

2026–2027 Competitive Events Guidelines

Management Case Competition



Management Case Competition challenges members to analyze a comprehensive business case and present strategic recommendations to a panel of judges. The case may include topics such as financial management, decision-making, business law, sustainability, human resources, organizational behavior, and business development and planning, requiring members to demonstrate leadership, critical thinking, and problem-solving skills.



Event Overview	
Division	Collegiate
Event Type	Team of 1, 2, 3, or 4 members
Event Category	Case Competition
Event Elements	Presentation with a Topic

Event Information	
<u>National Leadership Conference:</u> Timing Structure: • Equipment Set-Up: 3 minutes ◦ No interaction allowed with judges during this time. • Presentation: 10 minutes ◦ A one-minute warning will be provided • Question & Answer (Q&A): 5 minutes Important: Time allocations are exclusive. The presentation must begin immediately after the 3-minute set-up time concludes. Time may not be shifted between segments. Competitors will not interact with judges during the set-up period. Important Notes: • Internet Access: Not provided • Event Schedule Notes: ◦ Some events may begin before the Opening Session. ◦ All schedules are posted in local time for the NLC host city. ◦ Schedule changes are not permitted.	<u>State Leadership Conference:</u> Timing Structure: Presentation: • Equipment Set-Up: 1 minute ◦ No interaction allowed with judges during this time. • Presentation: 10 minutes ◦ a one-minute warning will be provided • Question & Answer (Q&A): 3 minutes Important Notes: • Time allocations are exclusive • This event does not have a preliminary round at the State Leadership Conference. • Colorado FBLA follows the NLC model for Event Administration unless noted otherwise. • Check the SLC Call to Conference for additional information and prejudice deadlines (if applicable).

*** Event specifics are continued below. Review the document in its entirety.

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The case competition and rating sheet can be found starting on page 5. **The business entity should not be contacted for additional information.** This case competition for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical skills. This year's case competition was created in partnership with [CaseBasix](#).



Classrooms to Corporate boardrooms: [CaseBasix](#) fast-tracks student potential into real-world success.

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National Leadership Conference

Required Competition Items

Items Competitor Must Provide	Items FBLA Provides
• Technology and presentation items • Photo identification • Conference-provided nametag • Attire that meets the FBLA Dress Code	• Table

Eligibility Requirements

To participate in FBLA competitive events at the National Leadership Conference (NLC), the following criteria must be met:

- **Membership Deadline:** FBLA national membership dues must be paid to the specific division by 11:59 p.m. Eastern Time on March 1 of the current school year.
- **Conference Registration:** Members must be officially registered for the NLC and must pay the national conference registration fee to participate.
- **Official Hotel Requirement:** To be eligible to compete, competitors must stay within the official FBLA housing block.
- **State Entry Limits:** Each state may submit up to four entries per event.
- **Event Participation Limits:** Each member may participate in:
 - Two individual or team events, and
 - One chapter event (e.g., *Community Service Project* or *State of Chapter Presentation*).
- **Competitor Responsibility:** Only registered competitors are permitted to plan, research, prepare, and set up their presentations. Advisers and others may not assist.
- **Participation Requirement:** To be eligible for an award, each competitor must complete all components of the event at the National Leadership Conference.
- **Identification at Check-in:** Competitors must present valid photo identification (physical or digital) that matches the name on their conference name badge. Acceptable forms include a driver's license, passport, state-issued ID, or school ID.
- **Late Arrivals:** Competitors will be allowed to compete until such time that the results are finalized, or participation would impact the fairness and integrity of the event, as determined by Competitive Events staff. If judges have left the competitive event area, it is no longer possible to compete. Five penalty points will be assessed for late arrivals in any competitive event.

Event Administration

This event consists of two phases: a preliminary presentation and a final presentation.

Presentation Details

Venue & Format

- Presentations occur in-person at the National Leadership Conference (NLC).
- Competitors/teams are randomly assigned to presentation sections.
- Presentations will take place in a large, open area with a designated space of approximately 10' x 10', which includes a table and chairs for the judges.
- The preliminary round is closed to conference attendees and audience.

Technology Guidelines

- **Internet Access:** Not provided

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- Presentations must be delivered using one or two personal devices (laptop, tablet, mobile phone, or monitor approximately laptop-sized).
- If using two devices, one must face the judges and the other must face the presenters.
- Projectors and projector screens are not permitted, and competitors may not bring their own.
- Wireless slide advancers (e.g., presentation clickers or mice) are allowed.
- External speakers are not allowed; audio must come directly from the presenting device(s).
- Electricity will not be available.

Non-Technology Items

- Visual aids, samples, notes, and other physical materials related to the project may be used.
- Items may be placed on the provided table or on the judges table, if space allows.
- No items may be left with the judges following the presentation.

Restricted Items

- Animals, except for authorized service animals.
- Food, which may be used for display only and may not be consumed by judges.
- Links and QR codes, which may be shown but may not be scanned or clicked by judges at any time.

Research

- Information must be supported by credible, well-documented sources.
- Any use of copyrighted material, images, logos, or trademarks must be properly documented.

