



**ICC@M**  
Maastricht University  
17-23 May 2026

*Welcome booklet*



**Maastricht  
University**

**School of Business  
and Economics**

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Stay updated during ICC@M 2026 by following us on Instagram!

And by following SBE's Instagram page!



*Although this booklet was made with the utmost care, no liability can be accepted for inaccuracies of any kind.  
We apologise in advance for any inaccuracies. Please report any inaccuracies to us via email: [iccm-sbe@maastrichtuniversity.nl](mailto:iccm-sbe@maastrichtuniversity.nl)*



# From the Dean

It is my honour to host and welcome you to the International Case Competition at Maastricht (ICC@M)! An event that lies at the heart of what we at Maastricht University and the School of Business and Economics (SBE) stand for.

We aim to add value to society by generating ideas that advance scientific knowledge and practice and by educating and training (under)graduates and professionals to function effectively and responsibly in their careers. Although this might sound as a lofty goal, you get to experience what this means during this competition: you will work in an international and interdisciplinary context on real-life complex organisational challenges. Under time pressure, we ask you to access all the available knowledge and skills of your team, to think critically and creatively, to innovate and to deliver so that the organisation and your team benefit. According to participants in previous years, an endeavour that is definitely not easy, but more than worth the effort.

To organise ICC@M and have all stakeholders benefit is definitely not an easy job. The SBE board is therefore very grateful for the enthusiasm and efforts of all those involved to make ICC@M a success. Many thanks to the organising committee, to SBE staff members, alumni, students and participating organisations for making ICC@M such a highly regarded event! I wish all attending participants, judges, and advisors a fruitful event and I am convinced that the open-minded and international learning environment at SBE will inspire you. Enjoy our hospitality, discover the charming city of Maastricht, and build the future with us.

Best of success to all of you!

**Mariëlle Heijltjes**

*Dean Maastricht University School of Business and Economics*



# From the organisers

Our School is proud to present to you the 16th edition of ICC@M. The competition will take place in the centuries old city of Maastricht and is organised by the School of Business and Economics. We are excited to provide you with an interesting line-up of competitors from various continents, who will challenge each other during different competition rounds to address judges with compelling case solutions. Over the years, our competition has developed into a high impact event with judges and companies anxiously looking forward to presentations and recommendations of ICC@M participants.

This year, we turned our gaze to our own backyard — the vibrant Euregion that has long made Maastricht a crossroads of cultures, ideas, and ambition — and found companies forged from local experience yet animated by challenges of universal significance. In the truest embodiment of Global Minds, Local Roots, these organizations remind us that the most powerful ideas often spring from deeply rooted ground. This year's cases are chosen not only to sharpen business acumen, but to ignite a deeper sense of purpose — challenging our international participants to devise solutions that are as socially meaningful as they are commercially viable, and bold enough to reshape the world.

During ICC@M, both your pitching and presenting skills, as well as your elaborate company research and consulting competencies, will be tapped into. In addition, we hope to provide you with a stage that inspires you for the remainder of your student life and for your subsequent professional career.

Regardless of your competition result at ICC@M 2026, we will make sure that you will have extensive learning opportunities. We regard it a privilege to contribute to your future and we are obliged to all the judges who will spend time supporting us in this.



# From the organisers

We are delighted to welcome you to Maastricht, a city where history, culture, and hospitality come together in a truly unique way. As the oldest city in the Netherlands, Maastricht invites you to explore its charming streets, cross its iconic bridges over the Maas, and soak in the vibrant atmosphere of its cozy cafés and restaurants. Here, hospitality is more than a tradition—it's an experience.

ICC@M is not just a competition; it's a place where connections are made, ideas are shared, and energy flows between participants, SBE students, alumni, and staff. Beyond the cases, it's about teamwork, enthusiasm, and the unforgettable moments that make this event truly special.

We are excited to take on the challenge of making this week one to remember—one filled with learning, creativity, and friendships that last well beyond the competition. Let's make this edition of ICC@M just as memorable as ever!

**Enjoy ICC@M 2026!**  
**The Organising Committee**

Did you know that the name 'Maastricht' means 'settlement on the river Maas'?



