

Business simulation guide

Travel agency

ADVANCED VERSION

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INTRODUCTION

About the simulation

Have you ever wondered how it would be to run your own business? The business simulation will allow you to become an entrepreneur running a virtual company. Your task will be to plan an offer for your business, equip it with necessary workstations and equipment, hire appropriate employees and secure the resources needed for selected services. To attract customers, you will need carefully selected advertising in traditional media as well as on the Internet. Then... you will set the prices and start selling!

Your company will operate on the market together with other companies created by other participants of the simulation. You will compete for customers with the quality of your services and prices, for example. Your decisions will affect the results of your competitors and vice versa. If your competitors lower the price, they will attract more customers. And if you increase the quality of your services, you can expect that more customers will come to you.

The simulation has a tour-based (round-based) structure. One round of the business activity corresponds to one month. You will be running the agency for 12 months. It is important to pay attention to different months, because some services are seasonal and you will have to prepare for months with a higher/lower seasonality.

After each round (month) you will receive the results of your decisions. They will show in detail what happened in the previous month, including how many customers you had and how many of them you managed to serve. You will also see your revenues and expenses, your account balance, etc. Those results need to be carefully analysed to make changes for the next month. For example, if for a given service you have fewer customers than you planned, you may need to lower the price or work on improving the quality or investing in marketing more.

Game interface

The game has the following tabs:

- offer
- investments
 - workstations
 - equipment
 - amenities for customers
- hr
 - recruitment
 - employment
 - benefits
 - training
- suppliers
- advertising

- traditional ads
- online ads
- sales
- finances
 - financial report
 - ledger
 - bank
 - accounting office
- scorecard
- checklist

Most of the tabs are divided into the **Decisions** and **Results** sections.

The screenshot shows the 'OFFER' tab for 'MARCH (ROUND NO. 3)'. The 'DECISIONS' sub-tab is highlighted with a red circle. Below the navigation bar, there is a header for 'INTERNATIONAL HOLIDAYS' and three service cards: 'ADVENTURE HOLIDAYS (7 DAYS)', 'FAMILY HOLIDAYS (7 DAYS)', and 'SEASIDE HOLIDAYS (7 DAYS)'. Each card displays a seasonality bar chart, annual demand, expected price, service time, and a 'MONTHLY DEMAND FORECAST' input field. The 'ADVENTURE' card has a forecast of 18, 'FAMILY' has 25, and 'SEASIDE' has 12. Each card also has a 'SELECTED' button with a checkmark.

The *Decisions* tab contains all the issues that you need to decide on in a given round. To make decisions use the information in the *Results* tab, which contains a summary of the most important things that happened in the previous month.

The Ledger tab presents only results. You will not take any decisions here.

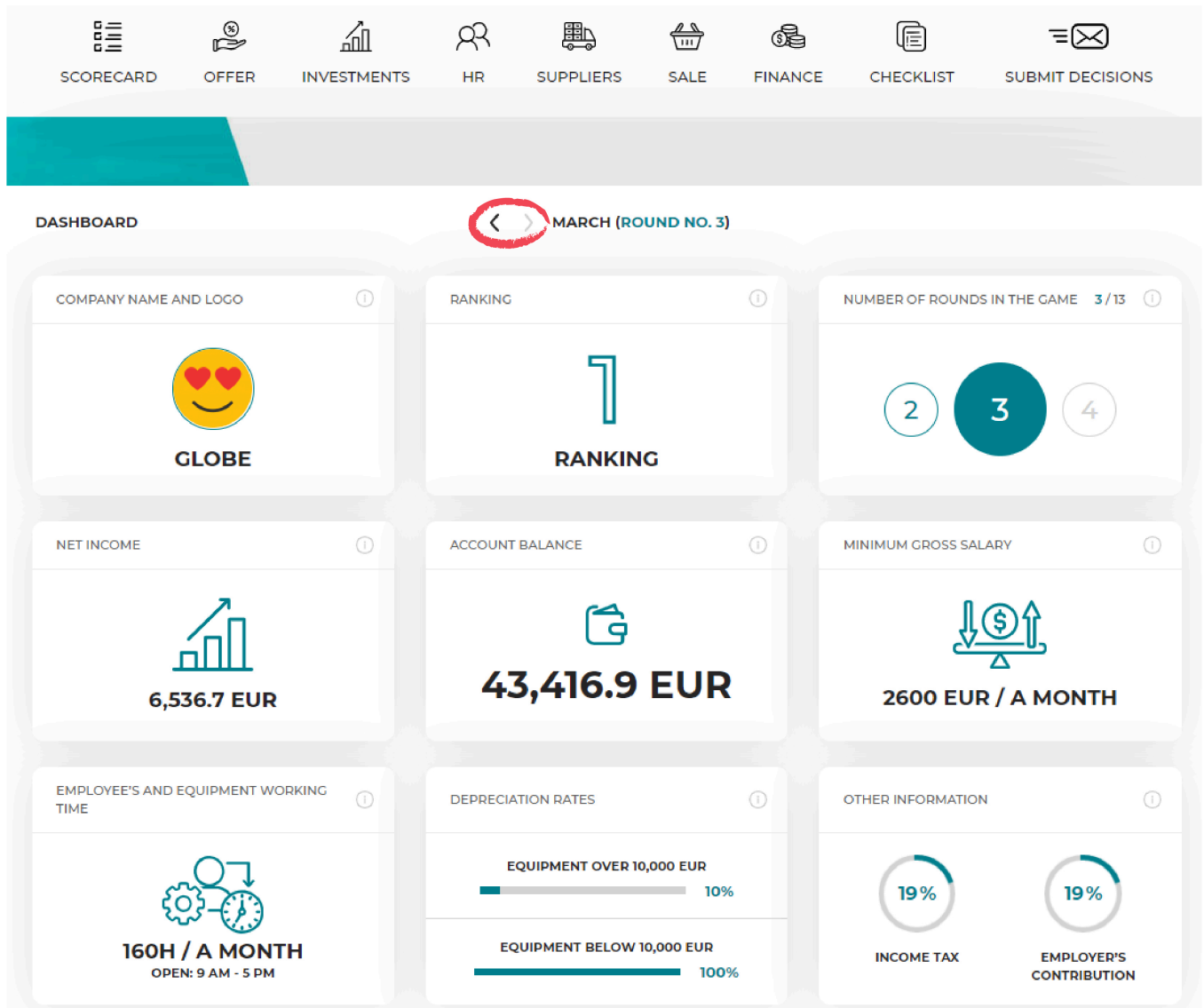
This guide will take you through all the decisions you need to make in the simulation. All explanations will be accompanied with calculation examples to illustrate the situations and help you understand the decisions you need to take better.

Preview of previous rounds

In each round you can view the decisions you took in the previous rounds. Of course, you cannot change them, but you can check, e.g. the prices of your services, the number of ordered resources, etc.



To view the decisions from previous rounds, use the buttons next to the name of the month.



Useful materials

If you need more information on certain data, results or decisions, you can use available tips and extra materials:

- hints on certain information and decision under the "i" buttons,
- video tutorials on every round in the side panel on the left-hand side of the screen,
- simulation guide in the side panel on the left-hand side of the screen.

COMPANY NAME AND LOGO



TRAVELLER

RANKING

2

RANKING

NUMBER OF ROUNDS IN THE GAME 3 /

2

3

4

NET INCOME



1,016.9 EUR

ACCOUNT BALANCE



37,096.9 EUR

MINIMUM GROSS SALARY



2600 EUR / A MONTH



ROUND 1 - ORGANIZATION OF YOUR VIRTUAL COMPANY

The aim of the first round is to organize your business. At the beginning you need to specify the name of your business and its mission. If you run the company with partners, you will need to determine what the principles of joint decision-making will be and to share responsibility for particular aspects of your business.

You managed to collect starting capital in the amount of EUR 40.000. Those funds will allow you to spread your wings at the initial stage of your activity, but remember that you should start generating the revenues as soon as possible to use them to finance your current operations.



The purpose of the first round is to organize the company, make plans for future rounds, start the recruitment process and make investments. You will not be selling your services yet. Your task is to plan your offer and future employment to prepare the workstations for your future employees and place the right job ads.



