three (3) participants, it is authorized to do so after informing the JDC-OC. All requests made before the official registration date must be accompanied by a waiver request to enable the JDC-OC to decide whether or not to accept the request. A university may not take part in the social event if it has only two (2) or fewer participants.

A social team is entitled to only one (1) coach for the duration of the Jeux du Commerce weekend, in order to promote equity between the various delegations.

8.7. Appealing a decision

The jury's assessment of a social test cannot be called into question, and the results are without appeal.

However, non-compliance with one or more sections of the JDC Charter, the procedures used, participant discipline, the possibility of cheating or flagrant cases of injustice may be appealed as described in the "Appeal procedures" section.

8.8. Social Guide

The Social Guide must be submitted no later than the Summer Congress preceding the event.

9. Participation component

9.1. Importance

A total of six (6) points will be awarded to participation delegates for their overall contribution to the success of the JDC.

Each of the schools has a participation section made up of delegates who, prior to the competition, will have to prepare bold projects that will bring the competition to life. These projects are designed to make the JDC weekend unforgettable for all delegates present. During the competition, the mission of the Participation delegates is to bring a unifying spirit to the event by involving all the students from their school, as well as from the other delegations present.

9.2. Definition

This year, the participation component focuses on three core values: creativity, enthusiasm, and impact.

- **Creativity is the ability to transform the ordinary into something extraordinary, to reinvent projects and interactions with boldness and imagination.**
- **Enthusiasm is the energy and joy brought to every moment – collective excitement and authentic connection.**
- **Impact is the lasting impression left on others — not just about being loud, but making a meaningful difference.**

9.3. Evaluation

9.3.1. Evaluation grid

An evaluation grid for this component will be presented at the Summer Congress preceding the competition. The evaluation grid will be given to the coordinator at the JDC Council meeting following the event.

9.3.2. Evaluation

Participation delegates earn points for preparing their projects and presenting them at the competition. Participation delegates earn points when they demonstrate, but are not limited to:

- Respecting volunteer shift schedules and instructions
- Spreading the JDC energy before and during the weekend
- Encouraging other components
- Demonstrating eco-consciousness (avoiding new materials)
- Fostering unity, creativity, and respect

Participation delegates are part of the success of JDC, and therefore of the JDC Spirit. These delegates, from each university, will be part of the participation evaluation. The evaluators will make sure that each delegate in this component keeps to his or her schedule and is punctual.

Evaluation of the component is based on observations of the work of participating delegates.

9.3.3. Evaluators

The JDC-OC sets up and is responsible for the group of evaluators. It determines the number of members according to its needs. The group is composed as follows:

- JDC-OC Executives
- Participation judges

9.4. Participation Guide

The Participation Guide must be submitted no later than the Summer Congress preceding the event.

10. Contribution component

10.1. Importance

To convey a positive image of the JDC, the JDC-OC rewards the delegation that, prior to the JDC, was the most involved in its community. Although it requires no registration, this component represents six (6) points in the overall assessment.

10.2. Definition

The contribution component requires delegations to organize one or more activities in their community to promote JDC and the chosen foundation. The foundation must be presented at the Spring Congress (Gala Congress).

10.3. Evaluation

10.3.1. Evaluation grid

An evaluation grid for this component will be presented at the Summer Congress preceding the competition. The contribution component is measured through **three** distinct deliverables: the pre-contribution deliverable, the post-contribution deliverable **and the contribution case**.

In the pre-contribution deliverable, the university must describe the activities to be carried out by the delegation. Any activities or fundraising activities described must be approved by the JDC-OC and the chosen foundation. Correction of this deliverable will be carried out by the JDC-OC and is worth 10% of the component.

Pre-contribution deliverable criteria, rated on a minimum of four (4) aspects (for a total of 10 points) which are:

- Respecting the delivery date;
- Detailed explanation of community involvement;
- Original activities;
- Approval of the foundation and the JDC-OC.

In the post-contribution deliverable, the university must describe the impact of the activities on the supported organization. The university may provide various visual aids or appendices to

support the deliverable. This deliverable will be corrected by the JDC-OC and is valid for 90% of the component.

The criteria for the second part (post-contribution), graded on a minimum of eight (8) aspects **are assessed on at least 75% of the points** which are :

- Respecting the delivery date;
- The quality of the deliverable;
- Logistical follow-up with the foundation as needed;
- The monetary impact of fundraising;
- The originality, innovation, creativity and boldness of the business;
- Raising community awareness;
- Raising the profile of JDC.

10.3.2. Evaluators

Delegations' contributions are assessed by the JDC-OC before the JDC is held.

10.4. Contribution Guide

The Contribution Guide must be submitted no later than the Summer Congress preceding the event.

11. Benevolence

11.1. Importance

The Benevolence component is essential during the competition. A total of six (6) points will be awarded to universities for their professional conduct and general involvement during the JDC weekend.

11.2. Definition

Professionalism considers two (2) main aspects of the presence of delegates: respect and involvement.

