

## Instructions HighLight

Please read through the following instructions carefully.

They contain important notes about working on the task.

You can go to the menu bar at any time while working on the task to display the instructions again.

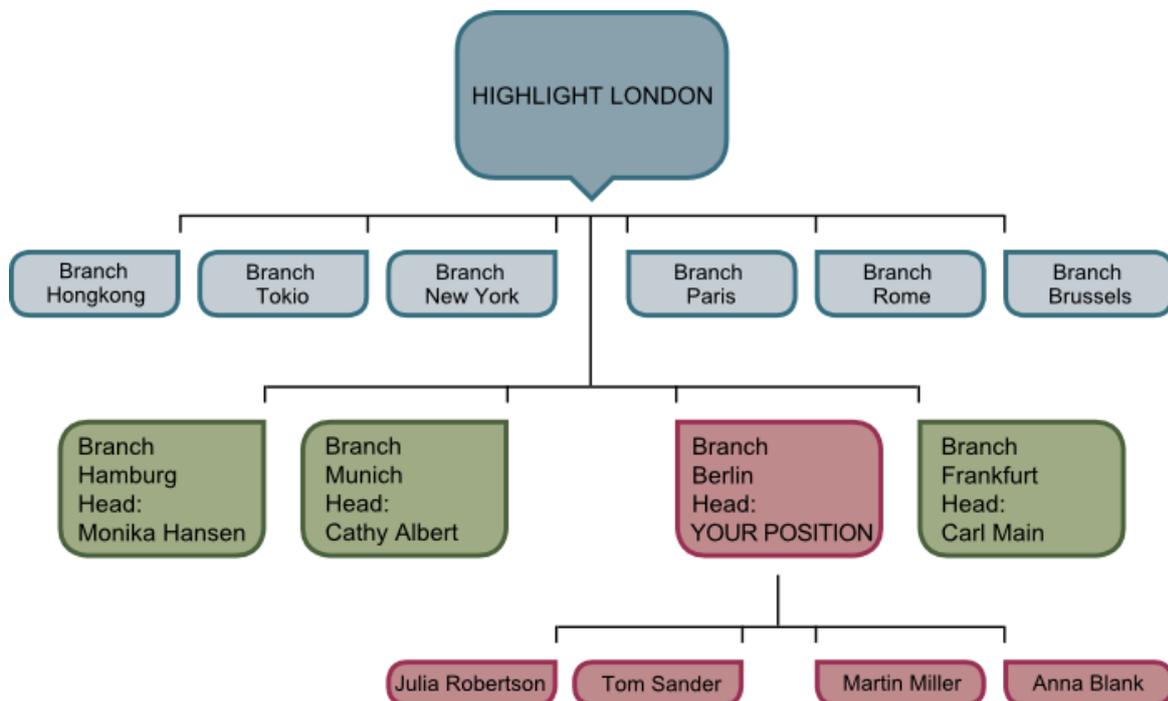
### The Simulated Company

In this task, you will take over as the manager of HighLight Eventmanagement GmbH in Berlin.

In addition to company headquarters in London, HighLight has branch offices all over the world.

The HighLight Group offers its customers a wide range of services covering the organisation and management of events for the most varied target groups and occasions (from private wedding parties to conferences).

There are currently four locations in Germany (Hamburg, Frankfurt, Munich and Berlin) and the first HighLight branch was opened in Hamburg, Germany ten years ago. Five years later, the Frankfurt and Munich branches were opened simultaneously and the Berlin branch, which you have now been managing for three months, opened about seven months ago.



### Your Aims

There were a few teething problems in the Berlin branch to begin with and as a result your predecessor handed in his notice and left the company. Three months ago, after working successfully in the hospitality industry for many years, you took over as manager of this branch.

On taking up your position, you were told by headquarters in London that the branch is supposed to achieve a turnover of at least 1.25 million Euro in its founding year and should therefore cover its costs as far as possible.

To do this it is necessary to acquire new customers and to generate additional revenue from existing customers.

You are also responsible for motivating and coordinating your colleagues to the best of your ability as well as for efficiently managing the staff resources available.

