



## Academic Challenge 4.0

Hong Kong, China | 12 – 14 March 2019

[Click Here to Register  
By 30 November 2018](#)



## What is CORENET GLOBAL?

CoreNet Global is a nonprofit association, headquartered in Atlanta, Georgia (US), representing nearly 11,000 executives in 50 countries with strategic responsibility for the real estate assets of primarily large, multinational corporations. The end user membership base is diverse and spans industries including high-tech, financial services, manufacturing, pharmaceutical, telecommunications, healthcare, insurance and oil and gas. Google, Unilever, International Monetary Fund, Oracle, Coca-Cola, Amazon, AT&T, General Motors, Barclays, BASF, and Shell are among our many member companies. One third of our membership resides outside North America (primarily Europe, China, India, Singapore, Australia, New Zealand, Brazil and the Middle East) with most members managing portfolios with millions of square feet spanning multiple continents.

Virtually all corporate real estate (“CRE”) departments partner with external service provider companies to deliver services needed to acquire, maintain and dispose of real estate. These services include but are not limited to brokerage, site selection, architecture and interior design, lease administration, facilities management, and technology platforms. One of the long-term trends in the CRE profession is toward leaner, smaller internal CRE teams focused primarily on strategy and client relationship management, with growing dependence on external service provider companies for tactical delivery and execution. Those external service providers are also members of the association.

The organization’s mission is to advance the practice of corporate real estate through professional development opportunities, publications, research, conferences, designations and networking in 46 local chapters globally.

## Why conduct an ACADEMIC CHALLENGE?

A strategic priority for CoreNet Global is to strengthen its relationship with academic institutions around the world and grow the pipeline of talent into the challenging, rewarding -- and often overlooked – career of corporate real estate.

The Academic Challenge is an important step in raising the awareness of the profession and the impact of corporate real estate on the global economy. The competition is designed to attract students from all academic disciplines to tackle key challenges facing the profession, and the challenges facing the enterprises our members serve.

## What is the role of a CORPORATE REAL ESTATE EXECUTIVE?

Corporate real estate professionals have strategic responsibility for their corporations’ total real estate footprint of owned and leased space. They are charged with anticipating and responding to a corporation’s property needs as a result of business growth, expansion or contraction.

Corporate real estate executives are generally not REALTORS®, commercial brokers, developers or facility managers though they retain or manage these professionals as well as architects, site selection consultants, economic developers, interior designers and the like to help support their strategy.

Historically, corporate real estate professionals focused on managing the physical property for the business. They were charged with acquiring, maintaining, and disposing of real estate throughout the “lifecycle” or useful life of any property. Certainly, those functions still remain at the core of corporate real estate. However, the business landscape has changed and the role of corporate real estate continues to evolve. Now more than ever, corporate real estate professionals are charged with partnering with the business and adding strategic value.

More corporations are now viewing real estate as a strategic asset and corporate real estate as a strategic function. As a result of that shift, a new skill set is required for today’s corporate real estate executives. They are at the forefront of corporate social responsibility and sustainability initiatives and are leaders in the innovative workplace design movement aimed at improving worker productivity, wellness, and the workplace experience. They also play a vital role in talent recruitment and retention, location strategies and interaction with other internal support functions such as human resources or information technology.

## INTRODUCTION

(ADAPTED FROM “THE BIGGER PICTURE: THE FUTURE OF CORPORATE REAL ESTATE,” CORENET GLOBAL, 2016.

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While no one can predict the future with certainty, this much is clear: the future of corporate real estate (CRE) won't look anything like its past.

We live in a world that is more globally connected than ever before, changing more rapidly than ever before, and constantly disrupted by technological innovation. It is replete with both risks and opportunities. These and other major trends are transforming how, where and when global business is conducted.

Now, more than ever, it is crucial that CRE professionals become not only students of the business, but students of the world and how it is changing. This is the purpose of this competition: to place the future of CRE in the context of the bigger picture.