Decisions from Round 1 are not evaluated in the simulation.

Mailbox

Check your mailbox at the beginning of every month. You can expect to receive mails from your business mentor, government agencies, media etc. Your task is to assess if the information has some real influence on your business and draw conclusions regarding proper reaction.

MONTH	SENDER	SUBJECT	
JANUARY	TAX OFFICE	WE WELCOME A NEW COMPANY IN OUR CITY	→
JANUARY	LABOUR INSPECTOR	MEDICAL EXAMINATION AND OHS TRAINING FOR EMPLOYEES	→
JANUARY	BUSINESS MENTOR	BUSINESS SUPPORT - JANUARY	→

Company name

Choose the name for your company. This will be the name you will use throughout the duration of the simulation, so try to make it stand out from the competition. You can also add a company logo

to graphically present your company. As an aid, example names of businesses that operate on the market are provided.



To add the company name, enter your name in the white box in place of the inscription 'Team 1' and click 'Save'. By clicking on the 'Company logo' picture, you can add any picture from your computer disk as your company's logo.

COMPANY NAME < > JANUARY (ROUND NO. 1) DECISIONS

ENTER THE NAME AND THE LOGO OF YOUR COMPANY.

EXAMPLES OF COMPANY NAMES

FOREST BEST TRIP

GOWAY ALAMO TRAVEL

PROVIDE YOUR COMPANY'S NAME AND LOGO

ZESPÓŁ 1

SAVE

When coming up with a company name, it is worth purchasing a matching Internet domain right away. You will need one if you decide to launch your company's website in the future.



To buy a domain, enter the desired name and check if it is available. If it is available, you can purchase it.



If another team has already purchased the domain, it will be unavailable. Come up with new names and check their availability until you find a free one.



Buying a domain is not mandatory at this stage. You will also be able to make a purchase in subsequent rounds, but it may turn out that some of the domains you like are already taken or the purchase will be more expensive.

Mission statement

The company's mission statement determines the purpose of its existence on the market and the role of the organization in the wider environment. Familiarize yourself with the examples of missions of various companies and prepare your own mission which will determine the direction of the entire organization, the concept of business, its role and sense of existence.



To add the company's mission statement, enter it in the white box and click 'Save'.

Team rules

If you run your business together with partners, you must commonly agree on the rules of your team operation. Specify at the beginning how key decisions will be taken, what you expect from

yourself and how you want to organize your work.

☑️ TEAM RULES < > JANUARY (ROUND NO. 1) DECISIONS

① CHOOSE RULES THAT YOUR TEAM SHOULD FOLLOW WHILE MANAGING YOUR VIRTUAL BUSINESS.

ALL DECISIONS SHOULD BE TAKEN BY THE CEO SELECTED	ALL DECISIONS SHOULD BE MADE BY THE WHOLE TEAM UNANIMOUSLY SELECT	ALL DECISIONS SHOULD BE TAKEN BY THE WHOLE TEAM WITH A MAJORITY VOTE SELECT
ATTENDANCE AT ALL TEAM MEETINGS IS MANDATORY UNLESS A MEMBER OF THE TEAM HAS PREVIOUSLY REPORTED THEIR ABSENCE SELECTED	TEAM MEMBERS MUST BE PUNCTUAL TO ALL MEETINGS SELECTED	TEAM MEMBERS MUST COME PREPARED IN SUBSTANCE TO ALL MEETINGS SELECTED



Choose the team's rules you want to be followed in your team. You can choose any number of rules.

Team roles

Managing a company requires taking decisions and monitoring results in various areas of activity such as marketing, finance, investments, supplies, etc. As a team, you will certainly have different competences and interests, so take them into account when sharing responsibility for specific areas. You can choose any number of roles for each team member. Not all of them have to be used. The choice of roles does not affect the results of the game.




Select the role/roles for each team member.

Offer

Start decisions regarding your company from planning the services you want to offer to your customers. In the first round, you can choose 3 basic services, and their range will be expandable in each subsequent round.



You are not going to sell your services in the first round. The aim of the first round is to make plans and invest. Your task is to estimate the demand for your services in round 2. This number will be the base to calculate how many employees you will need. That is how you will know how many workstations you have to prepare and how many different job ads you need to publish.










 OFFER

< > JANUARY (ROUND NO. 1)

[DECISIONS](#)

① CHOOSE SERVICES YOU WANT TO OFFER AND FORECAST MONTHLY DEMAND FOR EACH OF THEM. YOU CAN ADD 3 NEW SERVICES EVERY ROUND.

INTERNATIONAL HOLIDAYS

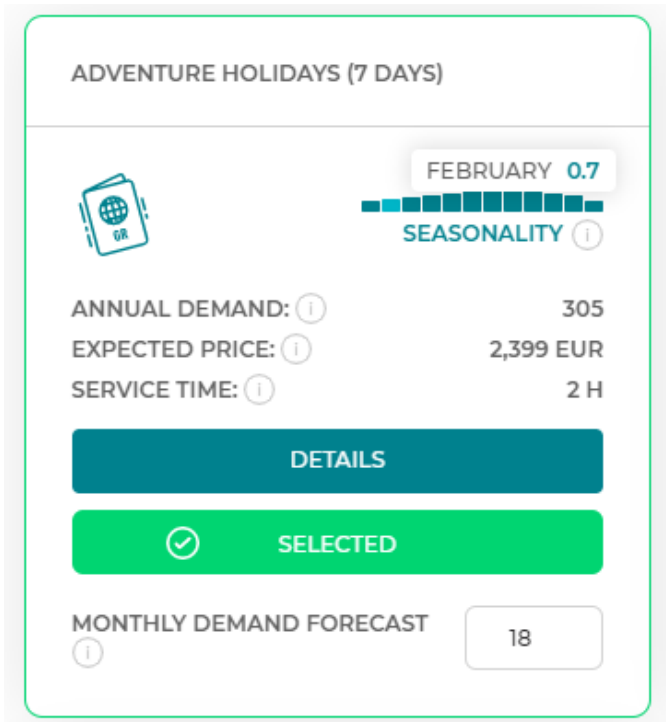
ADVENTURE HOLIDAYS (7 DAYS)	FAMILY HOLIDAYS (7 DAYS)	SEASIDE HOLIDAYS (7 DAYS)
 SEASONALITY 	 SEASONALITY 	 SEASONALITY 
ANNUAL DEMAND: ① 305	ANNUAL DEMAND: ① 380	ANNUAL DEMAND: ① 300
EXPECTED PRICE: ① 2,399 EUR	EXPECTED PRICE: ① 1,999 EUR	EXPECTED PRICE: ① 2,599 EUR
SERVICE TIME: ① 2 H	SERVICE TIME: ① 2 H	SERVICE TIME: ① 2 H
DETAILS	DETAILS	DETAILS
SELECT 	SELECT 	SELECT 

In the Offer tab, you will find a list of services that are available to you at that time. The services differ from each other in terms of **annual demand**, , i.e. the number of customers you can expect during the year, **seasonality**, **time of completion** and the **required equipment, staff and resources**.




Example

Let's analyse the Adventure holidays (7 days).



The **annual demand** is 305, which means that you can expect 305 customers a year who will need such a service. In the case of travel services, we can expect that monthly demand will vary depending on the month. In the winter months demand will be lower while during the summer, the demand may be even two times higher than the average. Use the seasonality chart, where each bar represents one month, to take seasonality into consideration in your calculations. Let's try to calculate how many customers you can expect in February. When you divide the annual demand by 12, you will receive average monthly demand. Then, when you adjust it for February seasonality (ratio 0.7), you can assume approximately 18 customers in February for the Adventure holidays. Where did this number come from? Use the following formula to calculate it:






 **Forecasted number of customers in month X** = **annual demand (from the Offer tab)** / 12 * **seasonality ratio in month X (from the chart)**

$305 \text{ (annual demand)} / 12 \times 0.7 \text{ (seasonality in February)} \approx 18 \text{ (number of forecasted customers for February)}$

The **expected price** on the market for this type of service is 2.399 EUR, which means that customers expect a price oscillating around this amount. You can set your price as a higher or lower one. However, remember that a high price should be followed by high quality that justifies a higher price, and lowering the price may cause you to suffer losses on a given service. Moreover, you should regularly compare your prices with those of your competitors.