# Organisers and contact details

You can contact us via:  
[iccm-sbe@maastrichtuniversity.nl](mailto:iccm-sbe@maastrichtuniversity.nl)



**Roy Broersma**  
Academic Director  
ICC@M



**Fieke Kersten**  
Event Coördinator  
ICC@M



**Jorinde Opdam**  
Event Coördinator  
ICC@M



**Lieve Otten**  
External Engagement &  
Communication



**Gustaaf Hogt**  
SBE's Student  
Representative



**Camilla Chiolerio**  
Volunteers & Buddies



**Franziska Hirzinger**  
Social Commissioner



**Moritz Broermann**  
Hotel Operations



**Nell Bebi**  
SBE Operations



# List of participating universities

- Erasmus University Rotterdam, Rotterdam School of Management, the Netherlands
- HEC Montréal, HEC Montréal, Canada
- International Business Academy, Denmark
- Nanyang Technological University, Nanyang Business School, Singapore
- Nation 2.0 Education NGO, CaseKey Academy, Armenia
- National University of Singapore, NUS Business School, Singapore
- North Carolina State University, Poole College of Management, United States of America
- Maastricht University, School of Business and Economics, the Netherlands
- Monash University, Monash Business School, Australia
- Simon Fraser University, Beedie School of Business, Canada
- The Ohio State University, Fisher College of Business, United States of America
- Universidad Panamericana, Universidad Panamericana Ciudad UP, México
- University of Alberta, Alberta School of Business, Canada
- University of Porto, School of Economics and Management, Portugal
- Western University, Ivey Business School, Canada
- Wilfrid Laurier University Canada, Lazaridis School of Business & Economics, Canada



# Week schedule

## Day 1 - *Sunday 17 May*

Time	Event	Location	Dress code	Description
From 15:00	Check-in	The Social Hub	Not applicable	Check-in to the hotel.
17.30-17.45	Meet your buddy	The Social Hub	Formal/chic	Meet your team buddy, he/she will be your point of contact throughout the week.
17.45-18:00	Transport	The Social Hub - Lumière	Formal/chic	Together with your team buddies and other participants, you will walk to the venue (5-minute walk).
18:00-21:00	Welcome drinks & opening dinner	Lumière	Formal/chic	Get to know the other participants during welcome drinks and dinner.
18:00	Opening speech	Lumière	Formal/chic	Word of welcome by Roy Broersma, Academic Director ICC@M and Gustaaf Hogt, SBE Student Representative.
21:00	Drinks in the city	City of Maastricht	Not applicable	Grab some drinks with your team buddies and other participants (optional & at own expense).



# Week schedule

## Day 2 - *Monday 18 May*

Time	Event	Location	Dress code	Description
07:00-8:30	Breakfast	The Social Hub	Not applicable	Breakfast at your own convenience.
08:30-9:30	MS Teams preparation meeting	The Social Hub Operations Room	Not applicable	A meeting to go through the case handout and hand-in process step by step to ensure you are well prepared. One person per team can participate.
09:30-10:00	Pick up office supplies	The Social Hub Operations Room	Not applicable	All teams can pick up office supplies at the operations room. Please note that materials should be sufficient for both cases. One person per team can pick up the materials.
10.00-10:30	Transport	The Social Hub	Casual	Together with your team buddies and other participants, you will walk to the location (15-minute walk).
10.30-12.30	Social activity	City of Maastricht	Casual	Start your day with a fun first activity and get to know the other participants, advisors and buddies during this social morning.



# Week schedule

## Day 2 - *Monday 18 May*

Time	Event	Location	Dress code	Description
12:30-13:30	T-shirt swap	School of Business and Economics	Casual	Take a sprint for your favourite University t-shirt (don't forget to bring them with you)!
13:30-15:30	Social Activity	City of Maastricht	Casual	Spend your afternoon engaging in a fun and active social activity. Make sure to grab some lunch with your buddy (at your own expense). Your activity will end at The Social Hub.
16:30	Transport	The Social Hub	Casual	Together we will walk to SBE, for the official opening and welcome dinner. Please note that it is a 20-minute walk.
17:00-17:30	Opening ceremony	SBE Aula	Casual	Opening ceremony including a welcome by Mariëlle Heijltjes, Dean of SBE and draw. We will also announce the winner of the social media challenge.
17:30-21:00	Dinner	SBE Garden	Casual	Enjoy the gardens of SBE while having some delicious food prepared by ViniQ Events.

