The ELSA Moot Court Competition
on WTO Law

SWOT Analysis and Strategy
2012/2013
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1. **A SWOT Analysis – Basic information**

A SWOT Analysis is used as a strategic planning method to evaluate the following points:

- **Strengths** – advantages
- **Weaknesses** – disadvantages
- **Opportunities** – chances to improve
- **Threats** – trouble causing elements

It offers tools to review the strategy, position and direction of a business, an organization or a certain project. It is used to review the competitor situation, marketing and the product development.

The results of the SWOTs are used for the process to plan achievements of the selected objectives. This kind of analysis is used in any kind of decision-making, pre-crisis-planning or preventive crisis management. The outcomes will be used to set criteria for a new or revised strategy and to establish critical success factors.

We will firstly present to you the past ten editions and then, the present situation of the product EMC2. Since modern students are using the web to gather information, we will introduce our internet research. The third point includes a competitive comparison of a certain Moot Courts with the EMC2. After these basic information, we will go deeper into the SWOT analysis itself in order to have a clear picture where we stand. The final part of this document will show our strategy for the upcoming EMC2 edition and also for the future.
2. The past decade of EMC2 – a review

<table>
<thead>
<tr>
<th>Edition</th>
<th>Details</th>
</tr>
</thead>
</table>
| **1st edition**  | **Launch August 2002**  
|                  | • Pre Written Rounds (28 teams)  
|                  | • National Round Malta (3 teams)  
|                  | • National Round Hungary (2 teams)  
|                  | • National Round Norway (3 teams)  
|                  | • National Round Portugal (2 teams)  
|                  | • National Round Romania (4 teams)  
|                  | • FOR Geneva, Switzerland (12 teams, 5 from National Rounds, 7 from written rounds)  
|                  | • Winner: University College London, UK |
| **2nd edition**  | **Launch September 2003**  
|                  | • National Round United Kingdom  
|                  | • National Round Malta  
|                  | • National Round Lithuania  
|                  | • National Round Norway  
|                  | • National Round Romania  
|                  | • RR Pacific, Bond University  
|                  | • RR USA?  
|                  | • International written pre-round, 9 teams (also Russia)  
|                  | • FOR Geneva, Switzerland (16 teams)  
|                  | • Winner: London School of Economics, London, UK |
| **3rd edition**  | **Launch September 2004**  
|                  | • National Round United Kingdom  
|                  | • National Round Italy  
|                  | • National Round Malta  
|                  | • National Round Norway  
|                  | • National Round Romania  
|                  | • RR Pacific, Adelaide, Australia (4 teams)  
|                  | • RR Latin America, cooperation COLADIC (5 teams)  
|                  | • FOR Geneva, Switzerland (18 teams)  
|                  | • Winner: City University London |
| **4th edition**  | **Launch 1st of September 2005**  
|                  | • National Round Hungary  
|                  | • National Round United Kingdom  
|                  | • National Round Norway  
|                  | • National Round Romania  
|                  | • RR, Vilnius, Lithuania (9 teams)  
|                  | • RR Rome, Italy (6 teams)  
<p>|                  | • RR South East Asia and Pacific, Adelaide, Australia (5 teams) |</p>
<table>
<thead>
<tr>
<th>Edition</th>
<th>Event Details</th>
</tr>
</thead>
</table>
| 5th edition (2006-2007) | - RR Asia (4 teams)  
- RR South West Asia Sub Continent (8 teams, but cancelled)  
- RR Latin America, Guatemala City, Guatemala (4 teams)  
- International Written Round (7 teams)  
- FOR Geneva, Switzerland (18 teams)  
- Winner: University of Sydney, Australia |
- National Round Hungary  
- National Round Ukraine  
- National Round United Kingdom  
- National Round Norway  
- RR Hamburg, Germany (10 teams)  
- RR Cluj-Napoca, Romania (7 teams)  
- RR South East Asia and Pacific, Adelaide, Australia (7 teams)  
- RR Asia, Taiwan (8 teams)  
- RR Latin America (3 teams)  
- International Written Rounds (9 teams)  
- FOR Geneva, Switzerland (18 teams)  
- Winner: University of Melbourne, Australia |
- National Round Ukraine  
- RR Barcelona, Spain (10 teams)  
- RR Frankfurt (Oder), Germany (8 teams)  
- Pacific Written Round (3 teams)  
- RR Asia, Taiwan (10 teams)  
- RR North America (7 teams)  
- RR Latin America and Caribbean (7 teams)  
- International Written Round (1 team)  
- FOR Taipei, Taiwan (18 teams) |
<table>
<thead>
<tr>
<th>Edition</th>
<th>Launch Date</th>
<th>Locations</th>
</tr>
</thead>
</table>
- RR Leuven, Belgium (9 teams) and Helsinki, Finland (10 teams)  
- RR Asia, Taiwan (11 teams)  
- Pacific Written Round (2 teams)  
- RR North America, Ottawa University (6 teams)  
- RR Latin America and Caribbean, Sao Paolo (8 teams)  
- International Written Round (5 teams)  
- Final Oral Round in Santo Domingo, Dominican Republic (17 teams)  
- in cooperation with Coladic-RD  
- Winner: West Bengal University, India |
| 9th edition (2010-2011) | 15th of September 2010 | - National Round Ukraine  
- RR Vilnius, Lithuania (12 teams)  
- RR Cluj-Napoca, Romania (10 teams)  
- RR Asia-Pacific, Taipei, Taiwan (15 teams)  
- RR Latin America, Mexico City, Mexico (10 teams)  
- RR North America (6 teams)  
- FOR Evian, France and Geneva, Switzerland (16 teams)  
- Winner: University of Melbourne, Australia |
| 10th edition (2011-2012) | 15th of September 2011 | - No National Round  
- RR Münster, Germany (14 teams)  
- RR Maastricht, The Netherlands (14 teams)  
- RR Asia-Pacific (16 teams)  
- RR All-America (15 teams)  
- International Written Round (1 team – Teheran University, Iran)  
- FOR Montpellier, France (16 teams)  
- Winner: Graduate Institute of International Studies, Switzerland |
3. Present Situation – the product EMC2

