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JANUARY 9-12
BURLINGTON·VERMONT

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ENDLESS POSSIBILITIES

presented by:

The University of Vermont SCHOOL OF BUSINESS ADMINISTRATION



Welcome to the Inaugural Family Enterprise Case Competition

OUR VISION FOR FECC

Today, it is well known that family enterprises dominate the economic and social landscapes around the world. The percentage of family-controlled firms varies from country to country. However research suggests family enterprises create between 70% and 90% of the global GDP, provide a majority of the jobs regardless of the economic climate, and incubate most new ventures.

Although scholarship on business and management dates back to the fifties, it was not until the launch of Family Business Review (FBR) in 1988 that issues and dilemmas particular to family enterprises began to be seriously studied by researchers. By its 25th birthday, FBR had become one of the top 20 business journals, distributed to over 8,000 subscribers in 177 countries. These signals indicate the growing interest in evidence-based knowledge on family enterprises. Furthermore, family business consulting is one of the fastest-growing arms of organizational advising, as is evident from the growing influence of the Family Firm Institute – the leading association of family enterprise professionals.

Against this backdrop, it is no surprise that several accredited universities around the world offer courses and programs uniquely focused on family enterprises. What is curious, however, is that while there are hundreds of case competitions in the world on topics as varied as strategy, marketing, finance, international

business and sustainability issues, to date, there is not a single case competition that brings together students from leading institutions to identify issues and dilemmas specific to family enterprises, and to present their recommendation and its rationale to a panel of experts.

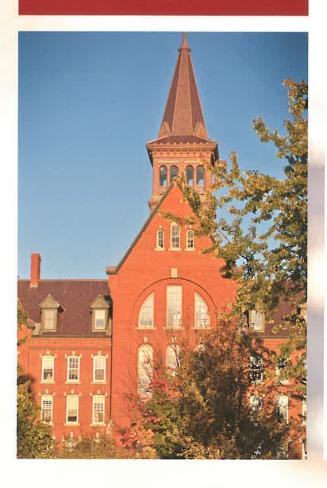
We believe the Family Enterprise Case Competition (FECC) organized by the University of Vermont's School of Business Administration is a global first. It brings together teams from institutions around the world that are at the leading edge in family enterprise education. We hope this competition will attract the development and increase the popularity of family enterprise courses and programs around the world. Moreover, it will help bring the unique issues of family enterprises to the forefront of scholarly and educational conversations. In turn, such moves will help bring business education closer to the lived realities of the majority of enterprises in the business world!

We welcome your active participation in this inaugural FECC as a team member, coach, judge, and/or sponsor. Thank you for trusting us in organizing a world-class event.

We are making history together!

Pramodita Sharma, Ph.D. Sanders Professor of Family Business School of Business Administration University of Vermont psharma@bsad.uvm.edu

FAMILY ENTERPRISE CASE 20 COMPETITION 13 JANUARY 9-12 BURLINGTON VERMONT



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WELCOME FROM SANJAY SHARMA, PH.D.

Dean, School of Business Administration



DEAR FECC COMPETITORS,

Welcome to the University of Vermont School of Business Administration in Burlington, Vermont. We are excited to host the first-ever Family Enterprise Case Competition (FECC), dedicated solely to the issues that affect family businesses.

There are nearly 5.5 million family businesses in the U.S., and they employ approximately 63% of the workforce (FEUSA, 2011). Family enterprises must overcome unique challenges, such as sustaining the entrepreneurial spirit over generations, finding ways to engage family and non-family members, and addressing succession planning, among others. We believe the FECC will help generate new ideas and innovations to address these challenges.

At the UVM School of Business Administration, we prepare students to become responsible managers in a dynamic, interconnected, complex and sustainable global economy. In the last year, we've undertaken initiatives to add value to both our business degrees and the student experience. Our undergraduate curriculum has been updated and enhanced with a distinctive focus on three strategic themes: entrepreneurship, sustainable

business and global business. We also have defined five concentrations: finance, accounting, marketing, business analytics, and management & leadership.

Our MBA program has been revamped into a fresh format with a focus on sustainable entrepreneurship. This program has been designed to be very global in its orientation and will appeal to a wide range of working professionals and international students.

I invite you to learn more about the School of Business Administration. We hope to build lasting relationships with you all well beyond this competition.

Sincerely,

Dean Sanjay Sharma, Ph.D.

FAMILY BUSINESS FACTS

The greatest part of American wealth is created and held by family-controlled enterprises. (Astrochan and Shanker, Family Business Review, 2003)

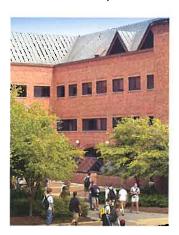
WELCOME FROM TOM SULLIVAN President, The University of Vermont





WELCOME TO UVM!