For example, a recent report by McKinsey points out that digital flows, while a relatively new phenomenon, now have a larger impact on Gross Domestic Product than the trade in goods. This new reality means that CRE executives need to be aware of how this will influence their function, not only in regard to the real estate portfolio, but also in terms of attendant cyber security risks presented by today's sophisticated building management systems.

Technology is also impacting how cities are run, how they develop, and what kinds of talent and organizations they attract. Smart solutions for infrastructure challenges will be increasingly demanded from city planners and managers, and will become a key differentiator between cities. Urbanism is on the rise, and companies are increasingly drawn to growing cities in pursuit of young talent.

Risk management is not a new concept for CRE, but it is growing in importance and impacts the entire breadth of the CRE function. Country risks and physical security, climate change and its impact, weapons of mass destruction, and the water crisis in many countries and regions are the top risks that experts and decision makers are most concerned about, according to a risk assessment report by the World Economic Forum. Considering that location strategy is a key competency for many CRE organizations, attaining a greater understanding of what risks lie where is imperative in order to site new facilities, as well as adequately secure existing operations. This will also provide CRE professionals greater insights regarding potential threats to their company's supply chain and enable them to contribute to strategic conversations about business continuity planning.

Meanwhile, enhancing employee engagement, satisfaction, and wellbeing continues to be a priority for many companies, driven by the need to attract and retain talent. CRE has a significant role to play in this, particularly as it relates to workplace design and helping deliver a quality workplace experience for employees.

Additionally, the so-called “gig” economy (driven by an increasingly contingent work force composed of freelancers, temporary contract workers, and independent contractors) is expected to make a powerful impact on how organizations are structured, how they function and how they are staffed. How will these changes impact the need for workspace? How will they impact what kind of spaces are made available and where? These are the questions that the CRE executive will have to consider – and answer.

Sustainability and corporate social responsibility are now firmly embedded in the policies and objectives of many leading corporations, with numerous implications for CRE that go far beyond ‘green’ buildings.

Finally, as one of our expert interviewees put it, “We, as a profession, could get a lot better at scenario planning,” pointing to the need to plan for multiple possible scenarios and update those plans regularly. CRE executives can also add value by being broadly “cycle aware” – paying attention to economic, business and real estate cycles. The C-Suite places a premium on flexibility and agility precisely because business conditions change rapidly, and there is much that CRE can do to support this imperative.

## COMPETITION BRIEF

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CoreNet Global is pleased to announce its 2018-19 Academic Challenge sponsored by Cushman & Wakefield and KI Furniture. The goal of this global competition is to raise awareness of corporate real estate as a viable career opportunity amongst college students of all academic disciplines, to connect local chapters and members of the association with future talent, and encourage more universities to include corporate real estate in their curricula.

### **A Student Competition**

Student teams from universities and academic institutions around the world are invited to compete in an academic challenge whereby students will be asked to play the role of consultants in order to address a real-world issue facing companies around the globe: *Identify the potential technology disruptors most likely to impact your client's global corporate real estate footprint and create short-term and long-term strategies that put corporate real estate at the forefront of technological innovation – and enable business success.*

Three teams, with a minimum of two (2) and a maximum of four (4) students each, will be selected to compete onsite at the CoreNet Global Asia Pacific Summit, a professional conference for corporate real estate professionals from around the world, to be held in Hong Kong in March 2019. Interested students will be required to submit a registration form and then respond to the challenge, as discussed herein. Based on the quality of their submission, three teams will be invited to participate in the Hong Kong Finals.

**The winning team will be awarded US\$5,000.**

## THE CHALLENGE

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Forward-thinking leaders of today are focused on the potential disruptors of tomorrow. What is the next big technological shakeup? Are corporate real estate professionals poised to predict, prepare, and participate in the changes that will affect the built environment? What impact will automation and human-machine cooperation, blockchain, artificial and anticipatory intelligence, and the internet of things have on the financial services, insurance, and manufacturing sectors? How will they transform the employee and customer experience – and what does it all mean for a company's real estate portfolio?