# Week schedule

## Day 3 - *Tuesday 19 May*

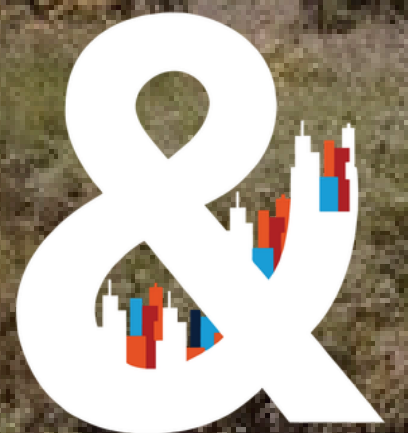
Time	Event	Location	Dress code	Description
07:00-07:45	Breakfast	The Social Hub	Not applicable	Make sure to have breakfast before we leave for the company visit.
08:00-09.00	Transport	The Social Hub - Case location	Business formal	Transport by bus to the case location. The bus will leave at 8 AM sharp! Make sure you are on time.
09:00	Arrival	Case location	Business formal	You will receive Case I upon arrival.
09:00-12.00	Company visit	Case location	Business formal	Learn more about the case company during this visit.
12:00-13.00	Transport	Case location - Maastricht	Business formal	Transport by bus to The Social Hub, Maastricht. Lunch will be ready for you to enjoy on your way back.



# Week schedule

## Day 3 - *Tuesday 19 May*

Time	Event	Location	Dress code	Description
13:00-01:00	Case analysis	The Social Hub	Not applicable	Case analysis Case I.
19:00	Dinner	The Social Hub	Not applicable	Dinner will be served to your room.
01:00	Case hand-in	The Social Hub	Not applicable	All teams hand in Case I.



# Week schedule

## Day 4 - *Wednesday 20 May*

Time	Event	Location	Dress code	Description
07:00-10:30	Breakfast	The Social Hub	Not applicable	All teams have time to enjoy the hotel breakfast. Please make sure to be ready before your bus leaves. The bus won't wait!
09:00-10.30	Slot 1	School of Business and Economics	Business formal	<b>09:00</b> Bus departure to SBE <b>09:30-09:50</b> Presentation rehearsal <b>10:00-10:20</b> Presentation Case I <b>10:20-10:30</b> Q&A
09:20	Transport	The Social Hub	Not applicable	Bus departure for advisors to SBE
09:40-11:05	Slot 2	School of Business and Economics	Business formal	<b>09:40</b> Bus departure to SBE <b>10:05-10:25</b> Presentation rehearsal <b>10:35-10:55</b> Presentation Case I <b>10:55-11:05</b> Q&A



# Week schedule

## Day 4 - *Wednesday 20 May*

Time	Event	Location	Dress code	Description
10:10-11:40	Slot 3	School of Business and Economics	Business formal	<b>10:10</b> Bus departure to SBE <b>10:40-11:00</b> Presentation rehearsal <b>11:10-11:30</b> Presentation Case I <b>11:30-11:40</b> Q&A
10:45-12:15	Slot 4	School of Business and Economics	Business formal	<b>10:45</b> Bus departure to SBE <b>11:15-11:35</b> Presentation rehearsal <b>11:45-12:05</b> Presentation Case I <b>12:05-12:15</b> Q&A
13:00-13:40	Feedback	School of Business and Economics	Business formal	<b>13:00</b> Feedback for teams in slot 1 <b>13:10</b> Feedback for teams in slot 2 <b>13:20</b> Feedback for teams in slot 3 <b>13:30</b> Feedback for teams in slot 4
13:00-14:30	Network lunch	SBE AdFundUM	Business formal	Time for lunch!



# Week schedule

## Day 4 - *Wednesday 20 May*

Time	Event	Location	Dress code	Description
14:30-15:00	Winner announcement	SBE Aula	Business formal	The 4 divisional winners will be announced and the ranking will be published.
15:00-16:00	Team pictures	SBE Garden	Business formal	Our photographer will be taking team photo's.
16:00	Transport	SBE - The Social Hub	Business formal	Together with your team buddies and other participants, you will walk to The Social Hub (20-minute walk).
16:00-18:00	Free time	The Social Hub	Casual	Enjoy some leisure time. Dinner is not included and will be at your own expense.
18:00	Social evening by SCOPE (optional)	City of Maastricht	Casual	SCOPE, the official study association of SBE, will host a fun evening, including 2 drinks and some typical Dutch snacks.

# Week schedule

## Day 5 - *Thursday 21 May*

Time	Event	Location	Dress code	Description
07:00-09:00	Breakfast	The Social Hub	Not applicable	Make sure to have breakfast before your case starts.
09:00-01:00	Case analysis	The Social Hub	Business formal	Start case analysis of Case II. Lunch (13.00 hrs) and dinner (19.00 hrs) will be provided.
09:45-end	Advisors day	The Social Hub	Casual	Enjoy a fun and social day with your fellow advisors! <ul style="list-style-type: none"><li>• We will pick you up at The Social Hub</li><li>• Don't forget to wear comfortable shoes.</li><li>• Including lunch and dinner!</li><li>• A hard copy of Case II will be provided to all advisors during the day.</li><li>• The final schedule will be shared via the Advisor WhatsApp group.</li></ul>
01:00	Case hand-in	The Social Hub	Not applicable	All teams hand in Case II.