Respect for a delegation is measured by the behavior of all its members, i.e. respect for rules and ethics, respect for others, and respect for premises and equipment.

The involvement of delegates is reflected in the fact that they all take part in JDC activities.

11.3. Evaluation

11.3.1. Evaluation grid

An evaluation grid for this component will be presented at the Summer Congress preceding the competition.

The evaluation grid will be given to the coordinator at the JDC Council meeting following the event.

11.3.2. Evaluation

Behavior that runs counter to the values of the JDC Spirit will result in a loss of points for the school concerned.

A delegation loses points if it fails to demonstrate professional behavior:

- Respect for premises and equipment;
- Respect for members of all delegations;
- Respect for the timetable from all delegates from each university;
- Respect for the instructions and rules of the JDC charter;
- Respect delivery dates and instructions for deliverables;
- Respect for communications with the CO-JDC;
- Etc.

A complete grid showing specific examples of loss of points awarded to a delegation will be presented at the Summer Congress before the JDC.

A delegation keeps its points when it demonstrates sustained involvement:

- Active presence of the entire delegation at activities organized by the CO-JDC;
- Active presence of all delegates at the events of their fellow delegates, in all categories.

Those in charge of the premises where JDC activities are held and security guards must be in contact with the CO-JDC or a representative of the latter during the event and report any incident.

General involvement in all academic, sporting and social events, as well as all activities organized as part of the JDC, are subject to evaluation by the assessors.

The CO-JDC sets up and is responsible for the group of evaluators. It determines the number of evaluators according to needs. This group is composed as follows:

- CO-JDC execs;
- Directors;
- Hotel managers;
- Security guards working on the various sites;
- Referees;
- Participation judges;
- Etc.

An impartial committee will be set up by the CO-JDC in the event of a significant loss of points, in order to validate the necessity of this punishment for the delegation in question. The committee will be made up of a member of the CO-JDC and two (2) external persons chosen by the CO.

11.3.3. Weighting of involvement and professionalism

Each delegation starts with six points. The evaluation is based on 100 points, and a conversion is made at the end of the competition to give a result of 6.

12. Out-of-competition section

12.1. Importance

The out-of-competition component, while not part of the overall competition evaluation, is essential to the "JDC Spirit". In fact, this section recognizes the constant involvement and efforts of various people associated with JDC. It allows us to thank each and every one of them for their commitment to making JDC the event it has become. This will help to light the JDC flame for new generations.

12.2. Committee of the Year

The Committee of the Year award recognizes excellence in the work of a delegation committee that has distinguished itself during the year, both with the CO-JDC and with its delegation and university.

12.2.1. Evaluation grid

Meeting deadlines - 20%	
Participant registration	
Payments	
Security deposit and arbitration fees	
Delivery of any other deliverables	
Quality of the deliverables	
Contribution at JDC Council meetings - 10%	
Meeting attendance	
Punctuality	
Relevance of observations	
Compliance with meeting procedures	
Appropriate attire	
Attitude and collaboration with the CO-JDC, Quality and speed of communications - 15%	
General attitude	
Consistent representatives	
Communication: The right person	
Delegation Committee - 45%	
Working with the delegation	15%

Recruitment, coaching, practices, etc.	
Community work	15%
External visibility: students, teachers, business community, etc.	
Spreading the "JDC Spirit"	15%
Motivation for delegation (bonding activity, etc.)	
Interactions with other delegations	
Improvement and progression of the committee - 10%	
New in preparation	
Improvements and developments in management methods	
Innovation within the committee	

The JDC-OC must take into account the specific realities of the various universities in its assessment.

12.2.2. Evaluators

The JDC-OC nominates the Committee of the Year.

12.2.3. Nominations

Before the date set by the JDC-OC, each competitions committee must submit a document explaining why it deserves the title of Committee of the Year. This document should detail its activities according to the evaluation grid. It will be left to the discretion of each delegation committee to send the JDC-OC any other form of document supporting their candidacy.

12.3. Recognition of involvement

12.3.1. Definition

All delegations benefit from strong support from various people who contribute to the success of the JDC. These people - teachers, lecturers, participants, volunteers, etc. - deserve to be recognized for their efforts.

Recognition of involvement enables each delegation to highlight the contribution of one or more several people at the JDC awards ceremony.

12.3.2. How it works

Each year, the JDC-OC determines the details of the Recognition of involvement component and informs the delegations at the JDC Council meeting at the Fall Congress.

12.3.3. Evaluators

The CO-JDC is responsible for nominating the award.

12.4. Guillaume-Samson Award

12.4.1. Definition

The Guillaume Samson Award recognizes excellence in the work of an individual who has distinguished himself or herself over the years, both in terms of the competition's continuity and its improvement. The award recognizes the dedication of an individual who stands out for his or her willingness to take the competition to the next level. The award is presented at the JDC closing evening.