Your client is a global leader in either the financial services, insurance, or manufacturing sector. Identify the potential technology disruptors your team believes are most likely to impact your client's global corporate real estate footprint. Then, create short-term and long-term strategies that put corporate real estate at the forefront of technological innovation – and enable business success.

After registering for the competition, each team will be assigned a corporate profile including revenue, demographic, portfolio, and strategic information to help get you started (*see the list on page 5 for a sampling of corporations that employ CoreNet Global members who generally attend the annual conference*).

The CEO saw Netflix eviscerate the home video rental business; the process was slow, and the leading companies largely ignored their new competitor until it was too late. More recently she has seen how Uber and Airbnb are upending the status quo in their industries. Chastened by these experiences, the CEO is eager to identify how her organization can incorporate and capitalize on the technological disruptions that are anticipated and identify what must be done to respond effectively however they impact the business. This response must incorporate all functional areas of the corporation as well as facilitate fully transparent and aligned strategies (e.g., data-sharing, insight, and planning) among these functions.

As the head of a leading organization with operations in all global regions, the CEO knows that she must prepare her organization to thrive in this age of digital transformation. How can the organization make best use of the coming technology, achieve greater business flexibility and enhanced business continuity, and not only manage the uncertainty the technology causes but also potentially exploit it for business advantage? These are among the questions you are to answer.

Your job is to advise the CEO on your assessment of which disruptive technologies are most likely to impact her global real estate footprint, and develop short-term and long-term strategies that put corporate real estate at the forefront of technological innovation – and enable business success. Your responses should consider the following technologies:

**By 2030, companies will look very different than they do today. They will have diverse real estate portfolios that balance core space requirements with greater amounts of flexible space. Core locations will be concentrated in fewer, yet more dynamic, strategic locations. More of them will be in developing markets with strong talent pools. Automation and outsourcing will streamline the workforces of large companies and reduce the number of full-time staff they employ. Employees will also benefit from greater automation of basic process driven activities within their day to day roles and technology may even improve the work life balance of employees.**

- **Automation and Human-Machine Cooperation** are already being adopted widely across the corporate world. Going forward, they are more likely to lead to job transformation as opposed to wholesale replacement of human labor. This shift will free up time for innovative, creative and strategic work. Automating repetitive, simple tasks in business processes will help increase speed, precision, and cost efficiency. From a real estate perspective, this means that the organization can be reorganized.
- **IOT, the internet of things**, is essentially the networking of physical devices (pretty much anything with an on/off switch), primarily across the internet, allowing the collection of data, which can be analyzed to enable a greater understanding which in turn can drive actions and create value. A good example of IoT in practice is a “smart building” -- a super-system of integrated building, technology, and energy systems. This includes the ability to connect and control key power plants in a building, while also monitoring energy usage and other environmental factors through remote sensors, and then aggregating it on a platform that optimizes not only the building conditions, but also the energy usage.
- Machine learning, natural language processing, and other so-called “**Artificial Intelligence**” (AI) technologies have already begun disrupting and transforming business processes within the financial and health care system, while corporate real estate still lags in the adoption of transformative technologies. This lag presents an incredible opportunity for organizations to differentiate themselves through the adoption of transformative technologies, including **Anticipatory Intelligence**. The challenge is to interpret the mountains of data we collect in

creating and running our spaces. AI is the key tool here, poised to underpin evidence-based decisions and outcomes, aligned with the organization's objectives. Well done, this approach can unlock the potential for a better built environment. Anticipatory Intelligence takes this a step further by sensing, anticipating, and warning of emerging conditions, trends, threats, and opportunities that may require a rapid shift in posture, priorities, or emphasis.

- **Blockchain** is altering the world as we know it. The technology will make the leasing, buying and selling of property much more informed, fluid and efficient. Not only will data from a target property be quickly gathered, but it will also be easily combined with other macro-economic data in real time to enable swift and informed decisions. Blockchain may not happen overnight, but it's an inevitable reality and we need to prepare for it. The more informed we all are, the sooner we will be able to realize the cost savings, efficiencies and conveniences this innovative technology can offer.