| Internal Structure - events     | • Every year Regional Rounds in: Asia-Pacific, America, Europe  
|                                | • International Written Round all over the globe  
|                                | • The Final Oral Round usually takes place in Europe, preferably Geneva |
| Internal Structure – human resources | • ELSA International – President, Marketer, Treasurer, Director for Moot Court Competitions, Assistant for EMC2 – all working fulltime  
|                                | • Regional Round Organizers – Organizing Committees of at least 5 people  
|                                | • Final Oral Round Organizers – ELSA International and the International Organising Secretariat (around 8 people)  
|                                | • Separate timekeepers  
|                                | • WTO Secretariat Staff  
|                                | • Panellists from all over the globe for Written Submissions and Oral Pleadings  
|                                | • No Academic Supervisors |
| Internal Structure - communication | • Communication ELSA International – Teams  
|                                | • ELSA International – Regional Round and Final Oral Round Organizer  
|                                | • ELSA International – WTO  
|                                | • Via email, phone, Skype meetings |
| Internal Structure – academic quality | • WTO Secretariat, Panellists and external WTO experts from all over the globe judging the Written Submissions and Oral Pleadings  
|                                | • WTO experts being case authors and a Case Review Board |
| Internal Structure – finances                          | Regional Round Organizers having their own budget for the Regional Rounds  
|                                                      | The Final Oral Round Organizer having its own budget  
|                                                      | ELSA International having a budget for EMC2, incorporated in ELSA’s general budget  
|                                                      | Several sponsors giving monetary support and prizes for the teams |
| External perception/ perceived image                 | Panellists like the high academic quality of the teams which tends to increase  
| - Panellists                                         | They are constantly participating every year, during their free time in order to discuss with young lawyers about WTO Law  
|                                                      | Sometimes complain about the organization of various Rounds |
| - Teams                                              | around 60-80 teams every year, well-respected universities participate with well-respected professors  
|                                                      | they welcome the academic quality and to plead in a very professional manner  
|                                                      | criticize sometimes the accommodation, the restaurants, the venue |
| - Externals, Sponsors                                | see potential in the teams (especially LL.M. sponsors)  
|                                                      | they get high visibility in all the Rounds and thus, marketing  
|                                                      | have a sponsors fair to present their business  
|                                                      | criticize sometimes that the sponsors fair is not well planned |
| Interested participants                             | students, interested in participating in a moot court, simply go to the internet and type in “moot courts” – see next point “Internet Research” |
4. Internet Research