12.4.2. Evaluation

- The award will be presented to an individual who stands out for his or her innovative ideas and perseverance in the progress of the competition;
- The candidate's approach is to bring delegations together as one big family;
- The candidate conveys the values of competition (healthy spirit of competition, surpassing oneself, etc.).

integrity and the desire to bring or maintain competition at a level of excellence).

12.4.3. Evaluators

Each delegation and the JDC-OC can choose whether or not to nominate an individual for the Prix Guillaume-Samson. The final decision is made by an impartial committee involving the JDC-OC and the host university.

12.5. MVP

In all divisions, there are members who stand out from the crowd and help their teams not only to surpass themselves, but also to raise the quality of the competition. These individuals push their limits and stand out for a number of skills and abilities applicable to their section.

12.5.1. How it works

Each year, the JDC-OC determines the details of the MVP award and informs the delegations at the JDC Council meeting at the Fall Congress.

12.5.2. Evaluators

The CO-JDC is responsible for nominating the award.

13. Global Assessment

The overall assessment for each delegation is calculated on the basis of the sum of points obtained in the various components.

Each team receives a score based on its position in the activity rankings. Because of their competitive nature, points for academic, sports and social cases are awarded as follows:

Ranking	Overall score
1 st	6.0
2 nd	5.7
3 rd	5.4
4 th	5.1
5 th	4.8
6 th	4.5
7 th	4.2
8 th	3.9

9 th	3.6
10 th	3.3
11 th	3.0
12 th	2.7
13 th	2.4
14 th	2.1

By their nature of camaraderie and involvement, points for contribution, participation and Benevolence are ranked out of 6 for each event and represent a score out of 100 reported on 6 points. For example, a delegation scoring 50% will receive 3 points in the overall ranking, while a delegation scoring 66.66% will receive 4 points. In this way, we ensure that each delegation receives the points they deserve for their efforts in these events, which are not about competitiveness, but rather camaraderie.

Appendices

Appendix A: List of Jeux du Commerce editions

1. 1989 - HEC Montréal
2. 1990 - University of Sherbrooke
3. 1991 - Laval University
4. 1992 - Concordia University
5. 1993 - Université du Québec à Chicoutimi (UQÀC)
6. 1994 - McGill University
7. 1995 - Université du Québec à Trois-Rivières (UQTR)
8. 1996 - Laval University
9. 1997 - University of Ottawa
10. 1998 - HEC Montréal
11. 1999 - Université du Québec en Outaouais (UQO, formerly UQÀH)
12. 2000 - Laval University
13. 2001 - ESG-UQÀM
14. 2002 - University of Ottawa
15. 2003 - Université du Québec en Outaouais (UQO)
16. 2004 - Sherbrooke University
17. 2005 - Université du Québec à Rimouski (UQAR)
18. 2006 - Laval University
19. 2007 - HEC Montréal
20. 2008 - Université du Québec à Trois-Rivières (UQTR)
21. 2009 - ESG-UQÀM
22. 2010 - John Molson School of Business (JMSB)
23. 2011 - University of Ottawa
24. 2012 - Laval University
25. 2013 - HEC Montréal
26. 2014 - Université du Québec à Trois-Rivières (UQTR)
27. 2015 - University of Sherbrooke
28. 2016 - Laval University
29. 2017 - Université de Moncton
30. 2018 - John Molson School of Business (JMSB)
31. 2019 - Université du Québec à Rimouski (UQAR), Lévis campus
32. 2020 - HEC Montréal
33. 2021 - ESG-UQÀM
34. 2022 - Laval University
35. 2023 - HEC Montréal
36. 2024 - ESG-UQÀM
37. 2025 – Laval University




Appendix B: List of host universities for the preparatory tournament


1. 2007, for JDC 2008- UQTR
2. 2008, for JDC 2009 - UQTR
3. 2009, for JDC 2010 - UQTR
4. 2010, for JDC 2011 - UQTR
5. 2011, for JDC 2012 - UQTR
6. 2012, for JDC 2013 - UQTR
7. 2013, for JDC 2014 - UQTR
8. 2014, for JDC 2015 - UQTR
9. 2015, for JDC 2016 - Université de Sherbrooke
10. 2016, for JDC 2017 - Université de Sherbrooke
11. 2017, for JDC 2018 - Université de Sherbrooke
12. 2018, for JDC 2019 - Université de Sherbrooke
13. 2019, for JDC 2020 - Université du Québec à Rimouski (UQAR), Lévis campus
14. 2020, for JDC 2021 - C.O. JDC (virtual edition - not applicable)
15. 2021, for JDC 2022 - C.O. JDC (no nominations)
16. 2022, for JDC 2023 - FSA ULaval

Appendix C: Official Jeux du Commerce logos

Jeux du Commerce 2014	 <p>JEUXDU2014 COMMERCE <small>Présenté par l'Université du Québec</small> à Trois-Rivières</p>
Jeux du Commerce 2015	 <p>JEUX DU COMMERCE SHERBROOKE 2015</p>
Jeux du Commerce 2016	 <p>JEUX DU COMMERCE UNIVERSITÉ LAVAL 2016</p>
Jeux du Commerce 2017	 <p>JEUX DU COMMERCE MONCTON 2017</p>