In the past, anticipating disruptions has not been formally or officially the domain of a single function. Given the wide-ranging implications of the potential technological disruptions, six corporate functions (Finance, HR, IT, Legal, Procurement, and Corporate Real Estate), are being asked to better coordinate and articulate their response strategies for the entire organization.

Real Estate is being asked to detail how it will forecast, manage, and respond to disruptions impacting the global real estate portfolio and in business operations overall.

## INVITATION

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Each team will develop a report complete with data, key findings, and strategic recommendations to deliver in a live presentation onsite at the CoreNet Global Summit in Hong Kong. The winning team's work product will be reported in *The LEADER*, CoreNet Global's professional journal with a worldwide readership of more than 25,000 professionals.

Companies with corporate real estate professionals engaged in CoreNet Global include:

### Financial Services

- American Express
- ANZ
- Bank of America
- BMO Financial Group
- Capital One
- Citizens Bank
- Deutsche Bank
- Fidelity Investments
- HSBC
- MasterCard
- Royal Bank of Scotland
- Visa
- Wells Fargo

### Insurance

- Allstate
- Farmers
- Hanover
- Humana
- Insurance Australia
- Liberty Mutual
- Manulife
- Progressive
- Travelers
- UnitedHealth Group
- Zurich Insurance, Ltd.

### Manufacturing

- AstraZeneca
- Chevron
- Clorox
- BASF
- BP

- Coca-Cola Refreshments
- Diageo
- Eli Lilly & Co.
- ExxonMobil
- Ford
- General Electric
- General Motors
- John Deere
- Kimberly-Clark
- Merck & Company
- Nestle
- Nike
- Northrop Grumman
- PepsiCo
- Procter & Gamble Co.
- Rockwell Collins
- Shell Oil
- Unilever

## SUBMISSION REQUIREMENTS & CRITERIA

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To participate in this competition, student teams must register on the [competition website](#); teams must register by 30 November 2018. Upon receipt of the completed registration, CoreNet Global will confirm your registration and assign you an organization within one of the three vertical industries discussed earlier (financial services, insurance, or manufacturing) on which you must base your submission.

To aid in the team selection process, each team must respond to the questions below and provide all requested contact information. Please limit your responses to no more than 350 words each.

1. Based on the “Business Case” description above, how will your team prepare to compete in Hong Kong? What are your initial plans to research the technological disruptors discussed in this document in order to gain additional insights?
2. Submit 5-10 questions that you would like answered by the professionals with whom you will interact in Hong Kong in order to better understand the challenges and opportunities of this project.
3. What unique strengths does your team possess that will enable you to deliver a sound strategy to the CEO? What makes you a winning team and why should you be selected to compete?
4. In your team’s opinion, what is the single greatest challenge facing multinational corporations today? What is the single greatest opportunity facing multinational corporations today?

After receipt of the corporate profile assigned, each team must address The Challenge presented on page 3 of this document and submit the following (all “page” mentions refer to a standard A4 or equivalent document) to complete Round One:

1. A one-page executive summary using 11-point Arial font with one-inch margins
2. A written submission up to five pages using 11-point Arial font with one-inch margins
3. Up to five exhibits (one page per exhibit)
4. One multimedia presentation up to five minutes in length (PowerPoint, Slideshare, etc.)