We are proud to host the very first case competition dedicated to family business. According to the Family



Firm Institute, family businesses generate an estimated 70% to 90% of global GDP annually. UVM also knows how important family businesses are to our national and state economies, and we provide excellent resources and navigational tools for Vermont family businesses through the Family Business

Initiative; this program is just one way that we support the local entrepreneurs who are so crucial for the creation of new jobs.

Entrepreneurship, sustainable business and global business are the three strategic themes of our undergraduate business program; they reflect UVM's broader institutional mission.

For example, we encourage student entrepreneurship through UVM Start, our recent online crowd-sourcing program that connects students with alumni donors and mentors, and our partnership with the Vermont Center for Emerging Technologies provides start-up companies with invaluable services and networking opportunities. Our Food Systems Spire of Excellence draws faculty and students from across disciplines and works with local producers and businesses to address local and global environmental sustainability, health and safety. UVM research and outreach programs like the Maple Research Center and the Dairy Center of Excellence engage local farmers and producers as research partners, develop sustainable practices, and share scientific discovery while offering students hands-on learning. The Family Enterprise Case Competition also demonstrates our ongoing commitment to supporting global business and creating strong networks with other institutions and organizations across the world.

Thank you very much for bringing your case to UVM. We look forward to seeing you again next year!

Good luck!

Tom Sullivan President

FAMILY BUSINESS FACTS

As compared to non-family firms on the S&P 500, family-owned firms were less likely to downsize during tough economic times. (Black 2010 Family Business Review)

WELCOME FROM PETER SHUMLIN Governor of Vermont

WELCOME FROM MIRO WEINBERGER Mayor of Burlington



GREETINGS FROM THE GOVERNOR

It is my honor to welcome you to the Green Mountain State for the Family Enterprise Case Competition, hosted by the University of Vermont's School of Business Administration.

I am pleased that the University of Vermont is hosting this important event, which is the first-ever family enterprise case competition in the U.S. and the world.

I know that you all have traveled from across the country and the globe to be here, and I hope you find some time to enjoy and explore the beautiful UVM campus and the city of Burlington. From the waters of Lake Champlain to the shops of Church Street, you will find breathtaking views, a multitude of outdoor activities, delicious locally produced food, and world-class shopping and entertainment, and I invite you to take advantage of all Vermont has to offer. Again, I am honored to have our state host this inaugural event, and best of luck to you in the competition!

Peter Shumlin Governor

DEAR COMPETITORS,

Welcome to Burlington, Vermont's largest city and a great place to live, visit and work. Located on beautiful Lake Champlain, Burlington offers outdoor recreation along with educational and arts opportunities that make it one of the liveliest and most desirable small cities in the nation.



Burlington is also the hub of strong and diverse economic activity in the city, the state, and beyond. Family businesses have long been an important part of Burlington's success, aided by the city's association with the University and the academic and other resources it offers. In addition, we are working hard to provide the foundation,

circumstances and tools that will encourage further opportunities for business development in Burlington and the surrounding area.

I wish you the best of luck in your competition and look forward to the ideas you generate in support of family businesses.

Miro Weinberger Mayor

FAMILY BUSINESS FACTS

Managing the succession process, its psychological, emotional, and practical aspects simultaneously gets much harder when kinship ties are involved.

ORGANIZING COMMITTEE





FACULTY AND STAFF: Organizing Committee

Pictured from left:

Thomas Chittenden, Franz Bernstein, Beth Parent, Pramodita Sharma, Eva Carreira, Rocki-Lee DeWitt, Dann Van Der Vliet

TEAM AMBASSADORS

Emily Bates Joyce Peiman "Kitty" Chi Ryan Little Paola Rekalde Katherine Bowen Hope He Jing Luo Henry Sinkula Kristen Caron Shi Huang Sanjaya Niroula Olivia Steimke Ally Chapman Arran Joyce Lucia Orantes Siyi Zhao

ROOM COORDINATORS

Ben Jacobson Nick Monteforte Marshall Shepherd Elizabeth Whitney

REGISTRATION DESK

Brendan Stripling (Room Coordinator) Shuo Yang (Team Ambassador)

FAMILY BUSINESS FACTS

Family Businesses incubate new businesses, create and sustain jobs. 80% of new ventures are launched with significant family involvement and control.