Jeux du Commerce 2018	 <p>École de Gestion John Molson School of Business</p> <p>JEUX DU COMMERCE 2018</p>
Jeux du Commerce 2019	 <p>UQAR 2019 Jeux du commerce</p>
Jeux du Commerce 2020	 <p>JDC 2020 Jeux du commerce</p>
Jeux du Commerce 2021	 <p>2021</p>

Jeux du Commerce 2022	
Jeux du Commerce 2023	
Jeux du Commerce 2024	

Jeux du Commerce 2025	
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Appendix D: Academic test descriptions

Conventional cases

Accounting

The Accounting case encompasses all areas related to accounting within a business. From technical accounting and performance measurement to financial consulting, corporate turnaround, auditing, and the analysis of cash flows or projects, this case puts into perspective the knowledge of students pursuing the CPA path. It calls upon participants' judgment, values, and core competencies to contextualize issues typically studied in theory. Only undergraduate students and first-year graduate students enrolled in a CPA-accredited program are eligible to participate in this case.

Finance

The Finance case requires versatile knowledge in the field of finance to solve a case that may focus on market finance, corporate finance, or personal finance. Partner companies will primarily come from the banking, insurance, financial planning, and real estate sectors.

Taxation

The Taxation case puts into practice key topics such as personal and corporate income tax, capital gains, attribution rules, situations involving death or donations, and other specific concepts related to tax law. Students will face scenarios involving various types of entities, such as corporations, trusts, partnerships, and sole proprietorships. Only undergraduate students and first-year graduate students enrolled in a CPA-accredited program are eligible to participate in this case.

Human Resources Management (HRM)

The Human Resources Management Case deals with all aspects of management related to training, development, and employee engagement. It addresses resistance to change following the implementation of a new system, certain deficiencies in organizational culture, departmental restructuring, the establishment of an organizational chart, as well as the attraction and retention of personnel. Students will need to develop their solutions while ensuring effective communication between franchises, unions, employers, and employees.

Operations and Logistics Management (OLM)

The Operations and Logistics Management case deals with the overall management of physical flows, information flows, and the various players within the supply chain. The case may address aspects such as inventory management, production analysis, transportation logistics, resource allocation, supply chain optimization, or strategic cost management, as well as any other issue relevant to current industry challenges.

Organizational Information Systems (OIS)

The Organizational Information Systems case explores the strategic role of information technologies in decision-making and value creation for businesses. It may address a wide range of issues, from data management and artificial intelligence to business process optimization and digital transformation. Students may be asked to analyze the implementation of technological solutions, the impact of information systems on the supply chain, cybersecurity, or the customer experience. The objective is to assess how these systems can support business decisions and generate value for shareholders and the organization as a whole.

Sustainable Development

The Sustainable Development case places a strong emphasis on a company's responsibilities across social, economic, and environmental dimensions. Issues may range from the implementation of new projects to the management of ethical dilemmas, where every stakeholder must be considered. The goal is to develop solutions that meet the needs of the future while aligning with the United Nations' Sustainable Development Goals (SDGs).

Marketing

The Marketing case explores the key drivers of a successful marketing strategy. It covers essential elements such as market research, segmentation, strategic targeting, and the development of the marketing mix. The case will address growth-related challenges, whether through market penetration, new product development, expansion into new markets, or diversification. It may also involve the launch of a product, with a focus on communication strategy and market positioning, both domestically and internationally. All possibilities are open to stimulate critical thinking and sharpen the strategic mindset of tomorrow's marketers.

2.0 Cases

Business Strategy

The Strategy Case involves an analysis of a company that touches on almost all aspects of the organization. Whether the company is growing or facing difficulties, students must analyze each department of the business to advise the manager in an effective and realistic manner. This case calls for varied knowledge and more so the creativity and analytical skills of each participant. It involves examining the submitted problem as well as the leader's ability to manage their company well. Students may be required to think outside the box and argue their solution to adequately justify their decision-making.

International Business

The International Business Case fits perfectly in the era of globalization, covering a wide range of topics related to various fields of business administration. It addresses international expansion, whether the company in question is established only locally or already active in other markets abroad. This case requires extensive expertise to target a market, select the best strategies and distribution channels, manage the supply chain and various partners effectively, while considering the product life cycle, cultural differences, and territorial and legal barriers.

Academic challenges

Interactive case

The Interactive Case consists of two components: research and resolution. The research component, which takes place before and during the resolution, encourages participants to learn about potential partners and industry trends to elevate their recommendations. The resolution lasts twenty-four (24) hours. This entire component focuses on solving a business problem that affects all areas of administration: finance, marketing, strategy, accounting, human resources, operations and logistics, international trade, and much more. Participants must have extensive knowledge, be creative, and above all, be able to react quickly to unforeseen events, as the first half of the resolution of the interactive case is punctuated by interactions that provide new information that may lead the team to completely change their strategies. The key is to expect the unexpected, as the interactive case presents its participants with several twists.