In addition to this, you are personally responsible for the organisation of some important events. Among these is the "Dancing Diplomats" ball for foreign diplomats, which will be held in Berlin on Saturday, 6 August and which you are organising on behalf of the "Le Corps" Association. You have acquired this commission yourself. So this is the first time that "Le Corps" has transferred the organisation of this event to HighLight. You have been promised further commissions if this one is a success. "Le Corps" events are usually widely reported in the press.

## **Your Team**

### **Anna Blank**

Team assistant, 28 years old.

After abandoning a degree in law, she worked as a corporate client advisor in a travel agency for 4 years.

From the start, she has worked part-time (50%) in the Berlin office and is currently studying to become a marketing specialist through the Chamber of Commerce and Industry with on-the-job training. She is committed and eager to work, often does overtime, actively supports the team with the organisation of events and also contributes her own ideas. Sometimes, however, she is less able to maintain a broad overview and get her priorities right.

She would really like to take on more responsibility and have her own projects as an event manager. So far she has not made many decisions independently and is more likely to cover her back rather than tackling things on her own.

### **Tom Sander**

Event manager, 29 years old.

He finished his degree (business economist with the emphasis on marketing) just before the branch was opened and has been working full-time for HighLight in Berlin since then. During his degree, he worked in an event management agency and gained some experience of organising events.

He is dynamic, enthusiastic, very interested, open-minded and inquisitive and he goes about the tasks assigned to him very confidently.

He has a good sense of humour and is a straightforward, spontaneous type of person who quickly makes contact with others.

When solving problems he excels because of his ability to pick things up quickly and because of his creativity although he is actually more interested in fast, practical solutions. He starts off well but doesn't always finish tasks consistently and sometimes jumps from one task to another.

He is particularly interested in organising large events for VIP clients where he can work with big budgets and a wide variety of resources.

### **Julia Robertson**

Event manager, 38 years old, married with 1 child.

Following a degree in history and political sciences, she worked in the Cultural Office of the City of Lübeck for 6 years (involved among other things in organising the city's anniversary celebrations).

She took 3 years parental leave after the birth of her daughter and was then employed for 2 years as an event manager with HighLight in Hamburg . Seven months ago she moved to the branch in Berlin and since then she has been working there part-time (70% of full-time).

She is a person with a very professional, eloquent manner, she is an excellent representative and presents arguments very skilfully when selling the facts. In her daily work she prefers clearly structured problem definitions that she executes perfectly. She is well-organised, with a slight tendency towards perfectionism although she has trouble improvising her way out of a situation and shows rather less flexibility.

Overall she is formally correct and friendly in her dealings with other team members but she appears to be somewhat self-contained and reacts very sensitively to criticism.

### **Martin Miller**

Event manager, 36 years old, married with 2 children.

He has excellent knowledge of English.

He is a graduate computer scientist but has been working in the event management sector for 4 years, 2 of these at HighLight Hamburg.

In addition to his experience in event management, he also has excellent skills as a programmer and works as part of a development team on the programming of the new event management software "EVE".

Martin works Monday and Tuesday with the EVE development team in the Hamburg branch and Wednesday to Friday as an event manager in Berlin.

Martin is an analytically brilliant and technically expert employee who in some projects, however, proves to be more of a "doubter" and "critical spirit".

### **Situation**

It is now Sun 31/07 16:00.

You attended an international marketing fair in Brussels from Thursday to Saturday.

Due to the tight schedule and the wide range of contacts, you had no opportunity to check your e-mails. So you have come into the office today to work through the mails received in peace and quiet and to plan the activities of the week ahead of you.

### **Your Task**

Please decide for each e-mail which level of importance (very important, important, not important) should be assigned to the facts described.

You will be shown a series of statements and possible options for each mail in the inbox.

Please always be as clear as possible about whether or not you are in favour of a measure or a statement. Measures that take up at least 15 minutes must be entered in the calendar. At the same time you must specify who is to take on the task and when it should be completed by.

The urgency of the measures will therefore emerge from your scheduling and is not necessarily crucial to estimating the importance of a situation.

You have 60 minutes in which to deal with the inbox. The analytical section then follows. Here, two of the e-mails that you are already familiar with from the inbox and which contain a number of dates and facts will appear again.

There are several questions to be answered on each of these e-mails. You have 20 minutes in total for this.

You will need a calculator and possibly notepaper and a pen to work through the analytical section.

Before starting the in-basket task, you will be briefed on its operation in a series of steps.

Good luck with the task!