Team Expectations

- In team presentations, all members must actively participate in the delivery of the presentation.

Advancement to Finals

- The top-scoring competitors or teams from each preliminary section will advance to the final round in equal numbers.
- The number of competitors or teams advancing to the final round depends on the number of preliminary sections:
 - 2 sections: Top 6 from each section advance
 - 3 sections: Top 4 from each section advance
 - 4 sections: Top 3 from each section advance
 - 5 sections: Top 3 from each section advance
 - More than 5 sections: Top 2 from each section advance

Scoring

- Preliminary round scores are used to determine which competitors or teams advance to the final round from each section.
- Final round scores determine the final rankings and top award winners.
- Judges are responsible for breaking all ties in both preliminary and final rounds.
- All judging decisions are final. Results announced at the National Leadership Conference are considered official and will not be changed after the conclusion of the National Leadership Conference.

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Penalty Points

- Competitors may be disqualified if they violate the Code of Conduct or the Honor Code.
- Five points are deducted if competitors do not follow the Dress Code or are late to their assigned presentation time.

Recognition

- A maximum of 10 entries (individuals or teams) may be recognized per event.

Americans with Disabilities Act (ADA)

- FBLA complies with the Americans with Disabilities Act (ADA) by providing reasonable accommodations for competitors. Accommodation requests must be submitted through the conference registration system by the official registration deadline. All requests will be reviewed, and additional documentation may be required to determine eligibility and appropriate support.

Recording of Presentations

- Unauthorized audio or video recording is strictly prohibited in all competitive events.
- FBLA reserves the right to record presentations for educational, training, or archival purposes. Competitors should be aware that their presentations may be recorded by FBLA-authorized personnel.

Important FBLA Documents

- Competitors should be familiar with the [Competitive Event Operations Manual](#), [Honor Code](#), [Code of Conduct](#), and [Dress Code](#).

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*This case is for educational purposes only, offering a real-world scenario to help FBLA Collegiate members develop critical reasoning and casing skills. These skills can be applied to careers like management consulting, operations leadership, and human-resources management, etc. The case needs to be solved with independent research using publicly available information and your own business acumen skills. **The business entity should not be contacted for additional information.***

Overview and Background Information

Client: McDonald's Corporation

Project: Building a Sustainable Frontline Workforce Strategy

Founded in 1955, when Ray Kroc opened the first franchised restaurant in Des Plaines, Illinois (building on the original 1940 San Bernardino drive-in of brothers Richard and Maurice McDonald), McDonald's Corporation (NYSE: MCD) is headquartered in Chicago, Illinois, and is the largest fast-food restaurant company in the world. At year-end 2024 the McDonald's system spanned about 43,500 restaurants across more than 100 countries, roughly 95% of them owned and operated by independent local franchisees. In 2024 the company reported about \$25.9 billion in total revenue and roughly \$8.2 billion in net income, and it directly employed more than 150,000 people worldwide (about 70% of them outside the U.S.), while close to two million people work across the wider McDonald's system. The brand is defined by consistency, speed, affordability, and the Golden Arches, and by a long tradition of developing leaders from within, with many restaurant managers and even senior executives having started as hourly crew. That model, alongside programs such as Archways to Opportunity (education and tuition assistance) and its "Accelerating the Arches" growth strategy, depends on continuously attracting and keeping enough of the right people. As McDonald's pursues its largest U.S. expansion in decades and competes with other employers for hourly and entry-level talent, leadership must decide how to recruit, develop, and retain the workforce that keeps more than 43,000 restaurants running.

Your Task

The CEO of McDonald's Corporation has reach out to your team to support its People and U.S. Restaurant Operations teams, and work alongside franchise owner-operators.

Most entry-level crew members stay only a few months, quick-service turnover routinely tops 100% a year, and McDonald's and its franchisees plan to hire hundreds of thousands of restaurant workers while adding roughly 900 new U.S. locations by 2027. Because the company promotes heavily from within, a thin crew base also weakens the pipeline of future shift leaders and managers.

Leadership has asked your team to design a comprehensive recruitment and retention strategy for both frontline crew and the restaurant-manager leadership pipeline that is creative, feasible, and sustainable across a largely franchised system, without eroding the promote-from-within culture and consistent customer experience that define the brand.

Before you begin, take time to understand the sector you will be working in. [Click here to explore what the fast-food industry entails](#) and to build the context you will need to create a credible, people-centered recommendation.

Additional Note: Your strategy should draw on McDonald's publicly available information, including its Accelerating the Arches growth plan, Archways to Opportunity program, franchised business model, and

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reported scale, and should reflect the company's heritage of affordability, operational consistency, and developing leaders from within. Recommendations must be realistic for independent franchisees with limited budgets, not only for corporate.