# Week schedule

## Day 6 - *Friday 22 May*

Time	Event	Location	Dress code	Description
07:00-09:30	Breakfast	The Social Hub	Not applicable	All teams have time to enjoy the hotel breakfast. Please make sure to be ready before your bus leaves. The bus won't wait!
08:00-09:30	Slot 1	School of Business and Economics	Business formal	<b>08:00</b> Bus departure to SBE <b>08:30</b> Presentation rehearsal <b>09:00</b> Presentation Case II <b>09:20</b> Q&A
08:20	Transport	The Social Hub	Not applicable	Advisor bus to depart to SBE
08:40-10:05	Slot 2	School of Business and Economics	Business formal	<b>08:40</b> Bus departure to SBE <b>09:05</b> Presentation rehearsal <b>09:35</b> Presentation Case II <b>09:55</b> Q&A
09:10-10:40	Slot 3	School of Business and Economics	Business formal	<b>09:10</b> Bus departure to SBE <b>09:40</b> Presentation rehearsal <b>10:10</b> Presentation Case II <b>10:30</b> Q&A



# Week schedule

## Day 6 - *Friday 22 May*

Time	Event	Location	Dress code	Description
09:45-11:15	Slot 4	School of Business and Economics	Business formal	<b>09:45</b> Bus departure to SBE <b>10:15</b> Presentation rehearsal <b>10:45</b> Presentation Case II <b>11:05</b> Q&A
12.15-12.45	Winner announcement	School of Business and Economics	Business formal	The four divisional winners, the ranking and the finalists will be announced. We will also do the draw for the finals.
12:45-13:30	Network lunch	School of Business and Economics	Business formal	Lunch will be served in AdFundUM.
13:00-14:30	Case solving finalists incl. lunch	School of Business and Economics	Business formal	All finalists will have 90 minutes to prepare a 5-minute pitch for an additional Case II question. Lunch will be provided.
13:30-14:10	Feedback	School of Business and Economics	Business formal	<b>13:30</b> Feedback for teams in slot 1 <b>13:40</b> Feedback for teams in slot 2 <b>13:50</b> Feedback for teams in slot 3 <b>14:00</b> Feedback for teams in slot 4



# Week schedule

## Day 6 - *Friday 22 May*

Time	Event	Location	Dress code	Description
15:00-16:30	Finals	SBE Aula	Business formal	All finalists will present their pitch.
17:00-17:30	Winner announcement	SBE Aula	Business formal	The winning team, ranking and best speaker will be announced.
17:30-18:00	Transport	SBE - The Social Hub	Business formal	Return to The Social Hub at your convenience (20-minute walk).
19:30-23:00	Closing dinner and party	Bold Rooftopbar Maastricht	Gala	You can find Bold Rooftopbar Maastricht on the 8th floor of The Social Hub. Discover Maastricht from a great height with a panoramic, breathtaking view! Enjoy this closing dinner and party to conclude another ICC@M edition!
23:00-end	Afterparty	Studentencafe De Beurs	Not applicable	Wrap up the day in style with our afterparty!



# Week schedule

## Day 7 - *Saturday 23 May*

Time	Event	Location	Dress code	Description
08:00-11:00	Breakfast	The Social Hub	Casual	Enjoy your last breakfast before going home.
12:00	Check-out	The Social Hub	Casual	Make sure to check-out before 12:00. Safe travels home!



# Competition rules and general information

ICC@M aims to provide a learning environment for its participants. In order for the case competition to be successful, all teams and their advisors must adhere to a set of rules and regulations. Fair play is an essential criterion in the case competition. All participants are expected to treat each other with respect and follow the competition rules. If the rules are unclear, then please consult the organisers.

## 1. Eligibility and teams

All participants must meet the following criteria:

- Must be an undergraduate business student currently enrolled in the current academic year.
- May not have started nor completed a graduate/master's degree
- May not have participated in a previous edition of ICC@M.

Participating schools must send a team of four undergraduate students, supported by a team advisor. The advisors will not take part in the case analyses and case presentations themselves, nor will they be allowed to communicate with their teams before each round of presentations, only after.

## 2. Divisions

The competition consists of 16 teams of four undergraduate students each. There will be four divisions with four teams each and the divisions run in parallel. Teams will be assigned to a division for Case I and Case II by a draw in the opening ceremony. This draw will determine the order in which the teams will give their presentations. The order of the final will be decided by a draw during the winner announcement of Case II.