The deadline to submit your materials for Round One is **31 December 2018, 23:59** (timezone: AOE); **entries submitted after this deadline will NOT be accepted.** Materials must be emailed to [academicchallenge@corenetglobal.org](mailto:academicchallenge@corenetglobal.org)

### TIMELINE *(subject to change)*

- Registration opens and competition materials released – September 2018
- Application deadline – 30 November 2018
- Challenge competitors announced – 31 January 2019
- **Asia Pacific Global Summit, Hong Kong, 12-14 March 2019**
- Final Presentations (LIVE): TBD at the Asia Pacific Global Summit  
*Any additional materials to be shown to the judges (including, but not limited to: handouts, posters, etc.) MUST BE INCLUDED with the presentation when submitted; any new material presented without first being submitted may subject the team to penalty and will be excluded.*
- Asia Pacific Global Summit Awards Presentation & Recognition Luncheon: TBD





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## Competition Criteria & Rules

## CRITERIA AND JUDGES' SCORING SYSTEM

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Competitors will be tasked with presenting an enterprise solution to the executive committee of an organization. Students will need to bring their own laptop computers with presentation, word-processing, and spreadsheet software in order to create this solution, though the final presentation need not be computer-based.

### PARTICIPATION

The competition is open to students of all disciplines pursuing a Bachelors or Masters degree at a recognized degree-awarding institution, such as a University, Grande École, College or Fachhochschule, hereafter referred to as "University," on a full-time or part-time basis. **Each student must be currently enrolled in classes at their host university throughout the competition, and not have more than 7 years prior professional experience.**

Employees of CoreNet Global and their family members are not allowed to enter the competition. Also, students currently involved in an internship, apprenticeship or summer placement with CoreNet Global are not eligible to take part in the competition.

A competition registration website will be available no later than September 2018; the final registration date for the competition is identified elsewhere. Once a registration is completed, a registration confirmation email will be sent to the Team's Primary Contact. Incomplete registrations may be discarded. There is no fee to register and teams may only register once.

### TEAM SIZE & ELIGIBLE PARTICIPANTS

The competition is open to teams of two (2) to four (4) students; team members may be from different academic programs within one institution, and/or teams may be comprised of students from more than one institution.

Ideally, each team should be comprised of a diverse range of students from different disciplines, such as (and not limited to) architecture/design, engineering, business, finance, and science. Interdisciplinary teams may have an advantage when it comes to addressing this challenge.

Each team must have a faculty advisor from their home institution, and their contact information must be included on the team's registration form. It is expected that faculty advisors will travel to the competition with their team. In addition, each team must appoint a Team Leader. The Team Leader will be the main contact point for CoreNet Global, and emails sent to the email address provided by the Team Leader will be considered delivered.

The three (3) highest-ranking submissions will advance to the Final Round; please note that teams will NOT be required to present during Round One.

Finalists will be notified on or before 31 January 2019. Teams selected as Finalists must inform the Challenge by email to [AcademicChallenge@CoreNetGlobal.org](mailto:AcademicChallenge@CoreNetGlobal.org) no later than 10 February 2019 if they do not wish to travel to Hong Kong to participate in the Final Round. This will allow the Challenge to notify the next highest-ranking team.

Please do not deprive other teams of the opportunity to compete if you will be unable to travel to Hong Kong to present in the final round.

The Final Round will take place in Hong Kong as part of the CoreNet Global Summit. The order of presentations will be determined by the Challenge. Finalists will present in front of a panel of judges, as well as an audience of CoreNet Global members, sponsors, and guests.

Presentations may take up to, and no more than 12-minutes. A warning sign will be provided to presenters when they have 2 minutes remaining. Teams will not be allowed to exceed their 12-minute presentation time and will be stopped after 12-minutes has elapsed whether or not they have completed their presentation. Following each presentation, judges will be allowed 5 minutes to ask the team direct questions. Questions will not be permitted from the audience.

Following the conclusion of the Final Round, the judges will deliberate privately and select a winner. The Challenge winner will be announced at the CoreNet Global Summit Recognition & Awards Luncheon.