Service time shows the time needed to provide the service to a customer. In that case you need an average of 2 hours to serve one customer.

After entering „Details” you will have access to information on everything that you need to perform the service (equipment, employees, resources).

SERVICE REQUIREMENTS "ADVENTURE HOLIDAYS (7 DAYS)"					EQUIPMENT	EMPLOYEES	RESOURCES
EQUIPMENT NAME	REQUIREMENT	AVERAGE EQUIPMENT PRICE ☆☆☆	AVERAGE EQUIPMENT PRICE ☆☆☆	AVERAGE EQUIPMENT PRICE ☆☆☆			
 COMPUTER SET	100 %	1,750	2,500	3,500			
 DESK	100 %	105	150	210			
 OFFICE CHAIR	100 %	100	120	150			
 PHONE	100 %	100	150	200			
 RESERVATION SYSTEM	100 %	0	0	0			

Equipment. You will need 5 pieces of equipment to prepare adventure holidays. This is the equipment needed by your employee who will perform that service. There is a desk, office chair, reservation system, a telephone and a computer set. Each piece of the equipment is offered by manufacturers on three levels of quality - basic (☆), standard (☆☆) and premium (☆☆☆). The higher the quality, the higher the price of the equipment, but your employees will be more satisfied working on high quality, i.e. more ergonomic and reliable equipment. Each piece of equipment may, in addition to the purchase costs, also generate maintenance costs, e.g. in the case of reservation system, the initial price is 0 EUR, however, you will have to pay a monthly subscription. Information on the costs of equipment maintenance can be found in the Equipment tab (after clicking 'Buy Equipment' button).

Employees. To organize the Adventure holidays, you will need to employ an International travel consultant in your agency. From the Employees tab you will learn what is the minimum salary of an employee, his/her involvement in the implementation of a given service and the average salary on the market depending on the employee's experience (e.g. junior (☆), senior (☆☆), expert (☆☆☆)).

Resources. To organize the Adventure holidays, you will need only 6 resources, i.e. accommodation, daily meals, holiday representative, insurance, plane seats, and a shuttle bus. The table shows average prices of the required resources depending on the quality. Remember that the exact prices can be found in the Suppliers tab.



In the first round you can choose only 3 services for your offer. In each subsequent round, you can add any three services to the range of services included in your offer.



If you decide to choose a service, move the button to the 'Yes' position. Then enter the forecasted monthly demand (the number of customers you want to serve during one month based on the annual demand and seasonality) calculated using the formula below. Do the same for all services that you want to provide.



$$\text{Forecasted number of customers in month X} = \frac{\text{annual demand (from the Offer tab)}}{12} * \text{seasonality ratio in month X (from the chart)}$$

Investments – workstations

Every employee needs his/her place to work. When employing new employees, remember to provide them with a workstation. Later, you need to equip them with proper equipment required to perform the selected services.

You need to assess how many employees you will need to decide how many workstations to buy. Remember that you will need one individual workstation for each employee.

Start with checking which type of employee you will need to perform a given service. You can check it in the Offer tab, after entering the details of a given service.

SERVICE REQUIREMENTS "FAMILY HOLIDAYS (7 DAYS)"						EQUIPMENT	EMPLOYEES	RESOURCES
EMPLOYEE TYPE	MINIMUM SALARY	EMPLOYEE INVOLVEMENT	AVERAGE SALARY	AVERAGE SALARY	AVERAGE SALARY			
INTERNATIONAL TRAVEL CONSULTANT	2,600	100 %	3,156	3,547	3,895			

Knowing which employees you need, you will have to count how many people you need to employ. This number depends on the number of customers you want to serve within a given service and the time needed to serve 1 customer (service time needed to perform it). To calculate the number of employees you need, you must calculate the service time that you will need to complete all the scheduled services (serving all customers).



Service time needed to complete all services = forecasted demand for service 1 x service time needed to perform the service 1 + forecasted demand for the service 2 x service time needed to perform the service 2 +

You also need to know the real working time of your employees, in other words, what will be their processing capacity. We assume that every employee works 8 hours a day, 20 days a month, on average. Therefore, the monthly processing capacity of your employees is 160 hours (this information is also available on the report screen).



$$\text{Number of employees} = \frac{\text{service time needed to perform all services}}{\text{the employee's monthly working time (processing capacity)}}$$

If you obtain as a result an integer, e.g. 2, the matter is simple - you will need 2 employees. On the other hand, what does it mean, if you obtain a decimal fraction, e.g. 1.5 ? Should you employ 1 or 2 employees? If you employ one employee, he/she will not do all the planned services, because he/she will run out of time. If you employ two employees, part of their working time will not be used, but at least you will complete all scheduled services and will not send any customer away. Round up the obtained result to employ the number of employees needed to complete all scheduled services.



Example

Let's assume you plan to offer the following 3 services to your customers:

1. Adventure holidays for 18 customers per month
2. Family holidays for 25 customers per month
3. Seaside holidays for 12 customers per month

You need to check the service time of each of those services:

1. Adventure holidays - 2 hours
2. Family holidays - 2 hours
3. Seaside holidays - 2 hours

The total number of hours needed to complete the planned services is:

$$\underbrace{12 \text{ customers} \times 2 \text{ h}}_{\text{Seaside holidays}} + \underbrace{25 \text{ customers} \times 2 \text{ h}}_{\text{Family holidays}} + \underbrace{18 \text{ customers} \times 2 \text{ h}}_{\text{Adventure holidays}} = 110 \text{ h}$$

In total, you will need 110 hours to complete 3 scheduled services.

The next step is to calculate the number of employees needed. Use the following formula for the number of employees: $110/160 = 0.69$

A number smaller than 1 means that you need 1 employee and therefore you should purchase at least 1 workstation.




To purchase new workstations, click the "Select" button at the number of workstations you want to buy.



You have to buy at least the as many workstations as many employees you plan to hire next round.

① PREPARE WORKSTATIONS FOR YOUR EMPLOYEES. YOU CAN PURCHASE NEW WORKSTATIONS EVERY ROUND.

① MONTHLY RENT & UTILITIES: 2,000 EUR

NEW WORKSTATIONS:  1,000 EUR

① NUMBER OF YOUR WORKSTATIONS: 0

ACTIVATION COST (1 WORKSTATION)	1,000 EUR	<input checked="" type="button" value="SELECTED"/>
ACTIVATION COST (2 WORKSTATIONS)	1,800 EUR	<input type="button" value="SELECT"/>
ACTIVATION COST (3 WORKSTATIONS)	2,200 EUR	<input type="button" value="SELECT"/>
ACTIVATION COST (4 WORKSTATIONS)	3,000 EUR	<input type="button" value="SELECT"/>
ACTIVATION COST (5 WORKSTATIONS)	4,000 EUR	<input type="button" value="SELECT"/>

You can buy any number of workstations in each round. You do not have to equip them immediately, and you can use them only when needed. Until then, they will be empty. They will generate no additional costs.



The workstations must be prepared one round ahead. This means that if you want to have a workstation available the following month, you must buy it in the current month.

Additionally, remember that workstations generate costs e.g. rent, media, so you need to pay them every month. Monthly office maintenance cost does not depend on the number of workstations.

HR - Recruitment

To hire employees, you must conduct a recruitment process. Recruitment is conducted through several specialized recruitment portals where you can place your ad. After placing a recruitment advertisement, in the next round you will receive CVs of candidates who responded to your offer.

Available portals differ in terms of their price and offer, and therefore also what effects (number of candidates obtained) can be expected. See how exactly the offer of recruitment portals differs:

- **Publication time** - The job ad is active for 30 days, which means that after moving to the next round, you will receive a list of CVs of candidates who responded to this ad, and the ad will expire.

- **CV database** – Approximate size of the candidate database reached by a given portal.
- **Number of updates** – Ads in the job offer list are sorted by publication date. Newly added ads appear at the top of the list, and older ones fall lower. An update will automatically move your ad to the top of the list so that as many candidates as possible can see it.
- **Promotion in social media** – The ad will be additionally promoted via all social media channels of the portal.
- **Price of 1 job ad** – Price for a single ad.