- Google Research „WTO Moot Court“ - Only ELSA EMC2 on the first page
- Google research “Moot Courts”: 3rd – 8th place EMC2 (of all the results).
- Promotion on websites of the following universities:
- Promotion of winners with a lot of satisfaction and happiness since they all consider this competition to be unique and a good opportunity
- Quote from the Harvard Law School website [link](http://www.law.harvard.edu/news/2012/03/30_wto-moot-court-team-north-american-regional-win.html): “The ELSA competition has become one of the premier moot court competitions in the world and draws very dedicated and talented advocates from all corners of the globe”, said Hillmann. “All ELSA Teams are judged anonymously, with no one knowing what law schools any of the teams hail from, so I was especially proud when I discovered that the winning team was from Harvard. There were so many outstanding teams in the competition; the Harvard team deserves strong congratulations.”
- The Universities promote this competition in between the other well recognized moot courts (Vis, Telders, Jessup etc.) as a well-established, known and high academic moot court.
- A comment from Winners: “Melbourne Law School has won the prestigious 2011 European Law Students’ Association Moot Court Competition on the law of the World

- The University of Maastricht even advertises our moot court before the prestigious Jessup and Vis moots on their website http://www.maastrichtuniversity.nl/web/Faculties/FL/Theme/Education/MootCourts/EnglishlanguageMootCourts.htm as well as on the website of the University Neuchatel (Prof. Mavroidis) http://www2.unine.ch/droit/page-13533.html

- University van Amsterdam http://studiegids.uva.nl/web/sgs/nl/c/11540.html “The ELSA WTO Moot Court exercise requires a serious time commitment”.

- Quote from Graduate Institute Geneva: “The WTO moot court is a highly rewarding experience. Aside from the competition’s prizes and awards, moot court participants gain an in-depth understanding of international trade law, make invaluable professional contacts with WTO practitioners and hone their legal and oral skills as part of a motivated team.” (http://graduateinstitute.ch/ctei/project_list/WTO_Moot/team2011)

- Mentioned in the Oxford University Press: http://www.oup.com/uk/orc/bin/9780199571673/resources/3competitions/

- Link on worldtradelaw.net front page website to EMC2 webpage http://www.worldtradelaw.net/
5. Matching and Converting – a comparison