PARTICIPATING UNIVERSITIES



Universidad de San Andrés

COUNTRY: Argentina

COACH: Sebastián García-Dastugue

TEAM MEMBERS:Agustina Gelhorn
Paula Matyas

Maia Peralta-Blanco





Concordia University -John Molson School of Business

COACH: Mark Haber

TEAM MEMBERS:

Victoriya Gouchtchina Scott Carr

Phuong Thao Nguyen



ROWE SCHOOL OF BUSINESS

Dalhousie University

COUNTRY: Canada

COACH: Robert Blunden

TEAM MEMBERS:

Evan Hallward Alex Kleiser Sean Tait Max Werner



Wilfrid Laurier University - School of Business & Economics

COUNTRY: Canada

COACH: John Young

TEAM MEMBERS:

Mallory McKewen Cedric Zhang
Daniel Figuroa Shannon Laing









Universidad de Chile

COUNTRY: Chile

COACH: Claudio G. Müller

TEAM MEMBERS:

Camila Montti Karla Valderrama

Illia Stifel



Universiti Tun Abdul Razak

COUNTRY: Malaysia

COACH: Leilanie Mohd Nor

TEAM MEMBERS:

Nurul Syazwani Yahi Kong Nian Hee Nur Nabilah Mohd Yamin Nor Fatihah Roni



Universidad de los Andes

COUNTRY: Colombia

COACH: Luis Diaz-Matajira

TEAM MEMBERS:

Carlos Felipe Colmenares-Misas Ehidy Ximena Nensthiel-López Diana Parrado-Jiménez

Hermeneck Alarcón-Ardila



Universidad Panamericana

COUNTRY: Mexico

COACH: Francisco Jose Equiarte-Salgado

TEAM MEMBERS:

Maria Fernanda Tostado-Ahumada Juan Carlos Maytorena-Mendoza Gilda Maria Artola-Compean Fernando Alarcon-Cortes

PARTICIPATING UNIVERSITIES



Windesheim University of Applied Sciences

COUNTRY: Netherlands

COACH: Mira Bloemen-Bekx

TEAM MEMBERS:

David Boerhof

Wim Klein

Arjen Dekker

Angelique Prenger

JÖNKÖPING INTERNATIONAL
BUSINESS SCHOOL
JÖNKÖPING UNIVERSITY

Jonkoping International Business School

COUNTRY: Sweden

COACH: Mattias Nordqvist

TEAM MEMBERS:

Steffen Meier Matthias Waldkirch Erna Esa Anton Korityak



Esade Business School

COUNTRY: Spain

COACH: Alberto Gimeno

TEAM MEMBERS:

Joan Rigol Filippo Checcucci Banele Levin Gloriann López



Coles College of Business Cox Family Enterprise Center

Kennesaw State University

COUNTRY: USA

COACH: Gaia Marchisio

TEAM MEMBERS:

Michael Clark Justin Kraemer Ashley Jackson Charles Taylor







Grand Valley State University

COUNTRY: USA

COACH: Timothy Syfert

TEAM MEMBERS:

James Anderson

Scot Dodd

Tim Sporte

Josh Wood

STETSON UNIVERSITY

Family Enterprise Center

Stetson University

COUNTRY: USA

COACH: Peter Begalla

TEAM MEMBERS:

Michael Furlong Torri Hawley Madison Anderson Abygale Shupe

SYRACUSE UNIVERSITY

Syracuse University

COUNTRY: USA

COACH: Alex McKelvie

TEAM MEMBERS:

Kiven Pierre

Max Jones Porsche Nichols

The University of Vermont SCHOOL OF BUSINESS ADMINISTRATION

University of Vermont School of Business

COUNTRY: USA

COACH: Dave Mount

TEAM MEMBERS:

Tom Bazzano

Elizabeth Bernier

Kyle DeVivo

Jake Webber

MAJOR SPONSORS

CHUCK AND ROBIN TAUCK



Chuck Tauck worked for Tauck Tours through 1996 as a tour director, call center manager and finally operations manager. After graduating from the Cornell Hotel School graduate program, he joined a small group of people who were transforming an abandoned lakeside dairy farm into a winery. Today, Sheldrake Point Winery has 44 acres of vinifera grapes, produces 8000 cases of wine annually, hosts 40,000 visitors each year and is recognized as one of

the top wineries in the Finger Lakes. Mr. Tauck graduated from the University of Vermont in 1976 with a degree in marketing.



Robin Tauck is a third-generation owner and former president and CEO of Tauck World Discovery, a Connecticut-based 85-year-old luxury travel company servicing luxury travel to 80 countries and seven continents, a \$400 million business. She is currently an industry advocate for economic development through global tourism, engaging and authentic cultural experiences, and the development of public-private

partnerships in sustainable tourism and heritage protection. A member of the CEO list of 100 on the World Travel & Tourism Council, Ms. Tauck serves on the Environmental Strategy Committee and is active in the 2020 Tourism for Tomorrow strategic initiative. She is a graduate of the University of Cambridge Sustainability Leadership Program (2006), the Stanford University Executive Business program (1999) and the University of Vermont (1977), which honored her with the "Legacy of Leadership" Award in 2000 in New York City.