PLACE JOB ADS ON A RECRUITMENT PORTAL TO GET A LIST OF CANDIDATES YOU CAN HIRE

PURCHASE COST: 0.00 EUR

HIRING GO	HR TOTAL	WORLD HR
 PUBLICATION TIME: 30 DAYS CV DATABASE: SMALL NUMBER OF UPDATES: 0 PROMOTION IN SOCIAL MEDIA: NO PRICE OF 1 JOB AD: 400	 PUBLICATION TIME: 30 DAYS CV DATABASE: MEDIUM NUMBER OF UPDATES: 1 PROMOTION IN SOCIAL MEDIA: YES PRICE OF 1 JOB AD: 500	 PUBLICATION TIME: 30 DAYS CV DATABASE: LARGE NUMBER OF UPDATES: 3 PROMOTION IN SOCIAL MEDIA: YES PRICE OF 1 JOB AD: 600
<div style="background-color: #008080; color: white; padding: 5px; margin: 5px 0;">PLACE THE JOB AD</div> <div style="background-color: #00c000; color: white; padding: 5px; margin: 5px 0;">SHOW ACTIVE JOB ADS</div>	<div style="background-color: #008080; color: white; padding: 5px; margin: 5px 0;">PLACE THE JOB AD</div> <div style="background-color: #00c000; color: white; padding: 5px; margin: 5px 0;">SHOW ACTIVE JOB ADS</div>	<div style="background-color: #008080; color: white; padding: 5px; margin: 5px 0;">PLACE THE JOB AD</div> <div style="background-color: #00c000; color: white; padding: 5px; margin: 5px 0;">SHOW ACTIVE JOB ADS</div>
0.00 EUR	0.00 EUR	0.00 EUR



Click the "Place the job ad" button on the selected recruitment portal to prepare your ad for publication.

A job ad should contain several key information that will allow candidates to decide whether they want to apply for a given job offer.

JOB PORTAL "HIRING GO"

PROFESSION	EXPERIENCE	TYPE OF CONTRACT	MONTHLY WORKING TIME	GROSS SALARY:	BONUS	TRAINING	
DOMESTIC TRAVEL CONSULTANT	☆☆☆	FULL-TIME CONTRACT	100%	FROM: 0 TO: 0	NO	NO	PUBLISH
INTERNATIONAL TRAVEL CONSULTANT	☆☆☆	FULL-TIME CONTRACT	100%	FROM: 0 TO: 0	NO	NO	PUBLISH

Configure your ad by deciding on the following elements:

- **Who do you want to recruit?** Select the profession of the candidate you are looking for. If you plan to hire several employees with different professions in the next round, add a separate ad for each of them. Additionally, if you want to receive CVs of different candidates (e.g. with different levels of experience or expected salary), add separate ads for each criterion. You can add an ad on one or more recruitment portals to increase the number of candidates.

Example: In the next round, I plan to hire 2 employees (different professions). I don't know yet whether I will employ juniors or experts. I would like to see their CV first. In this case, I have to publish 4 separate advertisements (2 for each profession, one for juniors and the other for experts).

- **What level of experience are you looking for?** – You can specify the level of experience you expect from candidates (stars represent the experience level: ★-junior, ★★-senior, ★★★-expert).
- **What type of contract do you offer?** – You will be able to offer employees two types of contract - permanent and temporary contract. Permanent contract is better for the employee (she/he will be more satisfied), but your costs will be higher (you will pay additional social security). In the case of a temporary contract, it will be the opposite - cheaper for the employer, less satisfying for the employee.
- **What is the monthly working time you need?** – You can hire employees for 100% full-time (160 hours per month) or 50% full-time (80 hours per month).
- **What salary do you offer the employee?** – Provide an approximate gross salary range that you intend to offer the employee to attract suitable candidates.
- **Are you going to offer bonuses to employees?** – Let candidates know whether you intend to pay bonuses in addition to the basic salary (this will be possible in each round after hiring an employee).
- **Are you going to offer training to employees?** – Let candidates know whether they can count on participation in development training (in subsequent rounds it will be possible to send employees to training).

After configuring your ad, confirm it with the "Publish" button. Add all the ads you need this way. Under the "Show active job ads" button you will find information about ads that will be placed this month. You can edit or cancel them.



The recruitment process lasts 1 month (you will receive candidates in the next round). So you must always plan your hiring a month in advance to have candidates available for the next round.



If you do not advertise in the first round, you will not be able to hire employees in the second round because there will be no candidates available. In subsequent rounds, also remember to recruit regularly (a month in advance) because the candidates you acquired earlier may no longer be available.



Remember that if you promise something to an employee in the job ad, the employees will expect it and if they do not receive it, they may be dissatisfied.

Finance – Bank

Your company needs a bank account with which you will be able to settle all expenses. You have a choice of several banks whose offer differs in fees for the account keeping and interest rates on deposits, loans and credits.

BEAUTY BANK



MONTHLY BANK FEES	5 EUR
CREDIT CARD FEE	5 EUR
DEPOSIT INTEREST RATE	3%
EMERGENCY LOAN INTEREST RATE	6%
CREDIT INTEREST RATE	7%

SELECT



The *monthly bank fees* are the monthly costs of keeping an account at a given bank.

The *credit card fee* is the monthly cost for holding a payment card of a given bank.

The *interest rate on deposit* shows the bank's offer related to investing funds in deposits. The interest rate is given on an annual basis.

The *interest rate on emergency loan* shows the bank's offer related to granting loans for unplanned expenses. The interest rate is given on an annual basis.

The *interest rate on credit* shows the bank's offer related to granting a credit. The interest rate is given on an annual basis.



To select a bank, click the "Select" button under the selected bank. You can select only one bank. You will be able to change the bank in the next rounds.

Finance - Accounting office

You hire an accounting office to keep your company's books. The accounting office will be taking care of processing all invoices, preparing contracts and bills for your employees, as well as keeping a revenue and expense ledger. When choosing an accounting office, pay attention to the costs you will be incurring. The fee for the accounting office includes 2 elements. The first is a document booking fee. One document is, for example, one invoice from a supplier, an employee's remuneration or a sales report of a specific service (sales to an individual customer is not a separate document - revenues from each service are booked collectively as one document). The second part is the employees fee for serving contracts concluded by the company with employees. Depending on the type of contract under which you plan to hire employees and on the number of employees you plan to hire, you can forecast the costs related to the accounting office's services and choose the best one.

The packages differ with the number of documents that the accounting office needs to record monthly. One document is e.g. an invoice from one supplier, salary of one employee or sales

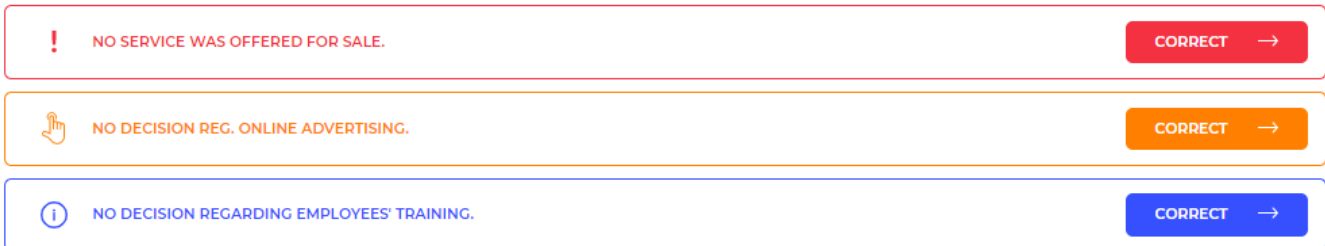
report from one service (selling the service to an individual customer is not a separate document, the revenues from all customers are recorded together as one entry).



To select an accounting office, click the "Select" button under the selected office. You can select only one office. In each round you can change the decision and choose a different offer.

Checklist

The checklist will help you to check if all the most important decisions have been taken. There you can find three categories of warnings marked in red, blue and yellow.



Red warning shows that some important decision is missing and you should correct it. Yellow and blue are informational and their task is to draw your attention to aspects where no decisions were made and you should check if that was your intention or whether the given values are correct.



