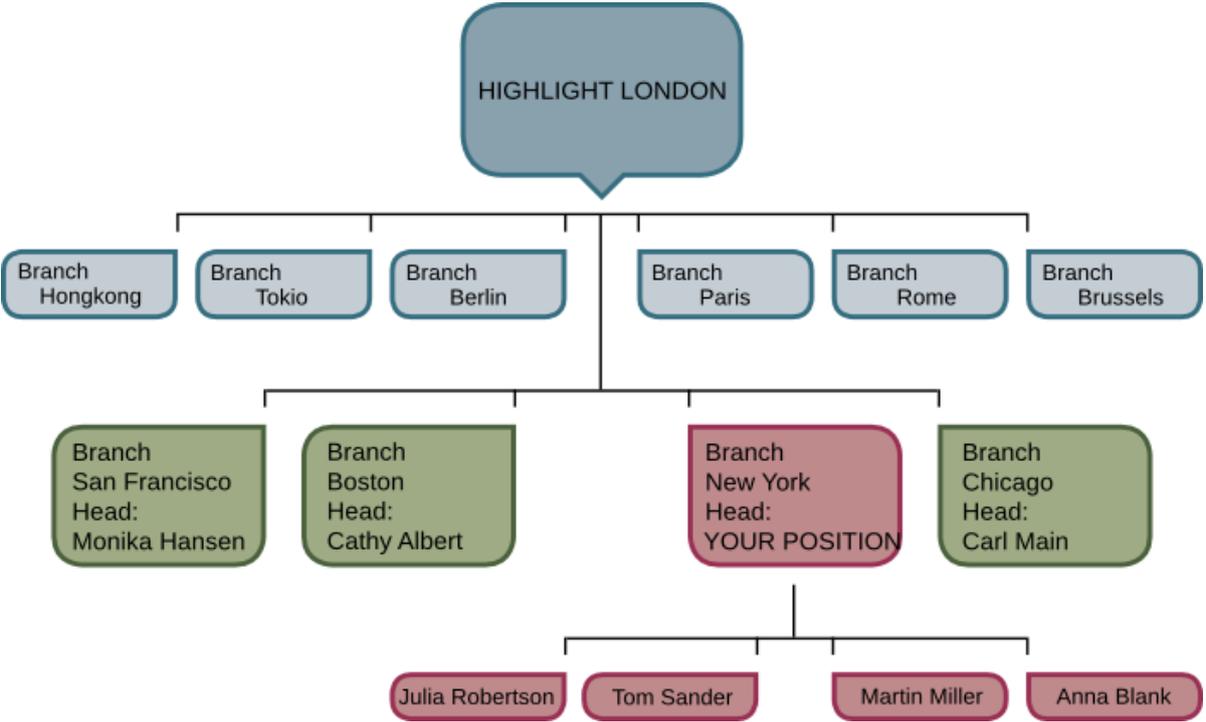


# Instructions

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 Event Management Ltd. in New York. 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 organization and management of events for a varied target groups and for occasions (from private wedding parties to conferences). There are currently four locations in USA (San Francisco, Chicago, Boston and New York) and the first HighLight branch was opened in San Francisco, USA ten years ago. Five years later, the Chicago and Boston branches were opened simultaneously and the New York 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 New York branch to begin with, and as a result your predecessor handed in his resignation, 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 revenue of at least 1.25 million Dollar in its founding year, and should therefore cover its costs to the extent 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 organization of some important events. Among these is the "Dancing Diplomats" ball for foreign diplomats, which will be held in New York on Saturday, 6 August and which you are organizing 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 organization 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 masters 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 SPCS program at NYU with on-the-job training. She is committed and eager to work, often does overtime, actively supports the team with the organization 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 in business administration (with the emphasis on marketing) just before the branch was opened, and has been working full-time for HighLight in New York since then. During his degree, he worked in an event management agency and gained some experience in organizing events.

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

He has a good sense of humor, 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 organizing large events for VIP clients where he can work with big budgets and with 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 Newark for 6 years (involved among other things in organizing the city's annual cherry blossom festival).

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 San Francisco . Seven months ago she moved to the branch in New York, 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-organized, 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 is a graduate computer scientist, but has been working in the event management sector for 4 years, 2 of these at HighLight San Francisco.

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 San Francisco branch and Wednesday to Friday as an event manager in New York.

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

### **Situation**

It is now Sun 7/31 4:00 PM.

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 situation 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 favor 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 it 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 in 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!