Entrepreneurship

The Entrepreneurial Innovation Case, inspired by the globally successful American series 'Shark Tank' and its Quebec adaptation 'Dans l'œil du dragon,' focuses on creativity, originality, and novelty. The challenges of entrepreneurship often revolve around financing and value generation. It is a context of limited resources where entrepreneurs must constantly think about maximizing what's available to them. Although venture capital and various government organizations and agencies represent sources of funding, startups must first demonstrate the viability of their project. Students will need to develop a solid business model, show originality, and use strategy to convince angel investors to invest in their project. Comprising two rounds, teams must first present their 'elevator pitch' to the panel of judges to secure a fictitious budget envelope, and then develop a complete implementation plan presented in the second round.

Surprise case

The Surprise Case is a challenge that requires preparation before the competition. This case can highlight any of the disciplines covered by the competition. Just like the Interactive Case, this year's edition of the Surprise Case will include an interaction with the partner halfway through the preparation period.

Debate

Seeking to approximate the reality of debates held in the House of Commons, the course of this test is inspired by the structure in place in the Parliament of Canada. Indeed, a university is first randomly elected to occupy the role of the government presenting a bill. A competing university is then randomly elected to take the place of the opposition and thus present arguments against the government and its bill. During this test, current bill projects will be put forward to allow participants to develop their arguments in depth in light of their knowledge and opinions on the subject. Throughout the competition, some universities will have the opportunity to proceed to the next rounds based on the score awarded by the panel of judges on the arguments presented.

Appendix E: Rules for Debate

Event description

The debate takes the form of a Canadian parliamentary debate (House of Commons). The government introduces a bill and the debate focuses on its adoption. The Government tries to implement the bill, while the Opposition tries to prevent its passage.

Topics for debate

The topics are imposed by the organizers and must be based on or inspired by recent current events or the business world. During the course of the tournament, the topics must present a certain diversity in order to highlight the general knowledge of the participants. Topics must not be chosen in such a way as to favor one side or the other. The following major taboo subjects will never be submitted: 1) the death penalty, 2) abortion, 3) genocide, 4) the promulgation of violence against race, gender or minorities, 5) euthanasia. Subjects will be the same for the first four (4) rounds, but may be different for the two (2) finals (consolation and winners).

The Government is free to reinterpret the proposal as long as the spirit of the proposal is respected and the reinterpretation does not lead to a tautology, a truism or a position so limited as to leave no room for reasonable debate. The Opposition will be free to raise any deviation from this spirit in the normal course of its speeches.

Ethics and decorum

1. The members of each team must be dressed in casual clothes and must not wear any insignia, unless they are required to do so by their religion. They may not use words, gestures, signs or clothing to indicate the name of the school to which they belong. A team that reveals its name, whether voluntarily or not, is penalized fifteen (15) points.

2. Speakers may not bring pencils, pens, pointers or any other demonstration equipment to the podium. They may, however, bring notes.
3. Team members wishing to communicate with each other should preferably do so in writing. Occasionally, they may exchange a few whispers if these are not intended to disturb the current speaker.
4. Teams owe each other courtesy and respect. It is not discourteous for a speaker to describe the confusion, error, lack of seriousness, inadequate words or faulty judgment of the opposing team or its members, as long as this description does not use coarse language, swear words, abusive or gratuitous qualifiers, is not discriminatory in nature (as defined by the Canadian Charter of Rights and Freedoms) and is not intended to attack the person's integrity or appearance.
5. Speakers should do their best to use the microphone provided, in order to facilitate the work of translators and the participation of people with hearing difficulties.
6. Government and Opposition members may not applaud or loudly express their contentment, support
7. or joy at the expression of ideas (their own and/or those of the opposing party). Thus, contrary to the custom in parliamentary chambers, beating the desk with one hand will not be tolerated.
8. The parties represent fictitious parliamentary groups. There are no party affiliations stated or assumed during the speech.
9. Physical contact between members of opposing parties will be limited to handshakes or other customary gestures of support before and after debates.
10. Judges and spectators are expected to be neutral in gesture and spirit and free from conflicts of interest. Audience members may not, by their words, gestures, insignia or clothing, indicate the name of any school taking part in the tournament. Failure to comply with this rule will result in the permanent expulsion of the audience members at fault.
11. Members of the audience may neither applaud nor demonstrate during debates.
12. Each party owes respect to the judges, volunteers and chairman; disagreement or a desire for clarification does not constitute disrespect.

A team clearly and unequivocally attempting to distract the opposing speaker will be subject to severe sanctions under the heading Decorum in the evaluation grid. Coming and going in the Chamber will be forbidden from the start of the debate.

There are no rules of decorum other than those set out above. Anything that is not prohibited by these rules is permitted. Any addition to these rules must be communicated by the competition organizers at least three weeks in advance. None of the rules of decorum described herein may be withdrawn or lessened.