STEPHEN IFSHIN & JIM KELLER



Stephen Ifshin is the chairman of DLC Management Corporation, which he co-founded in 1991 with his son Adam. Mr. Ifshin oversees the operations side of DLC's business, including tenant leasing; all property, asset and construction management activities; and the firm's regional offices in Atlanta, Baltimore, and Chicago. DLC Management Corporation was the recipient of the 2012 UVM Family Business Award 1st Gen:

UVM founder-led firms with multiple family members in ownership or operations. Mr. Ifshin received a BA from the University of Vermont and currently serves as a co-chairman of the Board of Advisors at the School of Business Administration and a member of the University of Vermont Foundation Board of Directors.



Jim Keller is the president of Green Mountain Business Consultants, a consulting business solving a diversity of issues for small and medium-sized enterprises. He is also the president of the International Corrugated Case Association (ICCA), a trade association representing corrugated producers worldwide on issues of common interest. Mr. Keller received a bachelor of science from the University of Vermont. He received his Masters of

Business Administration from Dartmouth College. Mr. Keller is currently a co-chairman of the Board of Advisors at the School of Business Administration and a member of the University of Vermont Foundation Board of Directors.

CINDY AND DENNIS LOMBARDO



BUSINESS FAMILIES FOUNDATION



BUSINESS FAMILIES FOUNDATION

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CERTIFIED PUBLIC ACCOUNTANTS AND BUSINESS CONSULTANTS

















ANONYMOUS

TRIPP BLAIR

MARK DIMICHAELIS

DAVID HAAS

JOHN HALL

TONY HASKEL

CHRIS HIGGINS

JOHN LARKIN

MARVIN LEVY

VICTOR LIVINGSTONE

STEPHEN PENWELL

BEN ROSA

NICOLE STATA

JEFF STEINHORN

FECC SCHEDULE OF EVENTS

WEDNESDAY, JANUARY 9	

TIME	EVENT	LOCATION	DRESS CODE	DESCRIPTION
9:00sm-12:00pm	Registration and light breakfast	Burlington Hilton – near Green Mountain Ballroom	Business casual	All teams should check in at the registration desk between 9:00am and noon, prior to the luncheon,
10 00am-11 00am	Coaches meeting	Burlington Hilton – Lake Champlain A		Discuss rules and competition format.
12 00pm – 1 30pm	Welcome Luncheon	Burlington Hilton – Green Mountain Room	Business formal	Dean Sanjay Sharma: Welcome Message Thomas Chittenden: Competition Overview and Rules Division Draw
2.00 m – 5.00pm	Team presentations - Case #1	Burlington Hilton - refer to the competition schedule	Business formal	Pre-arrival case presentations - all four team member may present
	Team photos	Burlington Hilton Lobby		Team pictures will be taken immediately after your teams' presentation
5:30pm – 6:00pm	Welking to ECHO Center	Burlington Hilton Lobby	Business casual - Wear comfortable shoes & outerwear	Meet your Team Ambassador in the Lobby, they will escort you to the ECHO center which is about a 5 minute walk.
6:00pm – 10:00pm	Opening Reception	ECHO Center, Burlington	Business casual	Socialize with teams from other universities, team ambassadors, sponsors, special guests at Burlington's award winning lake and aquarium science center.
8:30pm - 9:00pm	Coaches Meeting	ECHO Center, Burlington		Feedback session

THURSDAY, JANUARY 10

TIME	EVENT	LOCATION	DRESS CODE	DESCRIPTION
6:30am — 8:30am	Breakfast	Burlington Hilton – Green Mountain room	Business casual	
7 00am – 10 00am	Transport to UVM campus	Shuttle pick up is at the Burlington Hilton entrance		Shuttle buses will transport to UVM's Kaikin Hall will depart every 15 minutes. Teams should plan to report to the Hilton lobby at least 30 minutes prior to their assigned case time to allow for travel time.
8 00am-2 30pm	Case #2: Team preparations and presentations	Kalkin Hall on the UVM campus – refer to the competition schedule	Bustiness formal	Team Ambassadors will bring lunch to the teams.
12:00pm - 3:00pm	Transport back to Burlington Hilton			Shuttle buses will be available to return participants to the Hilton.
1:00pm - 6:00pm			Free tim	ne
6:00pm – 7:30pm	Dinner	Burlington Hilton – Green Mountain room	Business casual	Sponsored by Business Families Foundation.
7:30pm – 8:30pm	Coaches Meeting	Burlington Hilton — Seasons on the Lake		Feedback session