Deliverables

Your final presentation should include:

- **Crew Member Recruitment & Retention:**
 - Propose creative, low-cost ways for restaurants to expand their applicant pool beyond walk-ins and job boards, especially in tight local labor markets.
 - Recommend onboarding, training, recognition, scheduling, and support practices that keep crew members past the critical first 90 days.
 - Address how to fill hard-to-staff shifts such as overnight, weekday mornings, and drive-thru peaks.
- **Restaurant Manager & Leadership-Pipeline Development:**
 - Recommend how McDonald's can identify, develop, and promote crew into shift leaders and managers more quickly and reliably.
 - Propose ways to retain high-performing managers and reduce costly manager turnover.
 - Suggest how to strengthen the crew-to-manager pathway through mentoring, training, clear advancement criteria, and programs such as Archways to Opportunity.
- **Sustainability & Scalability:**
 - Identify technology, processes, or partnerships (schools, community organizations, workforce programs) that make recruiting and managing people more efficient across thousands of independently owned restaurants.
 - Explain how the strategy can scale to support roughly 900 new U.S. restaurants by 2027 while keeping existing locations fully staffed.
 - Ensure recommendations are feasible for franchisees with limited HR resources.
- **Measurement of Success:**
 - Define the KPIs McDonald's and its franchisees should track for both crew and manager programs, for example, 90-day retention, time-to-fill, turnover rate, internal promotion rate, employee engagement, and service speed and quality.
 - Explain how leadership would use these metrics to know the strategy is working and where to adjust

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Management Case Competition Presentation Rating Sheet

Expectation Item	Not Demonstrated	Below Expectations	Meets Expectations	Exceeds Expectations	Points Earned
Content					
Understanding of the Case & Workforce Challenge	Does not demonstrate understanding of the workforce challenge.	Shows limited understanding of turnover, staffing, or growth needs.	Clearly explains the workforce challenge and key business needs.	Demonstrates strong insight into turnover, staffing, growth, franchise realities, and leadership pipeline needs.	
	0 points	1-6 points	7-8 points	9-10 points	
Crew Member Recruitment & Retention	No meaningful crew strategy presented.	Ideas are generic, unrealistic, or incomplete.	Provides feasible strategies for recruiting, onboarding, scheduling, support, and retention.	Presents creative, targeted, low-cost strategies that address recruitment, first-90-day retention, and hard-to-staff shifts.	
	0 points	1-7 points	8-13 points	14-15 points	
Restaurant Manager & Leadership-Pipeline Development	No meaningful leadership-pipeline strategy presented.	Recommendations are limited or lack clear development pathways.	Provides practical strategies to identify, develop, promote, and retain future managers.	Presents a strong, sustainable leadership pipeline using mentoring, training, advancement criteria, and retention strategies.	
	0 points	1-7 points	8-13 points	14-15 points	
Sustainability & Scalability	Does not address scalability or long-term sustainability.	Ideas have limited scalability or system-wide application.	Provides feasible processes, technology, or partnerships that can scale across franchise locations.	Presents an efficient, scalable strategy that supports growth while maintaining staffing and operational consistency.	
	0 points	1-6 points	7-8 points	9-10 points	
Feasibility & Franchisee Practicality	Recommendations are unrealistic for franchise operations.	Some ideas are feasible but do not sufficiently consider limited budgets or HR resources.	Strategies are realistic and appropriate for independent franchisees.	Solutions are highly practical and resourceful, maximizing limited budgets, partnerships, and existing programs.	
	0 points	1-6 points	7-8 points	9-10 points	
Measurement of Success	No meaningful success measures identified.	Identifies limited or unclear metrics.	Identifies appropriate KPIs and explains how they measure success.	Uses meaningful KPIs to evaluate performance, identify gaps, and guide ongoing adjustments.	
	0 points	1-6 points	7-8 points	9-10 points	
Presentation Delivery					
Statements are well organized and clearly stated	Competitor(s) did not appear prepared	Competitor(s) seemed prepared, but flow was not logical	Presentation flowed in logical sequence	Presentation flowed in a logical sequence; statements were well organized	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates self-confidence, poise, assertiveness, and good voice projection	Competitor(s) did not demonstrate self-confidence	Competitor(s) demonstrated self-confidence and poise	Competitor(s) demonstrated self-confidence, poise, and good voice projection	Competitor(s) demonstrated self-confidence, poise, good voice projection, and assertiveness	
	0 points	1-6 points	7-8 points	9-10 points	
Demonstrates the ability to effectively answer questions	Unable to answer questions	Does not completely answer questions	Completely answers questions	Interacted with the judges in the process of completely answering questions	

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	0 points	1-6 points	7-8 points	9-10 points	
Presentation Protocols					
Adherence to Competitive Events Guidelines	Competitor(s) Did Not Follow Guidelines	Execution Aligned with Guidelines: ✓ Used only allowable technology devices (sizing specs followed; maximum of two, with only one facing judges at a time) ✓ Presentation aligned with the assigned topic ✓ Maintained professional boundaries during set-up time (no interaction with judges) ✓ Did not leave materials behind after the presentation ✓ Links or QR codes were displayed appropriately (not clicked or scanned by judges) ✓ Audio was presented without external speakers - Avoided use of food or live animals			
	0 points	1- 10 points			
Staff Only: Penalty Points (5 points for dress code penalty and/or 5 points for late arrival penalty)					
Presentation Total (110 points)					
Name(s):					
School:					
Judge Signature:					Date:
Comments:					