#### **JUDGING RUBRIC – Final Round**

Submissions will be judged on the following:

- **Innovation & Creativity (40 points)**  
*Does the submission present evidence of innovation, creativity, and/or initiative? Was data used effectively to support the recommendations? Is the solution presented clear, logically tight, and well-supported?*
- **Applicability & Feasibility (30 points)**  
*Does the response presented appear reasonable and appropriate given typical business time and resource constraints? How did the team deal with new and/or ambiguous information? Was the strategy presented creative and actionable?*
- **Value Creation (20 points)**  
*Does the submission add value to the organization, its mission and/or enhance shareholder value? Does the methodology safeguard business continuity risks and address the potential underlying cultural diversity of the business leaders?*
- **Quality & Clarity of Presentation (10 points)**  
*Was the submission polished, professional, and delivered in a confident and convincing manner?*

#### **PRIZES**

Three teams will be selected from among all the complete submissions received. Teams and their faculty advisors will be provided transportation\* to our Global Summit in Hong Kong, and provided with lodging and Summit admission during the competition.

It is expected that faculty advisors will travel with each finalist team.

Non-Member finalists will be given complimentary student membership in CoreNet Global (retail value: \$25) and a copy of *The Essential Guide to Corporate Real Estate* (retail value: \$49.99). The winning team will receive US\$5,000.

\* In order to allow teams to make the most of their travel experience and potentially reduce expenses, teams are permitted to arrive early and/or stay late but lodging will **\*only\*** be provided for the dates identified in the notification email; all travel must be booked by CoreNet Global.

## COMPETITION RULES

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### Approved Research Sources & Outside Assistance

The goal of this competition is to judge how the team (and not its faculty, alumni or friends) has evaluated the problem. Teams may only access research sources provided by the Challenge and any other free, publicly available data. Research services requiring a fee subscription are strictly forbidden, even if your university has paid for the subscription. It is the intention of the Challenge that each team has equal access to information. Faculty Advisors are limited in their participation to an advisory capacity.

If a team develops a survey or other similar research tool, they do not have to share the tool or insights gained with the other teams.

### Authority

CoreNet Global, Inc. has created this competition and retains all rights and authority to modify the competition in any way at any time as it deems appropriate in its sole judgment; there is no appeal process. All registrants will be notified of any changes to the rules.

Violations of any rules in this document or any other rules set by CoreNet Global may result in penalty deductions from a Team's score during any round or a school's disqualification from the current and or future competitions. All penalties will be decided at the sole and absolute discretion of CoreNet Global.

### Behavior

Academic Challenge Participants are expected at all times to uphold the reputation of CoreNet, their academic institution, and the dignity of members of CoreNet Global and the faculty and staff of their academic institution. As such, all Academic Challenge Participants, Summit attendees, invitees, and vendors at events and meetings shall be treated with respect and consideration. CoreNet Global does not tolerate any form of harassment or discrimination by its Academic Challenge Participants, Members, volunteer leaders or Interested Persons on the basis of, but not limited to: sex, sexual orientation, race, color, religion, national origin, age, disability, handicap, citizenship, marital status, veteran status, or any other basis prohibited by law. As such, CoreNet expects all meeting or event participants not to engage in any form of harassment of this aforementioned nature.

Teams will be held accountable for any violation of this policy; this can include disqualification or vacating the judges' ruling if necessary.

### Communication

All communication, correspondence, and submission documents must be in English.

## Expenses

CoreNet Global and its sponsors are generously providing all travel expenses (coach airfare (or other transportation arrangement), lodging during the competition and Summit only, airport transfers, and most meals); Academic Challenge participants are expected to eat with Summit attendees and no meal will be reimbursed when a Summit meal is offered.

**RECEIPTS MUST BE RETAINED and submitted along with the CoreNet Global Expense Report form each team will be provided; at no time will alcohol be reimbursed. If possible, please submit only one expense report payable to a single team member (who can distribute reimbursements if necessary).**

Participants should anticipate additional expenses and plan accordingly.