FRIDAY, JANUARY 11

TIME	EVENT	LOCATION	DRESS CODE	DESCRIPTION
6 30am – 8 30am	Breakfast	Burlington Hilton – Green Mountain room	Business casual	
7 00am - 10 00am	Transport to UVM campus	the Burlington depart Hilton entrance, to the		Shuttle buses will transport to UVM's Kaikin Half will depart every 15 minutes. Teams should plan to report to the Hilton lobby at least 30 minutes prior to their assigned case time to allow for travel time.
8:00am-2:30pm	Case #3: Team preparations and presentations	Kalkin Hall on the UVM campus ~ refer to the competition schedule	Business formal	Team Ambassadors will bring lunch to the teams.
12:00pm - 3:00pm	Transport back to Burlington Hilton			Shuttle buses will be available to return participants to the Hilton.
1:00pm - 5:15pm			Free tim) c
5-15pm	Transport	Shuttle pick up is at the Burlington Hilton entrance		Assemble in the Hilton lobby. Two shuttle buses will depart the Hilton at 5:30pm prompt.
6 00pm – 10:00pm	UVM Hockey Game and Dinner	UVM Gutterson Field House	Casual – dress warm!	Join FECC competitors and guests for a UVM vs UMASS - Lowell hockey game, FECC finalists will be announced during the game.
Immediately following game	Transport	Shuttle pick up location to be announced		Two shuttle buses will return to the Hilton after the game.

SATURDAY, JANUARY 12

TIME	EVENT	LOCATION	DRESS CODE	DESCRIPTION
6:30am - 10:30 am	Breakfast	Burlington Hilton	Business casual	
8:00am-12:15pm	Case #4: Preparations	Burlington Hilton – refer to the competition schedule	Business formal	Top 4 teams will compete.
11:00am - 2:00pm	Case #4: Presentations	Burlington Hilton – Green Mountain Ballroom	Business formal	All teams are invited and encouraged to observe the final presentations.
	Lunch	Burlington Hilton		Team Ambassadors will bring lunch to the teams
2:00pm – 5:00pm	Depending on in	terest from the teams,	Free tim some optional activit	ies may be planned to explore in or around Burlington.
5 00pm - 9 00pm	Closing Ceremony	Burlington Hilton – Green Mountain Ballroom	Business formal	Presentation of team awards and announcement of finalists
	FECC is officially			Registration is open for 2014 at:

DIVISION POOLS AND SCHEDULE

	Team 1A	
Ifshin	Team 1B	
Direction	Team 1C	
	Team 1D	1
	Team 2A	
Keller	Team 2B	
Division 2	Team 2C	DOI:
	Team 2D	
	Team 3A	
Lombardo	Team 3B	
District 3	Team 3C	
	Team 3D	
	Team 4A	
Tauck	Team 4B	
	Team 4C	
Drusson 4	realit 4C	

for your immediate reference, record the university assignments for each division during the random selection process of the opening event

WEDNESDAY, JANUARY 9

Wednesday	O 11114	Presentation			
- weunesday	Hitton	Time	Location		
	Team 1A	2:00 - 2:40 PM			
Ifshin	Team 1B	2:45 - 3:25 PM	Lake Champlain A		
	Team 1C	3:30 - 4:10 PM	Lake Champaili A		
Division 1	Team 1D	4:15 - 4:55 PM			
	Team 2A	2:00 - 2:40 PM	,		
Keller	Team 2B	2:45 - 3:25 PM	Lake Champlain B		
	Team 2C	3:30 - 4:10 PM	take Champain B		
Division 2	Team 2D	4:15 - 4:55 PM			
	Team 3A	2:00 - 2:40 PM			
Lombardo	Team 3B	2:45 - 3:25 PM	Green Mountain A		
	Team 3C	3:30 - 4:10 PM	Green Wiodinain A		
Division 3	Team 3D	4:15 - 4:55 PM			
	Team 4A	2:00 - 2:40 PM			
Tauck	Team 4B	2:45 - 3:25 PM	Vermont A		
	Team 4C	3:30 - 4:10 PM	vennont A		
Division 4	Team 4D	4:15 - 4:55 PM			