To check or correct the decisions indicated in the warnings on the error list, use the 'Correct' button on the right side of the message or go to the appropriate tab in the top menu.

Submit decisions

By pressing the 'Submit decisions' button you will send information to your Instructor that your team has taken all the decisions in a given round and you are ready for the simulation to be moved to the next round. It is possible to return to the game at the time prescribed by the Instructor using the 'Return to making decisions in the current round' button.

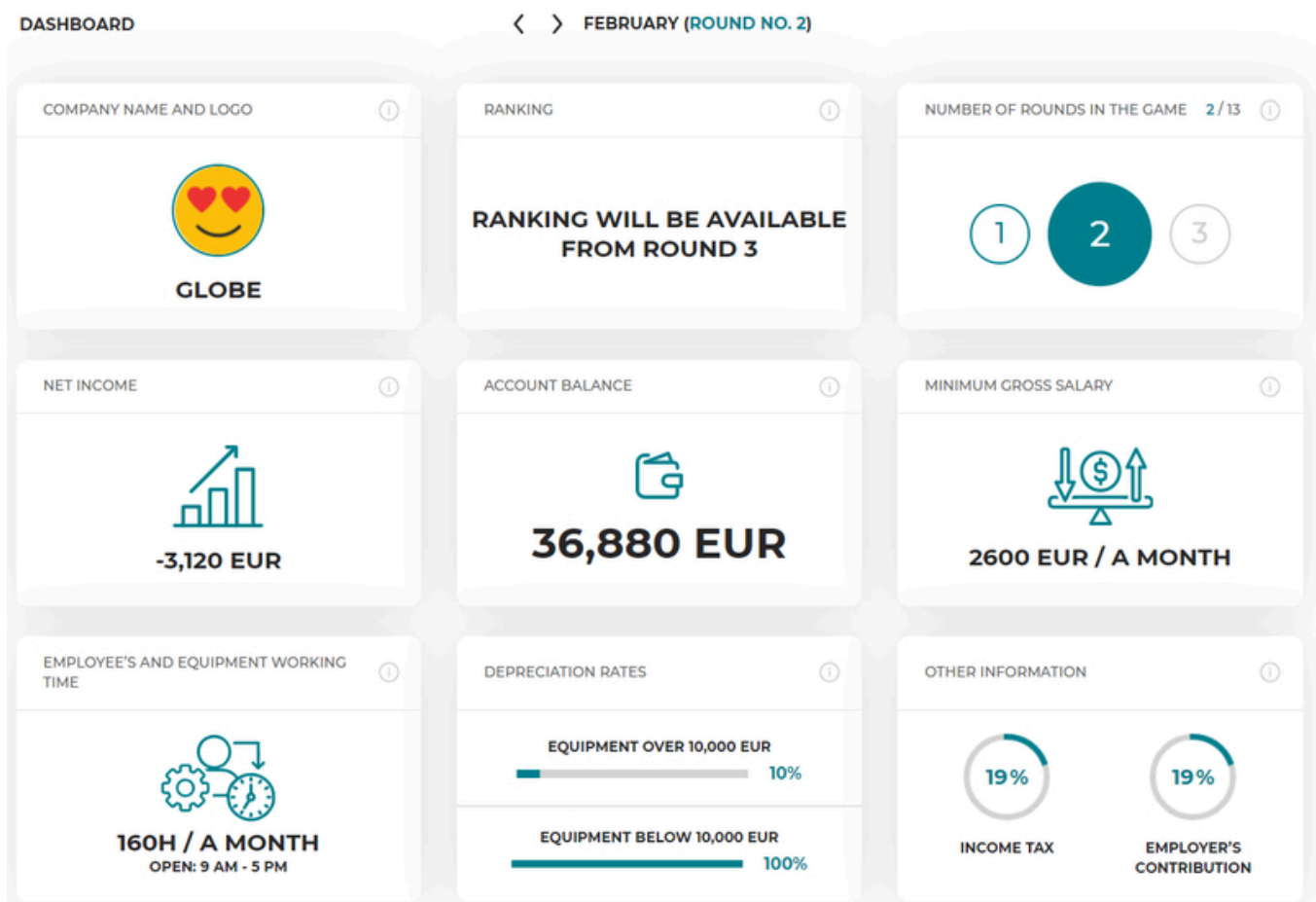
ROUND 2 - VIRTUAL COMPANY MANAGEMENT

In the first round, you have already made a decision regarding the initial offer, i.e. a set of services that you want to offer to your customers. In round 2, all the required resources, equipment and employees needed to perform the selected services should be purchased and you can start selling your offer. In round 2 there are the following new elements: Investment - equipment, HR - employment, Suppliers and Sales.

Report

At the beginning of each round you will receive a summary in the form of a report showing the most important results from the previous round and a reminder of the following relevant amounts:

- **name and logo** of your company,
- **place in the ranking** – place in the scorecard in the last round,
- **number of rounds in the game** - the current round and the number of all rounds in the game,
- **profit/loss** - the financial result from the previous month,
- **account balance** - the current value of cash on the bank account,
- **minimum salary** - the minimum amount you will have to pay to your employees,
- **working time of employees and equipment** - the real working time of employees and equipment in a month,
- **depreciation rates** – depreciation thresholds depending on the equipment value,
- **other information** - income tax rate and social insurance contributions, payable by the employer on the gross salary of employees.

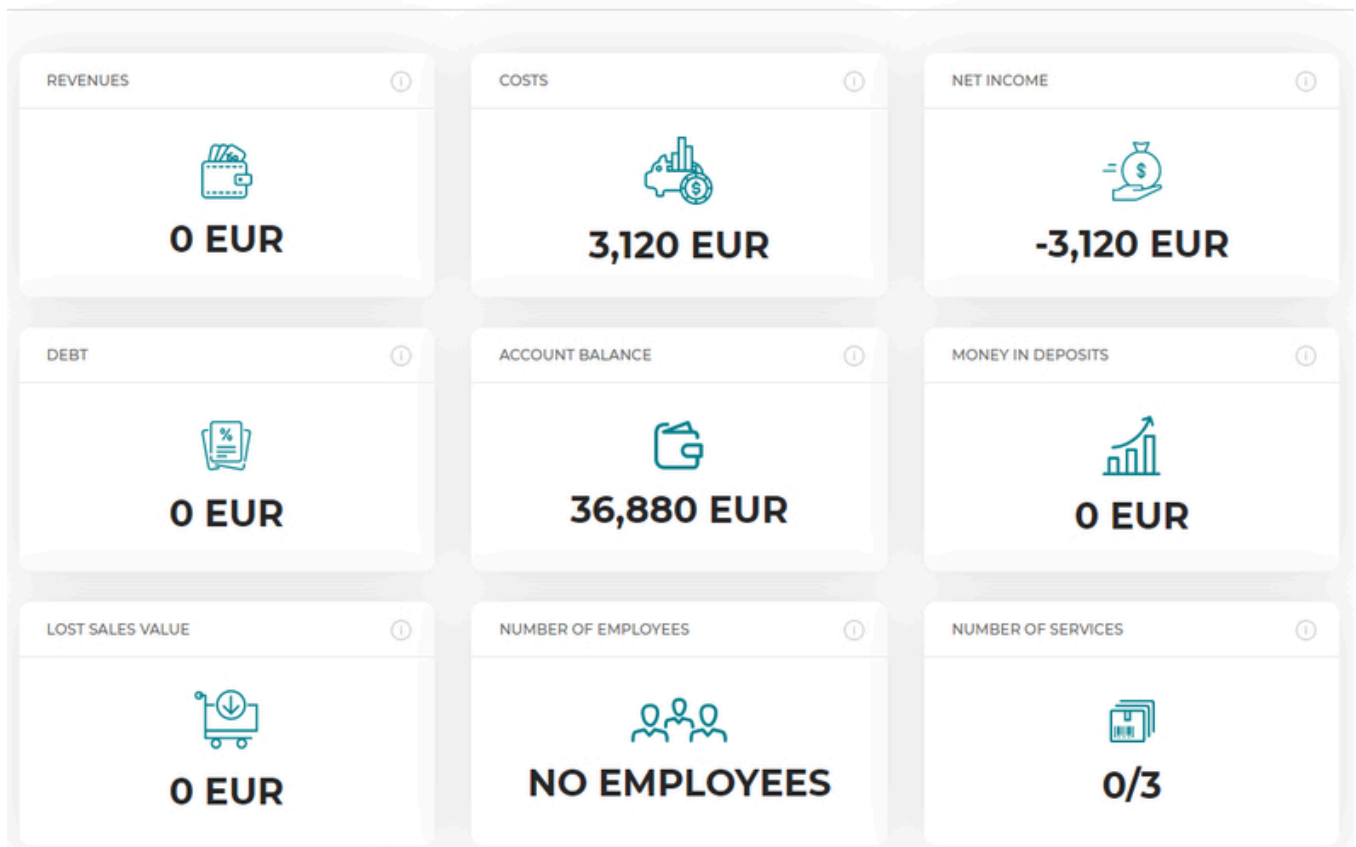


You can return to the report at any time by clicking on the game logo in the left corner of the top menu.