Spokesperson roles

Government spokespersons should give themselves the following titles:

- Prime Minister
- First government representative
- Second government representative

Opposition spokespersons should give themselves the following titles:

- Leader of the Opposition

- First representative of the Opposition
- Second Opposition representative

Prime Minister

The Prime Minister opens the debate. He explains the subject defined in the drawing of lots, his interpretation, then takes a position using at least one (1) argument.

Leader of the Opposition

The Leader of the Opposition states his team's position on the proposed subject. He may reject the Prime Minister's arguments and must present at least one (1) of his own.

Representatives

The roles of the Government and Opposition representatives are to clarify, structure and strengthen their party's position.

Officers' roles

Chairman of the meeting

Unless otherwise indicated, the chairman of the meeting is one of the judges; he or she is not necessarily formally identified, but is by default the judge who addresses the meeting. The judge opens the session, grants speaking rights, reminds the audience that no arguments may be made in closing speeches, designates the timekeeper, and ensures that decorum is maintained (highlighting any shortcomings between speeches).

Secretary-chronometer

It indicates the time remaining for each speech, according to the international signals described in the section on Signals from the secretary-chronometer.

Position draw

Before each debate, lots will be drawn in the presence of both parties to determine which team will form the Government and which will form the Opposition.

Order of speeches and allotted time

Oral debates last a total of thirty (30) minutes in the qualifying, quarter-final and semi-final rounds. They last thirty (30) minutes in the final rounds (consolation and winners).

Prime Minister	5 minutes
Leader of the 'Opposition	5 minutes
First representative of the Government	3 minutes
First representative of the Opposition	3 minutes
Second representative of the Government	4 minutes

Second representative of the Opposition	4 minutes
Prime Minister	3 minutes
Leader of the Opposition	3 minutes

The times shown do not take into account the fifteen (15) second grace period (see Signals from the timekeeper).

Here's how a debate unfolds, according to the turns indicated above.

The Government sits on the President's right; the Opposition on his left.

1. The speakers take it in turns to present their team's four arguments and refute those of the opposing team.
2. The first speaker (Prime Minister or Leader of the Opposition) must present at least one argument.
 - a. The third speaker (second representative) must present no more than one.
 - b. Parties may not introduce new arguments during their last speech. Opening a new argument to which the opposing party will never have the opportunity to respond is a serious breach of the spirit of debate. The parties are, on the other hand, free to bring in new examples, illustrations and summaries. They are also free to contribute new ideas if these amplify or oppose a previously expressed idea.
 - c. Within the same speech, the presentation of arguments must always precede the refutation of the opposing team's arguments.
3. All the elements making up the bill must be presented and defined during the Prime Minister's first turn to speak. They can be refined and clarified by subsequent speakers.

Failure to comply with the above rules may result in a penalty under the ethics and decorum section of the evaluation grid.

Preliminary rounds

There will be two (2) preliminary rounds during which teams will compete against each other at random. Following the two (2) preliminary rounds, the cumulative points collected on the evaluation grids will be used to establish the team rankings.

The first seven (7) teams will be selected and the others eliminated. The first-place team, having amassed the most points in the preliminary rounds, advances directly to the semi-finals and does not take part in the quarter-finals. The teams in second to seventh place in the standings will compete in the quarter-finals.

Quarter-final rounds

The quarter-finals will oppose the six (6) teams who, on the basis of preliminary round points, were ranked from second to seventh against each other. They will face off as follows:

- Team 2 vs. Team 7
- Team 3 vs. Team 6
- Team 4 vs. Team 5

Progression to the next round is by direct elimination or winner-loser. Quarter-final losers will be awarded positions in proportion to their cumulative points from the preliminary and quarter-final rounds.

Semi-final rounds

The semi-finals will be open to the four quarter-final winners.

1. A: Team 1 vs. Winner of 4/5
2. B: Winner of 2/7 vs Winner of 3/6

Progression to the next round is by direct elimination or winner-loser.

Finals rounds

The final will oppose the winning team from semi-final A against the team from semi-final B; the consolation final will oppose the two losing teams from the semi-finals against each other.

Flying team specifications

The CO-JDC reserves the right to schedule a flying team to obtain an even number of teams if necessary. Should the flying team advance to the quarter-finals, it will be reclassified in last position, while the teams will be moved up the ranking. Then, in the consolation round, the games remain the same, but the final result follows the same logic. In short, whatever happens, the flying team will be placed last.

Signals from the secretary-chronometer

It was felt that a hybrid system of posters and signs would be the most appropriate for JDC. Here's how it works:

- The secretary-chronometer starts measuring time as soon as the member entitled to speak begins.
- After each minute, the secretary-chronometer will display the number of minutes remaining. Then, a poster will be presented for the last thirty (30) seconds.
- During the last ten (10) seconds of the speech, the timekeeper will indicate, by means of the with both hands, as if beating out the minutes, the number of seconds remaining.
- A grace period of a maximum of fifteen (15) seconds will follow. This period allows a speaker to finish his or her text without being suddenly interrupted.
- The secretary-chronometer indicates the passing of this period by imitating with his arm the second hand of a watch.