NOTES

THURSDAY, JANUARY 10

Thursday @	Prepara	Presentation				
illuisuay @	Time Location		Time	Location		
	Team 1D vs.	8:00 - 11:00 AM	001 Kalkin	11:15 AM	001 Kalkin	
Ifshin	Team 1A	8:45 - 11:45 AM	110 Kalkin	12:00 PM		
Division 1	Team 1B	9:30 - 12:30 PM	Lab 100	12:45 PM	001 Kalkin	
	Team 1C	10:15 - 1:15 PM	Lab 102	1:30 PM		
	Team 2D vs.	8:00 - 11:00 AM	002 Kalkin	11:15 AM	002 Kalkin	
Keller	Team 2A	8:45 - 11:45 AM	300 Kalkin	12:00 PM		
Division 2	Team 2B	9:30 - 12:30 PM	319 Kalkin	12:45 PM	002 Kalikin	
	Team 2C	10:15 - 1:15 PM	322 Kalkin	1:30 PM		
	Team 3D	8:00 - 11:00 AM	003 Kalkin	11:15 AM	003 Kalkin	
Lombardo	Team 3A	8:45 - 11:45 AM	325 Kalkin	12:00 PM		
Division 3	Team 3B	9:30 - 12:30 PM	327 Kalkin	12:45 PM	003 Kalikin	
	Team 3C	10:15 - 1:15 PM	334 Kalkin	1:30 PM		
	Team 4D vs.	8:00 - 11:00 AM	004 Kalkin	11:15 AM	004 Ka!kin	
Tauck	Team 4A	8:45 - 11:45 AM	218 Kalkin	12:00 PM		
Division 4	Team 4B vs.	9:30 - 12:30 PM	211 Kalkin	12:45 PM	004 Kalkin	
	Team 4C	10:15 - 1:15 PM	234 Kalkin	1:30 PM		





	Preparation Time	Presentation Start Time	Ifshin Division 1	Keller Division 2	Lombardo Division 3	Tauck Division 4
Pre-Arrival Case Presentations Wed. Afternoon @ Hilton		2:45 PM 2:45 PM 3:30 PM 4:15 PM	1A: 18: 1C: 1D:	2A: 2B: 2C: 2D:	3A: 3B: 3C: 3D:	4A: 4B: 4C: 4D:
Divisional Round Robin Controlled/Timed (3 Hour) Thursday Morning @ UVM	8:00-11:00 AM 8:45-11:45 AM 9:30-12:30 PM 10:15-1:15 PM	11:15 AM 12:00 PM 12:45 PM 1:30 PM	1D:1A:1C:1C:	2D:	3D:3A:	4D:
Divisional Round Robin Controlled/Timed (3 Hour) Friday Morning @ UVM	8:00-11:00 AM 8:45-11:45 AM 9:30-12:30 PM 10:15-1:15 PM	11:15 AM 12:00 PM 12:45 PM 1:30 PM	1C: 1A: 1D: 1B:	2C:	3C: 3A:	4C: 4A: 4D: 4B:
Finalist Round Controlled/Timed (3 Hour) Saturday Morning @ Hilton	8:00 – 11:00 AM 8:45 – 11:45 AM 9:30 – 12:30 PM 10:15 – 1:15 PM	11:15 AM 12:00 PM 12:45 PM 1:30 PM	Keller [Lombardo [Division (2) Winner:		

FRIDAY, JANUARY 11

Evidore	Prepara	Presentation			
Friday @UV	/M	Time	Location	Time	Location
	Team 1C	8:00 - 11:00 AM	001 Kalkin	11:15 AM	
16-1-1-	VS.				001 Kalkin
Ifshin	Team 1A	8:45 - 11:45 AM	110 Kalkin	12:00 PM	
Division 1	Team 1D	9:30 - 12:30 PM	Lab 100	12:45 PM	
DIVISION 1	Team 1B	10:15 - 1:15 PM	Lab 102	1:30 PM	001 Kalkin
	Team 2C	8:00 - 11:00 AM	002 Kalkin	11:15 AM	-
	VS,				002 Kalkin
Keller	Team 2A	8:45 - 11:45 AM	300 Kalkin	12:00 PM	
	Team 2D	9:30 - 12:30 PM	319 Kalkin	12:45 PM	E
Division 2	vs.				002 Kałkin
	Team 2B	10:15 - 1:15 PM	322 Kalkin	1:30 PM	
	Team 3C	8:00 - 11:00 AM	003 Kalkin	11:15 AM	
Lombardo	Team 3A	8:45 - 11:45 AM	325 Kalkin	12:00 PM	003 Kalkin
	Team 3D	9:30 - 12:30 PM	327 Kalkin	12:45 PM	
Division 3	VS.				003 Kaikin
	Team 3B	10:15 - 1:15 PM	334 Kalkin	1:30 PM	
	Team 4C	8:00 - 11:00 AM	004 Kalkin	11:15 AM	
Tauck	Team 4A	8:45 - 11:45 AM	218 Kalkin	12:00 PM	004 Kalkin
	Team 4D	9:30 - 12:30 PM	211 Kalkin	12:45 PM	
Division 4	vs. Team 4B	10:15 - 1:15 PM	234 Kaikin	1:30 PM	004 Kalkin