Finance – Financial report

You will receive the summary of your key results in the form of financial report. You have 2 tabs available in the report – results (from the previous round) and cumulative results (all rounds played so far).

① PLACE IN THE RANKING AVAILABLE FROM ROUND 3.



Finance – Ledger / Results

The ledger is a document used to record business operations of the company. It records all kinds of revenues and expenses related to conducting a business.

At the end of each round you will receive a completed revenue and expense ledger for the completed month. It will allow you to analyse the most important financial issues - revenues, expenses and financial result.

NO.	Date of the economic event	Book account number	CONTRACTOR		Summary of the transaction	REVENUES			Purchase of merchandise and materials according to the purchase cost (EUR)	Incidental purchase costs (EUR)	EXPENSES		
			Name / Company name	Address		Value of goods and services sold (EUR)	Remaining income (EUR)	Income summary (7+8) (EUR)			Salaries in cash and in kind (EUR)	Remaining expenses (EUR)	Summary of expenses (12+13) (EUR)
1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	January	1/1/D			Monthly bank fees	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00
2	January	2/1/D			Credit card fee	0.00	0.00	0.00	0.00	0.00	0.00	5.00	5.00
3	January	3/1/D			Accounting office fee	0.00	0.00	0.00	0.00	0.00	0.00	110.00	110.00
4	January	4/1/D			Workstations purchase	0.00	0.00	0.00	0.00	0.00	0.00	1,000.00	1,000.00
5	January	5/1/D			Monthly rent & utilities	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00	2,000.00
					TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	3,120.00	3,120.00
					Income for tax purposes							-3,120.00	
					Tax							0.00	
					Net income							-3,120.00	

Remember, revenues are all cash that you receive from your customers for the provision of services. The revenue will also include funds from the sale of owned equipment or facilities.

Your expenses are primarily the cost of purchased equipment, resources, employee salaries, maintenance of equipment and amenities.

After deducting expenses from revenues, you will get the financial result for the last month. If it is positive, you are dealing with a profit, a negative result is a loss.

Finances – Bank / Results

In the Finances – Bank tab you can check your finances and see how your bank account balance changed after every operation. You can see details of all revenues for particular services and single costs here.

HR – Recruitment / Results

In the table **Recruitment portals used** you will find information about which recruitment portals were used by all companies on the market.

The **Number of CVs received** table shows how many candidates individual companies obtained thanks to the job ads placed on selected recruitment portals in the previous round. The number of CVs received may be greater than the number of candidates, because it may happen that a candidate uses several recruitment portals and responds to your ads in each of them.

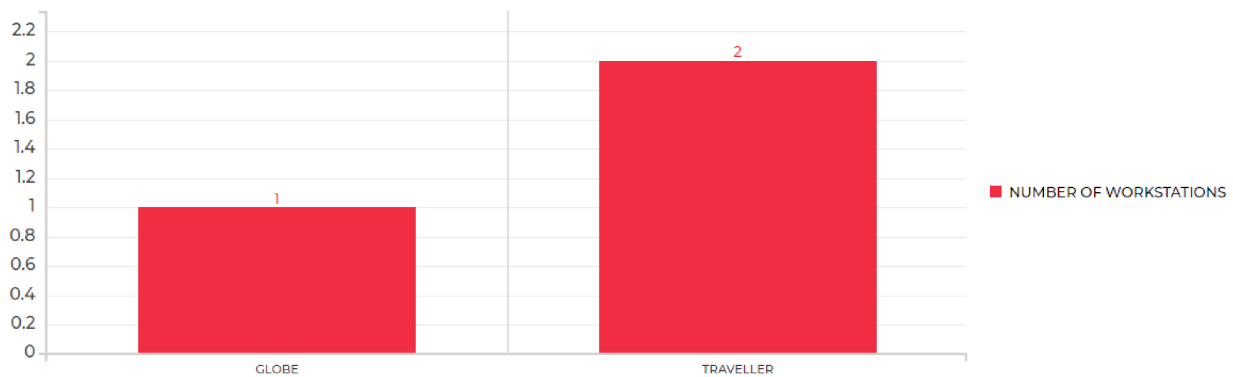
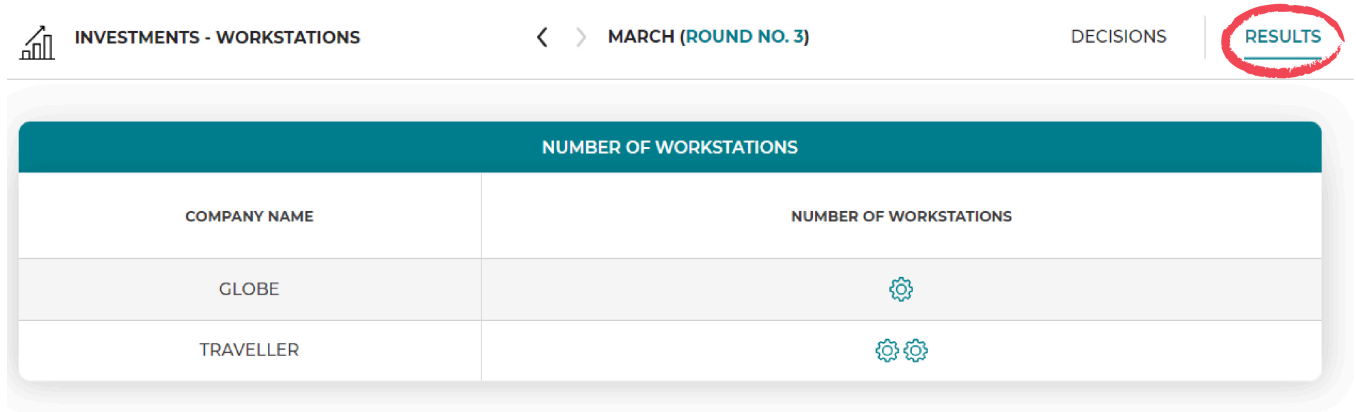
Expenses on recruitment show how much individual companies spent on all job ads published in the previous round.



The candidates you managed to recruit with your job ads can be found in the HR-Employment tab.

Investments – Workstations / Results

In the Investments – Workstation tab, in the Results card, you can check the number of workstations purchased by all teams.



New decisions

In round 2 you start selling your services. Prepare all the required resources, equipment and hire enough employees to serve your forecasted demand. Make the decisions step by step in the top menu going from left to right.



The aim of round 2 is to prepare services for sale. Your offer is ready for sale once all services you marked in the Offer tab appear in the Sale tab and you set their prices.

Offer

You already prepared the demand forecast for February in round 1. So now just make sure that all services you wanted to sell are turned on and the demand forecast is calculated for each of them.



In round 2 you can only sell first 3 services. You will be able to add more services in the subsequent rounds.

Investments – workstations

In the 'Workstations' section you will find information on the number of workstations currently held in the agency and you will be able to buy more of them. The number of workstations held is shown graphically in the Workstations tab.