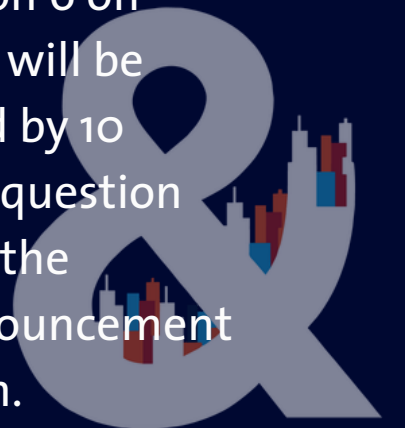
## 3. Competition format

The competition consists of two 16-hour cases; each will count for 50% of the total score.

The cases utilised will be business cases, which will have a strategic or impact focus. All results will be announced during the winner announcement after each round of case presentations has ended. The results of each round will also be published on social media.

Each team will present their recommendations for 20 minutes, followed by 10 minutes for Questions and Answers (Q&A).



After the two rounds of case presentations, the four finalists will be determined based on the cumulative points earned in the two cases (see Section 6 on judging and ranking below). Each finalist will be asked to create a 5-minute pitch followed by 10 minutes of Q&A to answer an additional question aligned with Case II. Finalists will receive the additional question after the winner announcement and will have 1.5 hrs to prepare their pitch.



# Competition rules and general information

## 4. Case analysis

- Teams conduct their case analysis in one of their hotel rooms at The Social Hub. During each case analysis, all case material must remain in this room. Team members will be allowed to leave the room to go for a smoke, or stretch their legs as long as a member of the organising committee is notified.
  - At a set time, each team will receive the case via MS Teams. It will be available in the 'Case hand-out' folder (ICC@M 2026 Case Access and Submission Manual will soon be available for more info). Additionally, each team will receive four (4) hard copies of the case. On Tuesday, the teams will receive the case upon arrival at the case company. On Thursday, they will receive their case at The Social Hub. Instructions to follow.
  - The case is not to be discussed with, or shown to, any non-team member during or after the case. On Tuesday, an NDA must be signed before the case is received.
  - Each team will have sixteen (16) hours to work on Case I and sixteen (16) hours to work on Case II.
  - For both cases the teams will receive and hand in the case at the same time. The order of presentations is decided by the draw.
- If a team has any problems during the case analysis, they can:
    - Send a private message to @Opdam, Jorinde (EFB)
    - For urgent matters, please call +31 6 48 51 27 33 (mobile Jorinde)
  - Teams have to prepare a 16:9 PowerPoint presentation; there are no restrictions on the number of slides.
  - Before the end of each case analysis period, the teams have to save their presentation files (both as PowerPoint file and PDF) in their designated [Consultancy name] folder in the SBE-ICC@M environment on MS Teams. When submitting final versions of the presentation slides, PowerPoint and PDF files should be named as follows: (Consulting name – Case 1 or 2). All teams must use their fictitious team names and should not include their university as part of the file name.
- After the submission deadline, uploads or modifications will no longer be possible. The system tracks the 'Modified' timestamp, and all presentations will be transferred to an external folder at the deadline. The transferred version will be used for the case presentations.
  - Copies for the judges will be printed from this version (no appendix slides will be printed).
  - Please make sure to submit the case before the end of your time slot, as late submissions will not be allowed to be presented.
  - Team advisors will receive the case after the teams have received the case (exact time to be found in the week schedule).
  - ICC@M volunteers will assist teams with laptop related issues as best they can. However, should technical problems arise, teams will not be given more time to analyse the case.



A more detailed manual will be sent out later to guide you through this process.

# Competition rules and general information

## 4.1 Use of Materials

- Each team is allowed to use:
  - The case;
  - Scrap paper, pencils, pens, highlighters;
  - Four laptops (not provided by SBE); internet access is permitted;
  - Generative AI tools. Proper acknowledgement must be given for any use of generative AI (paid or free). Students must uphold the highest standards of academic integrity. Please be aware that sharing information about cases subject to NDA restrictions is not allowed. Acting in breach of this rule will result in disqualification.
  - Internet resources, including password-protected databases, for the purposes of completing the case and as long as they do not communicate or seek assistance from anybody else besides their team;
  - Textbooks and reference material items (any form of notes, compendiums/readers, collections of articles and the like);
  - Pre-made slide deck template.