SATURDAY, JANUARY 12

Saturday @ Hilton	Prepara	ation	Presentation		
Satuluay @ Hilton	Time	Location	Time	Location	
Ifshin Division 1 Finalist	8:00 - 11:00 AM	Montpelier A	11:15 - 11:55 AM		
Keller Division 2 Finalist	8:45 - 11:45 AM	Montpelier B	12:00 - 12:40 PM	Adirondack AB	
Lombardo Division 3 Finalist	9:30 - 12:30 PM	Montpelier C	12:45 - 1:25 PM	Adii Gildack Ab	
Tauck Division 4 Finalist	10:15 - 1:15 PM	Vermont A	1:30 - 2:10 PM		

NOTES

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FECC BEHIND THE SCENES

ORGANIZING FECC

It was in October 2011 that we shared the idea of launching FECC with the Advisory Board members of the School of Business Administration. The enthusiastic reaction of Dean Sanjay Sharma and members of the Advisory Board confirmed the strength of this idea. To deliver on the promise of holding the first FECC within a year of this presentation, our team immediately got to work.

When to hold the competition?

Dann Van Der Vliet, director of our Family Business Initiative, quickly set out to secure a location. Although the thought of holding this competition in the beautiful leaf season of Vermont (October) was very appealing to some of us, this idea had to be shelved rather quickly on realizing that hotel room availability is virtually nonexistent at this time, and the academic term would make it impossible for competing students from around the globe to participate in FECC. We settled for January — a time that works well for most schools and is especially attractive for skiers.

What should be the team composition?

Thomas I. Chittenden, a faculty member at our school, had some experience with case competitions. He enthusiastically joined the team and started exploring in detail how such competitions are organized. An introduction by Dean Sharma to Prof. Mark Haber from the John Molson School of Business of Concordia University was very fruitful in this regard. Mark graciously shared his experience with case competitions. His advice became the guiding light for the format of FECC.

Given the newness of the case competition idea in family business studies, and the fact that family enterprise courses are often cross-listed for senior undergraduate and master's degree students, it was determined that each competing team should have four students (graduate or master's) and at least one coach.

Competition is announced! Will they come?

When launching anything that is a global first, the founders usually cannot fully predict how the idea will be received in the marketplace. With decisions made on dates and team composition, and a short prayer, we boldly announced the competition. At this stage, we had no funding support or any idea of how many teams would respond or compete. By now, Rocki-Lee DeWitt and Elizabeth (Betb) Parent had joined the team – and both of them ended up playing key roles in the creation of FECC.

The "Call for FECC" was released. We were delighted when this initiative was received with excitement in the field of family business studies. Pre-registrations started to come. "First come, first-served basis' is what we will use," we said, without knowing if there would be a first! Thomas reminded us of the need to ensure that the total number of teams was a multiple of either three or four so as to structure the divisions effectively. While we wanted to be inclusive and engage as many competing teams as we could, we felt eight teams would be a great start for the first year of FECC. Dann and I, who were most entrenched in the field of family business, reached out to our contacts inviting them to compete in this history-making event. Every new team that signed up was welcomed with excitement. The final tally was 16. And we even had a waiting list for FECC 2014!

Where will the cases come from?

We all knew that for such competitions published cases could not be used. So, we needed to generate brand-new cases never used in any classroom or published anywhere. Rocki-Lee, a seasoned case writer, stepped up to the task of organizing the first FECC Case Writing Competition. The "Call for Written Cases" was launched. The anxious wait for the cases to arrive began. And they did arrive, from different parts of the world.

To select the cases for FECC, we needed judges who met the following criteria: (i) whose schools were not competing in FECC; (ii) who were known for excellence in case writing and teaching; (iii) who were well versed with family business scholarship; (iv) who were highly respected for their integrity and judgment, and (v) who came from different parts of the world.

Following was our "wish list" of judges for the case writing competition. We were delighted and humbled when each accepted our invitation enthusiastically:

- Juan O Rivera Algarin, Inter-American University, Puerto Rico
- · Mary Barrett, University of Wollongong, Australia
- · Guido Corbetta, Bocconi University, Italy
- Frank Hoy, Worcester Polytechnic Institute, USA
- · Reg Litz, University of Manitoba, Canada
- . K. Ramachandran, Indian School of Business, India

Rocki-Lee handled all communications with these judges. The organizing team breathed a sigh of relief when she shared that there were more than enough submissions to select cases for the competition. To maintain the integrity of the competition, we agreed that no information about the case writing competition would be shared with the rest of the organizing team. An imaginary yet impermeable seal was created between Rocki-Lee and the rest of the organizing team. Thus, the selected cases were as much of a surprise to our organizing team as they were to the competing ones!