NUMBER OF YOUR WORKSTATIONS:	1	
ACTIVATION COST (1 WORKSTATION)	1,000 EUR	SELECT
ACTIVATION COST (2 WORKSTATIONS)	1,800 EUR	SELECT
ACTIVATION COST (3 WORKSTATIONS)	2,200 EUR	SELECT
ACTIVATION COST (4 WORKSTATIONS)	3,000 EUR	SELECT
ACTIVATION COST (5 WORKSTATIONS)	4,000 EUR	SELECT

If you need an extra workstation, choose the number of the new workstations you need. Remember that the workstations purchased in previous rounds are still available and you just need to prepare the extra ones.



Preparation of a workstation lasts 1 round (month), so you must remember to prepare them in advance. For example, if you buy a workstation in February you will be able to employ an employee and buy equipment in March.

Investments – equipment

After preparing the workstations, you will need to properly equip them. The kind of equipment you will need to buy depends on what services you want to provide.

EQUIPMENT NAME	REQUIREMENT	AVERAGE EQUIPMENT PRICE ★★★	AVERAGE EQUIPMENT PRICE ★★★	AVERAGE EQUIPMENT PRICE ★★★
COMPUTER SET	100 %	1,750	2,500	3,500
DESK	100 %	105	150	210
OFFICE CHAIR	100 %	100	120	150
PHONE	100 %	100	150	200
RESERVATION SYSTEM	100 %	0	0	0



Remember that the Offer tab only shows you the requirements and you purchase the equipment in the Investments – Equipment tab.

In the Investments – Equipment tab choose the workstation you want to equip and select the necessary equipment choosing appropriate quality level.

EQUIPMENT PURCHASE FOR WORKSTATION "WORKSTATION NO. 1"

SZUKAJ:

		QUALITY	PURCHASE COST	MONTHLY COSTS	
	DESK	★★★	105 EUR	0 EUR	BUY
	DESK	★★★	150 EUR	0 EUR	BUY
	DESK	★★★	210 EUR	0 EUR	BUY
	OFFICE CHAIR	★★★	100 EUR	0 EUR	BUY
	OFFICE CHAIR	★★★	120 EUR	0 EUR	BUY
	OFFICE CHAIR	★★★	150 EUR	0 EUR	BUY
	RESERVATION SYSTEM	★★★	0 EUR	100 EUR	BUY



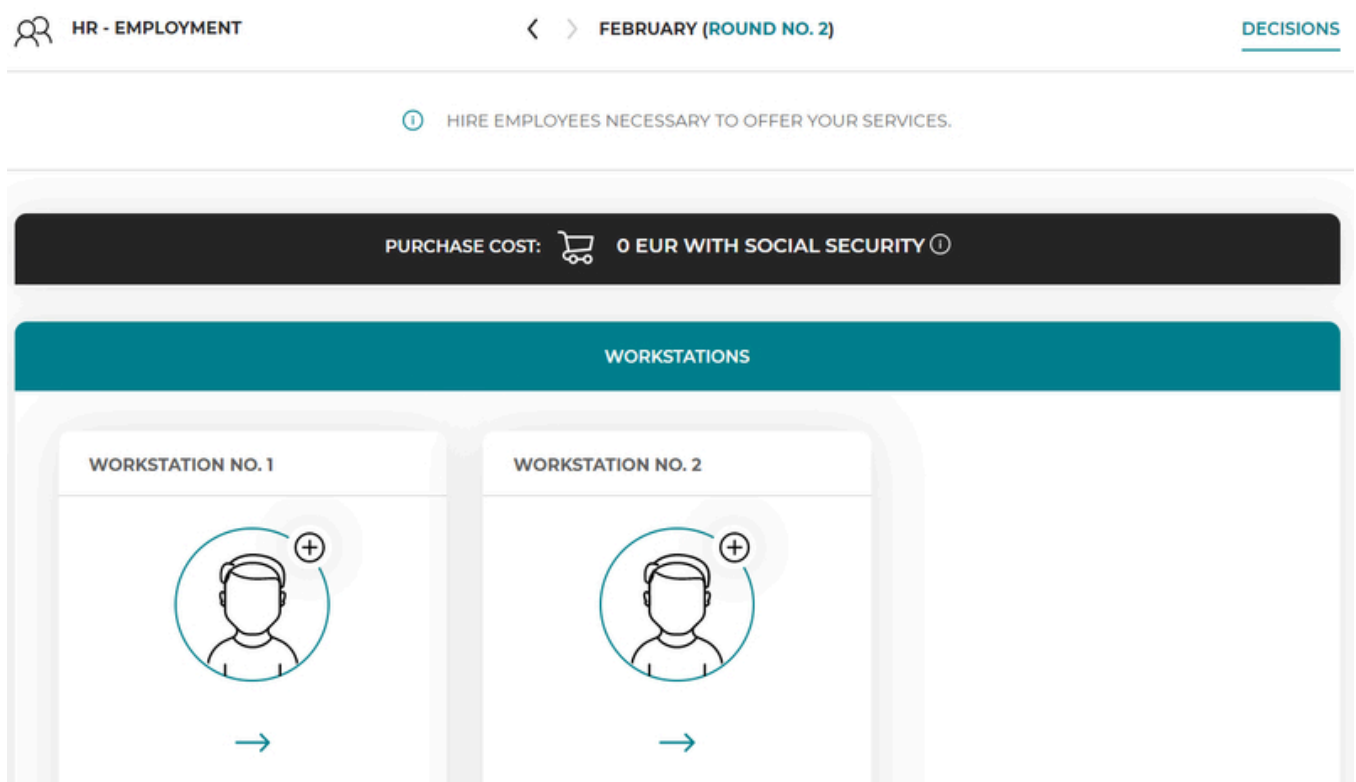
Equipment quality directly affects employee satisfaction in the scorecard.



Equip only the workstations where you will be employing staff. Leave the extra workstations empty until you need more employees.

It's time to deal with matters related to your employees, i.e. HR (*human resources*). Decisions in this respect concern mainly the employment and then taking care of employees' development and good working conditions. You can send your employees to trainings to update their knowledge. You can also invest in amenities that will make their work more pleasant and less burdensome. Proper care of employees will make them happy, and thus they will do their job willingly and well, which in turn will make customers more satisfied and eager to come back to you again. Of course, the personnel management is not just about employing, but you may also need to dismiss your employee because there will not be enough work for him/her in your company.




You must have a workstation prepared to hire employees. If you have previously purchased a workstation, it will be in the HR tab - employment shown as an available one, and you can assign a new employee to it.



Choose the workstation where you want to hire an employee to view a list of candidates ready to start working for you.

SHOW 10 ENTRIES

SEARCH:

PICTURE	NAME	EXPERIENCE	PROFESSION	EXPECTED SALARY	RECRUITMENT COSTS	NOTICE PERIOD	CUSTOMER SATISFACTION	RISK OF COMPLAINT	ACTION
	JENNY DAVIS (HIRING GO)	★★★	DOMESTIC TRAVEL CONSULTANT	4,350	200	1	81%	10%	EMPLOY +
	ANNE SMITH (HR TOTAL)	★★★	INTERNATIONAL TRAVEL CONSULTANT	4,450	200	2	70%	15%	EMPLOY +
	BETTY WILSON (HR TOTAL)	★★★	INTERNATIONAL TRAVEL CONSULTANT	4,430	260	3	73%	11%	EMPLOY +
	GREG MILLER (HR TOTAL)	★★★	INTERNATIONAL TRAVEL CONSULTANT	4,500	300	1	78%	9%	EMPLOY +

You can learn the following about the candidates:

- **name and the job portal that recruited this candidate**
- **experience level** – stars represent the experience level (★ -junior, ★★ -senior, ★★★ -expert)
- **profession**
- **expected salary** - the level of salary that an employee would like to earn. This is not a binding amount - the employee will agree to work both for a higher and lower amount. Deviation from the expected salary will affect the employee's satisfaction - if you pay him/her more, he/she will be more satisfied and vice versa.
- **recruitment cost** - a one-time cost related to the search and employment of a given employee (for placing an advertisement, conducting interviews, etc.).
- **notice period** - If you decide to dismiss an employee, he or she will continue to work for as many months as his or her notice period. During the notice period, the employee performs all his duties normally.
- **customer satisfaction** - the percentage of customers in the previous job, who were satisfied with the services of a given employee. The higher the level, the better.
- **risk of complaint** - the probability of faulty performance of the service by the employee. The smaller the percentage, the better the employee performs his/her duties and the less likely the service will be poorly performed and the customer will return with a complaint.