## 4.2 Communication

- Teams are prohibited from communicating about the case with any outside party during the time they are working on the case. So the case is not to be discussed with, or shown to, any non-team member.
- On Wednesday: team advisors are only allowed to discuss the case with their team after the team's presentation has ended.
- On Friday: team advisors are not permitted to communicate with their teams until the finalists have been announced. Once the finalists have been announced, advisors of teams which are not finalists are permitted to communicate with their teams. Advisors of teams that have progressed to the finals will not be allowed to communicate with their teams until their final presentation has been completed.

We firmly believe all teams chosen to compete in ICC@M have the intelligence and academic calibre to generate their own ideas and recommendations without resorting to such practices as gathering information from others, plagiarism or any other form of cheating.

Maximum penalties will be enforced on teams found to have communicated with other teams, team advisors or other external parties (apart from ICC@M volunteers) during the case deliberation process. To maintain the integrity of ICC@M and ensure fairness amongst participating teams, we urge and expect all attending universities to follow the rules we have listed in this document.



# Competition rules and general information

## 5. Presentations

- Presentations take place at Maastricht University School of Business and Economics (SBE).
- Buses will take the teams from the hotel to SBE. Do not forget to bring other shoes and, if it is rainy, an umbrella, because it is still a 5-minute walk from the bus stop to SBE.
- In all cases, the teams will be judged by different sets of three people: the mix of three may include academics in business, an external consultants or division heads of an external organisation and a case organisation representative.
- All presentations must be in English.
- The teams must use PowerPoint to present their recommendations. The teams must use their fictitious team name instead of their university name. This is necessary to safeguard the integrity of the competition and to prevent any possibility of bias from ICC@M judges.

- For each case presentation, the teams have 20 minutes to present and 10 minutes to answer questions. The teams will be cut off and not permitted to continue at the end of the 20 minutes. Unused presentation time will not carry over into the Q&A session.
- There will be a 5-minute tech buffer between teams to set up and mitigate any technical issues that may arise.
- An ICC@M volunteer will provide time warnings for 10, 5, 2 minutes and 1 minute remaining.
- The teams are not allowed to see the presentations of the other teams. Advisors are allowed to watch the presentations of the other teams within their team's division as well as all presentations in the finals.
- The presentations will be recorded and the recordings will be shared via MS Teams. However, there is no guarantee the recording can be distributed if there are unprecedented technical difficulties.

## 6. Judging and ranking

- Each team will be judged relative to the other teams in their division and will be ranked from first to fourth in each case. The team that ranks first will be awarded 4 points, second will receive 3 points, third will receive 2 points, and fourth will receive 1 point.
- Both 16-hour cases, Case I and Case II, will count for 50% each.
- On Wednesday, the judges will provide each team and their advisor with verbal in-person feedback. On Friday, feedback will only be provided to teams that have not progressed to the finals. The feedback will take maximum 8 minutes. If time allows, questions can be asked by the team members, but please note that this is a feedback moment, not a discussion moment. Rankings will not be given during the feedback and teams are not allowed to ask for their rankings. Advisors are only allowed to attend the feedback of their own team.



# Competition rules and general information

- There will be a winner announcement after every case.
- In each division and for each case, a fixed number of points will be allocated to the four teams individually. The points allocated will not be announced, and will only be used in instances when a tie in point totals needs to be broken for the finals. There are five themes, and for each theme, the team can receive 1 to 5 points, resulting in a maximum total of 25 points per team, per case.
- In case of a tie:
  - The team with the higher ranking for Case II proceeds to the finals.
  - In case of equal ranking for Case II, the total points allocated for Case I and II will be leading.
  - In case of a total tie, the tied teams will both be allowed to join the finals.

## 7. Finals

- The four (4) finalists will be announced during the winner announcement of Case II, after which each finalist team will proceed to a separate room to prepare for the finals.
- The finals focus on an additional question aligned with Case II.
- The finalists have 90-minutes to create a five (5) minute pitch to answer this question.
- The finalists are allowed to reuse slides and work done during Case II.
- Non-finalist teams and all advisors are welcome to watch the finals. However, the teams that reached the finals are only allowed to watch the presentation of the team(s) that come(s) next.
- Once a team qualifies for the finals, their advisor will again not be allowed to communicate with them until after their presentation in the finals.
- The scores obtained in the previous two rounds will not count towards the scores in the finals. Instead, the final's judges will determine finalist numbers one through four based on the presentations of the final round only.
- During the finals, a new judging panel will be present.

## 8. Penalties & non-compliance

The organisers reserve the right to disqualify any team from the competition if they find a team has breached any of the rules, or if a team's conduct goes against the professional and collegial spirit of the competition.