Rooms, divisions, computers

Detailed clear thinking was needed to make sure each team had a prep room and computers, knew their division and which rooms they must go to when, and knew how much time they would have to present. Would dictionaries be allowed or not? Systematic and thorough in his approach as always, Thomas had all this under control. Nicholas Gingrow, John Ritter and Matthew Parisi, our IT specialists, gladly took on the responsibility of coordinating the required workstations for the case preparations and presentations for the event.

The Vermont touch

A four-season tourist attraction, Burlington, Vermont, is a very special place. We wanted our visitors to experience a bit of its magic. Working under the guidance of Dann and Beth, it is our hope to accomplish this through the opening reception at the ECHO Center, the judges and sponsors reception at the Fleming museum, and the announcement of division winners at a hockey game at the UVM Gutterson Fieldhouse. Of course, the location of the Hilton on beautiful Lake Champlain and many competitive events in the Kalkin Hall of UVM add to the charm.

Judges

Family business studies is one sub-discipline of management that has always been very close to practice. We wanted the alignment of research and practice reflected in the evaluation of case presentations. Thus, the judging panels had to be a mix of (i) family business educators/scholars, (ii) advisors/service providers, and (iii) owner/managers. Ideally, we wanted a panel of at least three for preliminary rounds and five for the final round.

Perhaps the shock of the organizing committee was most evident the day Thomas announced that if we wanted the above mix we must fill 77 judging slots (72 for preliminaries and 5 for finals). The timing of January before classes start and most faculty not yet on campus, combined with a Vermont tradition of many families going South for the winter or being busy skiing, did cause a bit of concern for us. How were we going to fill the judging slots given such context?

Once again, we reached out to our connections and were very grateful for Dean Sharma and Dean Snider, our development officer, for helping us with their networks. The School's Advisory Board eagerly stepped up to help—most members served as judges and brought their networks to the table. Family business scholars and advisors from near and far signed up to serve as judges. We were delighted to get a note from John Ward, the leading author, thinker and advisor to family firms around the world, asking how he could help with FECC. The cost of travel and lodging that the judges were to bear did not fade their enthusiasm. They signed up and came! We ended up with more than 77 slots filled and could increase the size of our panels in some rounds—a

nice problem to have indeed! At the competition, Rocki-Lee and Thomas took charge of briefing the judges so as to ensure the panels in different room were working from the same evaluation sheet and guidance.

Sponsors

There is no line in the School of Business's or UVM's budget for such a competition, or for the competing teams. As the number of competing teams increased, so did the cost of the event – judges, student ambassadors, competition and preparation rooms, meals, etc. Dann kept a running tally of our increasing budget requirement, simultaneously working hard with the help of Dean Sanjay Sharma and Dean Snider to attract sponsors. Although the Vermont business community stepped up to help, the watershed assistance came from members of our Advisory Board, long-term supporters of the family business initiative at our school, and the Business Families Foundation. By November, we had raised enough to meet our expenses! Focus now turned to the brochure that would anchor the event.

Brochure and communications

Throughout the preparation season for FECC, Beth Parent, marketing and communications coordinator at the School of Business Administration, stayed on top of keeping the website updated and media informed. She played a key role in decisions to make the event special for all attendees. It caught us all by surprise when she declared that all materials must go to the printer by the end of November to ensure the brochures were ready on time for FECC. Thomas's conversations with Mark Haber had made it clear that the quality of this brochure signals the quality of the event. By November 22, American Thanksgiving, Beth had received most key items for the brochure.

Important role of students

Very little in universities can be effectively accomplished without the help of students and FECC is no exception. Given the volume of work, we quickly realized that Beth, Dann, and Thomas needed support from reliable students. Susan Schlom, our careers specialist, offered to help with this critical selection. After conducting interviews, she provided us two amazing coordinators – Eva Carreira, responsible for social media and promotions; Franz Bernstein for judges and student ambassadors. In addition to these two senior students, we needed to recruit at least 20 student ambassadors – one for each visiting team, and four to handle the registration desk and guide the judges to their rooms. We worried whether students would be willing to come before the academic session began and when the dorms were not yet open. The "Call for FECC Ambassadors" posted by Franz generated more interest than the slots we had. Once again, Sue Schlom offered to interview the applicants to provide us with the best possible student ambassadors.

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