## Intellectual Property - Confidentiality

The Participants agree to provide CoreNet Global and its affiliates, legal representatives, assigns, agents and licensees exclusive, irrevocable, perpetual, worldwide, royalty-free license in the CoreNet Global Domain to all rights, title and interest in the submission, including all intellectual property rights in, and embodied by, the submission (including, without limitation, all patent rights, design rights, trademarks and copyright), for the duration of protection afforded by the relevant intellectual property rights, including the right of representation and reproduction and the right of performance, with respect to the competition, as well as in all materials arising out of the Participants' participation in the competition in any media and format throughout the world, without further compensation. Such license shall be transferable and shall include the right to sub-license. The license shall include the right to create any derivative work based on the submission.

It is the sole responsibility of the Participants to ensure that they are entitled to license all rights, title and interest in the submission, including all intellectual property rights in, and embodied by, the submission. At the request of CoreNet Global, the Participants and/or their academic mentors shall provide written confirmation of the ownership of any rights, title and interest in the submission, including all intellectual property rights in, and embodied by, the submission.

The participants agree to allow CoreNet Global to use, represent, reproduce, etc. their name, their host institution name, photographing and recording of their images and words on any kind of medium and format for any kind of internal and external communications that CoreNet Global deems appropriate throughout the world and without any additional remuneration.

Prior to any use of the CoreNet Global name, logo, images or any other similar material in any publication, permission must have been granted in writing. In such a case CoreNet Global undertakes to cooperate to allow the timely submission, examination, publication of any dissertation or thesis for a degree, which includes such material. If such a request is made and if within two months no response has been provided, such permission will be considered as having been withheld.

The participants will provide to CoreNet Global if reasonably possible a copy of any publication (e.g. journal, conference etc.) that directly relates to the ideas generated in the Challenge.

The participants shall, unless expressly authorized in writing by the relevant party, not disclose any confidential information or documentation to third parties and shall only use such confidential information or documentation for purposes of this competition. Upon termination of this competition, the obligations herein relating to confidentiality shall continue in full force and effect for a period of one year.

In the event of any inconsistency between the provisions of these Terms and Conditions and such other agreements between the institution represented by the academic mentor and CoreNet Global, e.g. industrial partnerships the provisions of such agreements shall prevail to the extent of the inconsistency.

#### **Modification to the 2018-19 Rules & Competition Format**

CoreNet Global reserves the right to modify the Rules and competition format at any time and at its sole discretion. This includes, but is not limited to, adding additional rules, changing or modifying current rules or deleting other rules. Teams will receive notice of any such changes.

#### **Ownership of Materials**

Teams attest that all presentations, work product and other materials (collectively, “materials”) that they submit to the Challenge are their own original work. Further, each member of each team acknowledges and agrees that, by submitting any material, idea, concept, theory, model, analysis, data or information to the Challenge, they are releasing the same to CoreNet Global and granting CoreNet Global the right to use the same for any and all purposes, without any conditions (except to the extent such conditions are required by applicable law). Without limiting the foregoing, no member of any team reserves any rights with respect to any analysis, charts, descriptions, depictions, data, models, theories, proposed uses or any other aspect of the materials, ideas or concepts submitted or presented in connection with the Challenge.

#### **Plagiarism**

Any team suspected of plagiarism will be investigated, and, if deemed appropriate by CoreNet Global, disqualified from the competition.

#### **Privacy Policy**

CoreNet Global collects your personal data as listed in the online registration form for the purpose of operating The Challenge and any and all purposes as CoreNet Global may deem appropriate; participants waive any right to privacy relative to their name, likeness, or school affiliation. See above, under “Intellectual Property & Confidentiality.”

#### **Questions and Clarification**

Questions that arise after the competition has begun must be submitted, in English, via email to [AcademicChallenge@CoreNetGlobal.org](mailto:AcademicChallenge@CoreNetGlobal.org) by the team’s Team Leader. When appropriate, the Challenge may edit submitted questions and share them with all teams simultaneously. We reserve the right not to answer all questions. When in doubt, make an assumption, state it, and move on.

#### **Required Presenters**

Teams will not be penalized if all members choose not to present nor given any additional credit if they all do. Team member substitutions are not permitted.

**\*\*\*\*\* END OF ACADEMIC CHALLENGE BRIEF \*\*\*\*\***