Should a team be found to have communicated with external parties or have external parties present (in a virtual meeting) during their case deliberation period or during the time until the presentation, they will automatically be disqualified from the case in question and be awarded 0 points. See also 4.2.

Sharing information with regard to cases under NDA restrictions is not allowed. Acting in breach of this rule will result in disqualification.

If you have any concerns or disputes regarding the implementation of these rules, please bring them to the immediate attention of the organisers. Please note, however, that the decision of the organiser is final and irrevocable.



# Competition rules and general information

## 9. General

All materials produced during ICC@M will become the rightful property of ICC@M. This includes cases, recordings, slides, etc.; some materials will be distributed to the case companies at a later stage.

## 10. Hotel information

For each team of four students, we have booked two rooms as standard at [The Social Hub Maastricht](#) from May 17th to 23rd, along with a separate room for each advisor, unless you have contacted the organisers to make alternative arrangements.

Additionally, there is only one small table available in the room at The Social Hub for you to prepare the cases. Please keep this in mind. You are also allowed to take the chair(s) from the non-solving room to the Case Solving room.

## 11. Bus transport

As indicated in the schedule, there are buses that will transport you from The Social Hub to SBE.

- Pick-up point at TSH: Bus stop Boschstraat next to Olround Maastricht & Prison Island.
- However, please note that these buses cannot drop you off directly at the university itself, but only at the roundabout (as the buses cannot turn within the university premises).

It is approximately a 5-minute walk from the roundabout to SBE, so please consider appropriate footwear and, in case of rain, bring an umbrella.

Teams will be able to walk back to the hotel at their own convenience.

## 12. For advisors

- On Tuesday: advisors will receive a copy of the case alongside the teams during the company visit.
- On Thursday: a hard copy of the case will be handed out during the advisor day.

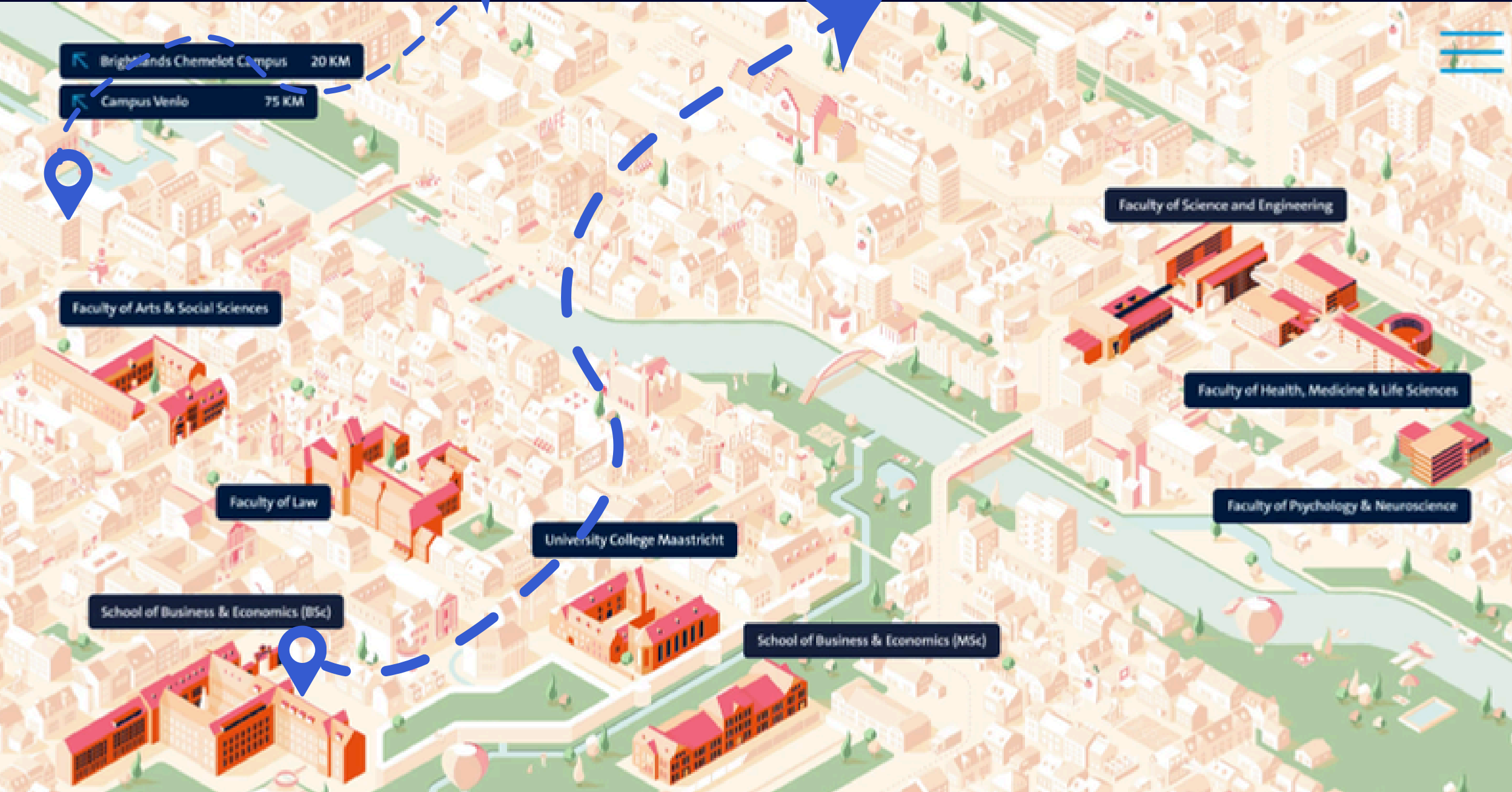
- On Wednesday: advisors are only allowed to discuss the case with their team after the team's presentation has ended.
- On Friday: Team advisors are not permitted to communicate with their teams until the finalists have been announced. Once the finalists have been announced, advisors of teams which are not finalists are permitted to communicate with their teams. Advisors of teams that have progressed to the finals will not be allowed to communicate with their teams until their final presentation has been completed.
- Advisors are allowed to watch the presentations of the other teams within their team's division.
- Advisors are only allowed to attend the feedback of their own team.
- The outcome of the draw, including divisions and timeslots will be sent to the advisors after both draws.
- Advisors are allowed to take the organised bus to SBE on Wednesday and Friday, at a set time only. Advisors are not allowed to travel with the teams.