<table>
<thead>
<tr>
<th>Moot Court</th>
<th>Subject</th>
<th>Organizer and Sponsor</th>
<th>Existance</th>
<th>Team Size</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jessup</td>
<td>Public International Law</td>
<td>• ILSA, 18 members, regional representatives, national officers</td>
<td>since 1960</td>
<td>500-600</td>
<td>Regional Rounds and Final Round in Washington</td>
</tr>
<tr>
<td>Willem C. Vis Moot</td>
<td>International Commercial Arbitration</td>
<td>• by the Association for the Organization and Promotion of the Willem C. Vis International Commercial Arbitration Moot (institutional members: Pace university, Queen Mary, Stockholm University, University Vienna, Moot Alumni, UNCITRAL etc.)</td>
<td>since 1993</td>
<td>280-300</td>
<td>no Regional Rounds, only Final Round in Vienna</td>
</tr>
<tr>
<td>The European Law Moot Court Competition</td>
<td>European Law</td>
<td>• The European Law Moot Court Society in Portugal as a Portuguese Association, 6 board members, 18 members on top</td>
<td>since 1988, founded in Germany</td>
<td>80-100, 48 to Regional Rounds</td>
<td>Regional Rounds and Final Round in Europe</td>
</tr>
<tr>
<td>African Human Rights Moot Court Competition</td>
<td>Human Rights in Africa</td>
<td>• by the Centre for Human Rights (Faculty of Law, University of Pretoria, South Africa) – 4 people involved</td>
<td>since 1992</td>
<td>80</td>
<td>Africa</td>
</tr>
<tr>
<td>Monroe E. Price Media Law Moot Court Competition</td>
<td>International Media Law</td>
<td>• 7 students</td>
<td>since 2008</td>
<td>60-70</td>
<td>world-wide, National Rounds, Regional Rounds, Final Round in Oxford</td>
</tr>
<tr>
<td>The IASLA Space Law Moot Court Competition</td>
<td>Space Law</td>
<td>• 5 members of the Association</td>
<td>since 1992 (former Manfred Lachs Space)</td>
<td>20-30</td>
<td>World-wide, Regional Rounds in Asia-Pacific, Europe, North</td>
</tr>
<tr>
<td>Competition</td>
<td>Subject</td>
<td>Details</td>
<td>Year</td>
<td>Teams</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
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<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Jean-Pictet Competition</td>
<td>International Humanitarian Law</td>
<td>13 people based all over the world</td>
<td>1989</td>
<td>40-60 Final Round</td>
<td></td>
</tr>
<tr>
<td>Telders International Law Moot Court</td>
<td>International Law – Europe Focus</td>
<td>by Leiden University – Grotius Centre</td>
<td>1977</td>
<td>20-30 Final Round in Leiden, teams from all over Europe</td>
<td></td>
</tr>
</tbody>
</table>
| Many more…                                                                 |                                  | Sidley-IIEI WTO Moot Court at the University Washington in 2004/2005  
WTO Moot Court at the Europe Institute in Saarland, Germany, which consists of 2 months written submissions and oral pleadings and was made in the past with the WTI, not anymore. |      |                |
| ELSA Moot Court Competition on WTO Law                                      | WTO Law                          | by ELSA International Board, Regional Round Organizers, Final Oral Round International Organising Secretariat, in cooperation with WTO                                                                 | 2001 | 70-90 World-wide, Regional Rounds in Europe, Asia-Pacific, America, Africa, WRs in Middle East, Final in Europe |
Graphical Illustration

This chart shall show the previous mentioned comparison of the various Moot Courts in a graphical way.
6. SWOT Analysis on EMC2