The timekeeper must explain the signals and give a brief demonstration before the start of each debate.

Respect for time

In the interests of fairness, the following timekeeping policy will be applied:

- Each participant speaking must use at least the allotted time. A penalty of 5 points is applied to any speaker who finishes his or her speech more than 30 seconds before the scheduled end.

- At the end of the prescribed speaking time, a grace period of fifteen (15) seconds is counted.
- At the end of the fifteen (15) seconds of the grace period, the timekeeper stands up and says loudly that the speaking time is over.
- If the speaker interrupts his speech immediately, says only "thank you" and leaves the podium, he is not penalized.
- If the speaker continues, a penalty of 25 points is applied.

Appendix F: Charter updates

2018	
	Increased the number of participants to eighty-eight (88): 45 academic delegates and a maximum of 14 volunteers
	Delete Project Management case
	Correction of personal effects allocated in isolation: scientific calculators
	John Molson School of Business added as host university
	CO-JDC 2018 logo added
	Delete Project Management case
	Update entity administrators
	Academic section increases from 72 to 84 points

	Competitive intercollegiate team athlete in the 12 months preceding the April 1st before the JDC date
	Participation component increases from 9 to 15 points
	Contribution component increases from 1% of points to 3 points.
	Modification of the evaluation grid

2019	
	Moving the delegation insurance section to item 6.2
	Registration fees increased to \$250 per participant
	Addition of sustainable development component (5%), weighting removed from resolution component
	Addition of sustainable development component (5%), weighting removed from resolution component
	Addition of sustainable development component (5%), weighting removed from resolution component

	Addition of sustainable development component (5%), weighting removed from resolution component
	Addition of sustainable development component (5%), weighting removed from resolution component
	Sustainable development section changed to sustainable actions section
	Change in the importance of the participation component from 15 to 12 points
	Change in valuation of participation, initial weighting to 7/12
	Change in the importance of the contribution component from 3 to 6 points
	Correction of evaluation grid and adjustment to CO-JDC 2020 vision
	Host university added for 2019
	Adding the 2019 logo

	Bishop's university and University of Guelph removed from list of universities
	RÉFAEC members
	Change of evaluation grid
	Redeeming free points

2020	
7.2.1	Surprise case added to academic tests
6.2	Change in the number of academic delegates from 45 to 38
7.2.2	Changes to the list of events can be made at the latest at the Congress of before the JDC is held in place of the Winter Congress
Appendix B	Addition of host universities for the JDC ranking tournament

11.3.1	Modification of the contribution evaluation grid
	Withdraw from stock market simulation
7.3.4.3	Modification of the Entrepreneurship case
7.3.7.6	Modification of the Debate evaluation grid

2021	
Appendix G	Amendments to the 2021 edition as part of a virtual edition

7.3.3	Adding 15 minutes of isolation to Surprise case
7.3.4.4	Changes to the Surprise case resolution period and additions of requests for changes
7.3.5.4	Surprise case presentation from 15 minutes to 24 minutes with protected periods and unprotected periods
7.2.1	Increase the weighting of the Surprise case from 3 points to 6 points
7.3.7.4	Changes to the weighting of Entrepreneurship rounds
7.3.7.1 and 7.3.7.7	Separating the sustainable development evaluation grid from other cases conventional
7.3.5.5	Debate finals reduced to 30 minutes
9.3.1 and 9.3.1.1	Changes to the spirit and performance weightings of the social component
10.	Separation of the descriptions of professionalism and participation and division of the points at 6 for professionalism and 6 for participation
10.	Creation of an impartial committee set up by the CO-JDC to review the loss of important points

2023	
7.0...	Several sentence wording changes and the addition of missing elements in certain places in the academic section to ensure the Charter's fluidity.
7.2.	Adding Taxation case added
7.2.	Withdrawal of the Academic Quiz
7.3.3.	A strict process will be implemented by the CO-JDC to prevent participants in isolation from communicating with others during the isolation period.
8.4.1.	The ranking tournament is now called the preparatory tournament.
8.5.1.	Modification and clarification of eligibility criteria for the sports component.
9.3.1.	Modification of the evaluation grid for the social component. Spirit (20%), performance (75%), sustainable actions (5%)

9.5.	A social team can only have one coach present at the competition venue.
12.3.2.	A complete grid showing precise examples of loss of points awarded to a delegation will be presented at the summer congress before the JDC date. We're talking here about involvement and professionalism.
X	General changes have been made in several places in the Charter to make it easier to understand. These modifications will not be mentioned in Appendix F of the Charter.