# Map of Maastricht

The Social Hub  
Sphinxcour 9A  
6211 XZ Maastricht

School of Business and Economics  
Tongersestraat 53  
6211 LM Maastricht



The Social Hub



Maastricht University School of Business and Economics

# Discover the Netherlands

The Netherlands (Dutch: Nederland) forms the European heart of the Kingdom of the Netherlands (Dutch: Koninkrijk der Nederlanden). This parliamentary democracy, under a constitutional monarch, is located in the north-western part of Europe. It shares borders with the North Sea to the north and west, Belgium to the south, and Germany to the east. Although commonly referred to as Holland, this name actually refers to only two of the country's twelve provinces, making the term an incomplete representation.

The Netherlands is one of the most densely populated and geographically low-lying countries in the world (its name literally means Low-lands) and is famous for its dikes, windmills, wooden shoes (clogs), tulips, bicycles and perceived social tolerance. Its liberal policies are often mentioned abroad. The country is host to the International Court of Justice.

Although Amsterdam is the official capital according to the constitution, The Hague serves as the seat of government, the residence of the monarch, and the location of the majority of foreign embassies. The English term 'Dutch' is used both as the name of the language and as an adjective referring to the country.

With a population of just over 17 million people, the Netherlands is a densely populated nation, with more than 40 percent of its residents living in the western provinces of North and South Holland. These provinces house the country's three largest cities: Amsterdam, Rotterdam, and The Hague.



# Discover Maastricht

Maastricht can rightfully claim to be one of the oldest cities in the Netherlands (around 50 BC). The name Maastricht comes from the Latin term *Mosae Trajectum*, which means 'passage over the Maas'. The city is a living and breathing outdoor museum, and the streets are full of reminders that the city once served as a Roman post, a city of pilgrimage, a medieval fortified city, and one of the first centres of the Dutch industrial revolution.



The Vrijthof is the heart of Maastricht. Already in the 10th century this large square was the centre of a thriving St Servaas cult. Today the Vrijthof is dominated by two impressive churches: the St Servaas basilica and the St Jan church. Whenever Maastricht has something to celebrate, such as the Preuvenemint or Carnival, the Vrijthof is the place to be.

The Markt (market), the other square in the centre, is a more modern down-to-earth version of the Vrijthof, near the Student Hotel and Bastion Hotel. On Wednesdays and Fridays, the greengrocers and other vendors erect their stalls around the Town Hall to sell their wares at slightly cheaper prices than in the shops.





**ICC @ M**

**Maastricht University**  
**17-23 May 2026**

***See you soon!***

**VINIQ**  
voor ieder een feest

de coöperatieve  
**Rabobank** 



**Lumière**