<table>
<thead>
<tr>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The EMC2 has gained a prestigious image among Universities, possible participants and WTO experts</td>
</tr>
<tr>
<td>• One of the biggest known moot court competitions, besides Jessup, Vis, ELMC</td>
</tr>
<tr>
<td>• A strong image of ELSA and its Moot Court in law faculties</td>
</tr>
<tr>
<td>• A strong network present in 41 countries and 300 law faculties, thus reaching 35,000 law students in Europe</td>
</tr>
<tr>
<td>• Cooperation’s with Australian and Asian Law Students’ Association and thus, strong contacts to law faculties in Asia and Australia</td>
</tr>
<tr>
<td>• Because of the network Various organizers of the Regional Rounds and good contact with universities due to the close relationships between students and professors</td>
</tr>
<tr>
<td>• Close contact to Swiss law students and thus, human resources for the Final Oral Round</td>
</tr>
<tr>
<td>• No need to start a big promotion to start the competition, since it is already well-established</td>
</tr>
<tr>
<td>• 10 editions, thus tradition, continuousness and established structure</td>
</tr>
<tr>
<td>• Young competition but nevertheless, had huge success</td>
</tr>
<tr>
<td>• Already registered teams (e.g. Harvard, King’s College), strong and well-established contacts</td>
</tr>
<tr>
<td>• Growing interest in WTO Law among participants due to this competition</td>
</tr>
<tr>
<td>• Students dedicate at least one full semester and thus, gain a deep knowledge and intensive experience on WTO Law (more than in the university and/or seminars)</td>
</tr>
<tr>
<td>• Only big WTO law MC</td>
</tr>
<tr>
<td>• Can take place worldwide immediately due to the past 10 years and does not need to be established over the next couple of years</td>
</tr>
<tr>
<td>• The topics are very forefront in WTO law and jurisprudence</td>
</tr>
<tr>
<td>• Opportunity for WTO experts to discuss relevant topics with the teams and thus, to have fruitful discussions</td>
</tr>
<tr>
<td>• Teams from all over the world</td>
</tr>
<tr>
<td>• Teams are coached by prominent academic areas in the WTO field</td>
</tr>
<tr>
<td>• Long-term cooperation between ELSA and sponsors who give great, unique prizes to the teams</td>
</tr>
<tr>
<td>• Teams from well-known universities (Harvard, King’s College, Graduate Institute etc.)</td>
</tr>
<tr>
<td>• The best WTO experts in the world judge</td>
</tr>
</tbody>
</table>
**EMC2 SWOT Analysis and Strategy**

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
</table>
| - The WTO supports the competition  
- Different regional rounds and the final, trains the participants in the best way  
- Detailed written submissions and oral pleading conditions, thus, train them also in time management etc.  
- ELSA has a Europe wide network and thus, there are regional round organizers and final oral round organizers, 30 teams from Europe because we do promotion at every international meeting and the students within their countries  
- Training young lawyers in WTO way and thus, creating the future WTO lawyers  
- Due to WTO experts and good preparation of the teams – high academic quality  
- Everything organized by ELSA and OCs, thus teams can fully concentrate on the pleadings and written submissions  
- Due to change of Regional Rounds more diversity  
- A highly competitive event  
- Steady increase of written submissions and oral presentations | - Human resources  
- Inexperienced OCs  
- Huge administrative work  
- Financial issues (not enough sponsoring or to high participation fees)  
- No Academic Board  
- Struggle to find case authors every year  
- Final oral round organization  
- Sometimes logistical problems at the events  
- No direct communication with WTO, too many ways of communication |

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
</tr>
</thead>
</table>
| - Director for Moot Court Competitions working full time to handle the administrative work (good preparation since the new officers will get into office one month before in order to gather and discuss all information)  
- Two assistants, one for the teams and written submissions and one just to make sure that the regional rounds take place good, so the DRMCC can fully concentrate on FOR  
- New Academic Board with WTO experts  
- Closer and more efficient contact with WTO and ELSA now due to direct contact  
- Steady growth over the years in terms of participating teams  
- More teams from Europe  
- Involvement of Russia, Kazakhstan  
- More national rounds |
### SWOT Analysis and Strategy

**Strengths**
- Since Harvard joined, the prestige is high and thus, more teams form prestigious universities
- Due to prestige, more sponsors being interested in supporting events
- A new Africa Regional Round
- Final Oral Round constantly in Geneva with the help of ELSA Switzerland students
- Financial support to the RROs
- Moot court committee within the WTO and thus, constant contact with ELSA International
- An intern or special person working for Final Oral Round in Geneva
- Separate budget EMC2
- Using the registration fee for the organizers
- Growing interest in WTO law (since succession of Russia, Vanuatu and more thus, almost all the world, more following)

**Threats**
- Other moot court competitions
- No one willing to organize Rounds due to financial issues
- FOR being somewhere else due to financial issues
- WTO not supporting anymore
- Bad reputation and talks about EMC2 and ELSA

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**Former EMC2 participants being involved in WTO, WTI or IELPO:**

- Dean Merriman, EMC2 2009/2010, IELPO LL.M. 2011/2012
- …