2024	
6.3.5	Loss of points for Professionalism and Involvement if external escorts are seen wearing university clothes.
7.3.1.1 ...	Clarification that any request for case resolution with a team reduced to two (2) participants must be accompanied by a waiver request for all academic cases.
7.3.2.2	Added announcement of debate language at delegate registration to provide simultaneous translation if required.
7.3.3.1 ...	Clarification that disqualifications cannot be challenged and that the results are final for all disqualification situations in all categories.
7.3.3.1	Clarification that calculators may not bear a university logo.
7.3.4	Removal of the printed version of the cases given to the jury and addition of permission to bring material permitted by the CO-JDC with the material provided by the CO-JDC for all academic cases.
7.3.4.2 and 7.3.4.3 and 7.3.4.7	Change in the source of computers, which may or may not be supplied by CO-JDC.
7.3.5.1 ...	Added that any question period can be in French and/or English without discrimination towards participants as long as the entire answer is given in the same language for all academic cases.
7.3.5.3	Modification of round times for the Entrepreneurship case: 5 minutes for round 1, 20 minutes for round 2 and

	clarification of time display and protection of linked minutes.
7.3.5.6	Simplification of the final round of the Interactive case by specifying that only 6 teams will always go through to the final, and that their order of presentation will follow the order of presentation in the preliminary round.
7.3.6.3	Adjustment of the minimum time required for the Entrepreneurship case test to reflect the new presentation times.
7.3.7	Moving the Sustainability section higher up in the evaluation grids to reflect its importance.
7.3.7.4	Modification of the evaluation grid for the Entrepreneurship case to give 100% to the Evaluation component for round 1 by removing the Jury's Investment

	component from the calculation. Clarification of the method to be followed for this case after the evaluation grid.
8.4.1	<p>Addition that the host university of the JDC Challenge must plan the transport logistics for the preparatory tournament, as specified in the RÉFAEC charters.</p> <p>Addition of the obligation to present a provisional budget for the project, as well as the cost per participant, when submitting a bid.</p> <p>Addition of the obligation for the CO-JDC to propose dates for the JDC Challenge to the Competition Committees before the summer RÉFAEC congress, so that they can put together their bid file and make arrangements to host the event on a weekend when no other RÉFAEC event is taking place.</p> <p>Modification of the pick methodology and sub-groups for the preparatory tournament pools.</p> <p>Added a solution in the event of no university bidding for the JDC Challenge.</p>
8.4.2	Note that the minimum number of games played in preliminary rounds is 4, to allow for more games if sports and game times permit.
8.5.1	<p>Specification that the sports team on the field must have a minimum of 2 male and 2 female members at all times.</p> <p>Athletes who have reached a level similar to that of a college athlete in the 24 months preceding the competition may not take part in the JDC.</p>

9.2	Withdrawal of the complete and thematic activity of the Social section.
9.3	Addition of details concerning the language of the academic case in the Social component
9.4.2	Modification of the number of evaluators to favor an odd-numbered panel. Added clarification regarding the bilingualism of Social judges and the number of judges from English-speaking universities on the panel.
9.6	Please note that there are no criteria for the composition of Social teams. Clarification that a team wishing to enter with fewer than 4 participants must submit a derogation request, which must be approved by the CO-JDC, and that no team with 2 or fewer participants may enter.
9.7	Clarification that a Social Guide will be handed out at the summer RÉFAEC convention preceding the competition.
10.2	Clarification of the definition of creativity in the Participation component.
10.4	A Participation Guide will be handed out at the summer RÉFAEC conference preceding the competition.
11.2	Please note that the Contribution foundation must be presented at the Spring Conference (Gala Conference).
11.3	Modification of the Contribution evaluation grid.
12.3.2 et	Modification of the methodology for evaluating the Professionalism and Involvement component by removing the accumulation of points and leaving only the possible loss of points by starting with 100 points at the beginning of

12.3.3	the term. Added examples of loss of points in the Professionalism and Involvement sections.
13.5	Addition of competition MVP trophies and scales for their operation and evaluation.
X	General changes have been made in several places in the Charter to make it easier to understand. These modifications will not be mentioned in Appendix F of the Charter.

2025	
6.2	Human Resources Management and Organizational Information Systems cases become hybrid cases.
6.3.3.	Addition of the right of a PowerPoint template for all cases.
6.3.4.	Modification, the OC can agree too additional time in a situation that the OC considers exceptional.
6.3.7.2.	Modification of the correction grid of the cases Taxation, Accounting and Finance. Withdrawal of the sustainable development part (5%). Thus the component, quality competence of recommendations increases from 10% to 15% (resolution component).
8.3.1.2	Addition of the social academic case and de correction grid
8.4.2.	Addition of the obligation to have at least one judge from an anglophone university and one from a francophone university for the social component.
9..3.2.	Modification of some evaluation criteria for the Participation component
10.4.	Addition that the Contribution Guide will be handed out at the summer RÉFAEC convention preceding the competition.
11.	Change of name for the component Professionalism and Involvement. The name is now Kindness.
12.2.1.	Adjustment of the evaluation grid for committee of the year.
Annexe D	Modification of the cas descriptions of the academic component.
X	General changes have been made in several places in the Charter to make it easier to understand. These modifications will not be mentioned in Appendix F of the Charter.