After selecting the right employee, click on the 'Employ' button and decide about:


- **the salary** you offer to the employee. Remember that you cannot pay less than the minimum salary
- **monthly working time** - 100% i.e. full-time (160 hours monthly) or 50% i.e. part-time (80 hours monthly)
- **contract type** – permanent or temporary contract. The contract types differ in total costs (there is extra social security the employer has to pay for all permanent contracts) and employee satisfaction (employees are happier with permanent contracts).

- **occupational health and safety training (OHS training).** OHS training is compulsory for all permanent contracts. If an employee with a permanent contract does not have valid OHS training, the employer can be fined by the labour inspection.
- **preliminary medical examination.** Every new employee on a permanent contract needs to go through the preliminary medical examination. If an employee with a permanent contract does not have valid medical examination, the employer can be fined by the labour inspection.

Finally, approve with the ‘Confirm’ button.

EMPLOY FOR "WORKSTATION NO. 1"

SHOW 10 ENTRIES SEARCH:

PICTURE	NAME	EXPERIENCE	PROFESSION	EXPECTED SALARY	RECRUITMENT COSTS	NOTICE PERIOD	CUSTOMER SATISFACTION	RISK OF COMPLAINT	ACTION
	ANNE SMITH (HR TOTAL)	★ ★ ★	INTERNATIONAL TRAVEL CONSULTANT	4,450	200	2	70%	15%	EMPLOY +

GROSS SALARY: (MIN. 4,300 EUR) EUR

MONTHLY WORKING TIME

CONTRACT TYPE

OHS TRAINING

MEDICAL EXAMINATION



The salary you provide is the gross salary, i.e. it includes the net amount that the employee receives into the account as well as social security contributions and taxes paid by the employee. Moreover, as an employer, you must pay 19% of the employer's contributions for each full-time contract, so that the actual amount you spend on the salary will be higher than the amount you indicate at the employment.



Salary and contract type directly affect employee satisfaction in the scorecard. In the following months employees will also consider if you offer monthly bonuses and how the number of staff change (if you hire or rather dismiss employees). Additionally, experience level of your employees affects customer satisfaction.

In the following months, once you have employees, you can modify their financial conditions. To make changes, select the profile of the selected employee by clicking on his/her picture in the HR-employment tab.

EMPLOYEE PROFILE [X]

SMITH ANNE ★★
INTERNATIONAL TRAVEL CONSULTANT
21 YRS

EXPECTED SALARY: 4,450 EUR
RECRUITMENT COSTS: 200 EUR
EMPLOYED FROM: FEBRUARY
NOTICE PERIOD: 2 MONTHS
EMPLOYED TO THE END OF: -

RISK OF COMPLAINT: 15%
CUSTOMER SATISFACTION: 70%

CURRENT GROSS SALARY: 4500 EUR
BONUS: 0 EUR
FULL-TIME (100%): SELECTED
PART-TIME (50%): SELECT
PERMANENT CONTRACT: SELECT
TEMPORARY CONTRACT: SELECTED
OHS TRAINING ⓘ: SELECTED
MEDICAL EXAMINATION ⓘ: SELECT

PRAISE EMPLOYEE
DISMISS

CANCEL SAVE

You can check the following employee information in the employee's profile: experience level, risk of failure, customer satisfaction, expected salary, costs of employment and severance, employment date. In each round you can change the monthly salary of an employee and form of his/her employment (from the full-time contract to the temporary contract and vice versa). You can also decide to give the employee a bonus in a given month. The bonus you offer will be paid to the employee once, that month.



You can also dismiss the employee in the following months. In this case, take into account the notice period. After the employee is dismissed, he/she will continue to work for as many months as his/her notice period. For example, an employee whose notice period is 0 will stop working immediately after being dismissed. An employee with a 1-month notice period will still work in the month in which he or she receives information about the dismissal, but will disappear from the HR tab in the following month. In such a case, the information "On notice" will be visible in the candidate's profile.

Suppliers

You need the right resources to provide the services. You can order them from several suppliers. A list of available companies offering resources can be found in the Suppliers tab. In subsequent rounds you will have more and more suppliers at your disposal. Each of them offers a different price for resources, so you will need to analyse well from whom it is the most profitable to order. Moreover, the suppliers offer resources of different quality (basic (★), standard (★★) and premium (★★★ ones). The quality of resources affects the quality of your services for the customer. The higher the quality of resources, the greater the satisfaction of your customers.



You do not have to choose one supplier. You can freely configure your order with all suppliers to get the best purchase conditions.

The amount of resources you will need depends on how many customers you plan to serve. To calculate the number of resources to order, multiply the number of customers for the given service by the demand for the resources for that service.



number of resources
to order

=

forecasted demand
(from the Offer tab)

x

demand for resources
(from the Offer/More
details tab)

Buy the **daily meals** for each customer for the exact number of days of the given event. For example, for a 7-day camp, buy 7 daily meals for each customer, i.e. for the whole length of the service.

Always buy the **accommodation** for each customer for a period shorter by 1 day than the period of the event. For example, buy 6 nights for each participant for a 7-day camp.

Some of the resources are bought the same regardless of the place of the event (e.g. international insurance for all trips abroad). Other resources are dedicated to specific countries and can only be used there.



Example

Let's analyse **Adventure holidays (7 days)**.

Assume that you have planned that 18 customers will come to you for Adventure holidays in the next month. In the Offer tab you can check what resources you will need to perform this service. You will need 6 resources: accommodation for adventure holidays, daily meals for adventure holidays, seats on a plane for adventure holidays, a holiday representative for adventure holidays, a shuttle bus to the airport for adventure holidays, international insurance. Pay attention to the units in which the demand is expressed.

Therefore, the demand for our resources is as follows:

- Accommodation - Adventure holidays - 18 customers x 6 nights = **108 nights**
- Daily meals - Adventure holidays - 18 customers x 7 days = **126 daily meals**
- Plane seats - Adventure holidays - 18 customers x 1 seat on the plane = **18 seats**
- Holiday representative (Adventure holidays) - **1 holiday representative** (1 holiday representative can handle up to 80 participants, so 1 is enough for 18 people)
- Shuttle bus from the airport to the hotel and back - Adventure holidays - **1 shuttle bus** (1 bus takes up to 40 people, so you only need 1 bus for 18 participants)
- International insurance - 18 customers x 1 insurance = **18 insurance policies**.

Following this example, you will need to calculate the demand for resources for all services that you want to provide.



To order the resources you will need, select the **resource database** of one of the supplier, in the Suppliers tab, and then choose the required resources one after another by adding their number. You can buy all resources from one supplier or buy different resources from different suppliers.



Quality of the resources directly affects the customer satisfaction in the scorecard.

If it turns out that fewer customers come than you expected, you will not need to pay for all the resources. The booking of all unnecessary resources will be automatically cancelled. However, there is a cost for such cancelling the booking of such resources and it is 10% of the value of cancelled resources.




You can cancel the order only for resources that have not been used. For example, a coach that can carry 40 passengers, even if it is used by only 5 people, the order will not be cancelled and you will have to pay the entire cost of renting the coach for 40 people.

After selecting all the resources you can check your order. Use the shopping cart button under your supplier's name to check your order, modify or delete it.

SUPPLIERS < > MARCH (ROUND NO. 3) DECISIONS RESULTS

① PURCHASE RESOURCES NECESSARY TO OFFER SELECTED SERVICES. YOU CAN ORDER THE RESOURCES FROM ONE OR SEVERAL SUPPLIERS.

PURCHASE COST: 0 EUR

FULLSERVICE	INTERSHOP	OFFICESHOP
 COST OF CANCELLING THE RESERVATION: ① 10 %	 COST OF CANCELLING THE RESERVATION: ① 10 %	 COST OF CANCELLING THE RESERVATION: ① 10 %
RESOURCE DATABASE	RESOURCE DATABASE	RESOURCE DATABASE
SHOW ORDERED RESOURCES	SHOW ORDERED RESOURCES	SHOW ORDERED RESOURCES
0.00 EUR	0.00 EUR	0.00 EUR



After entering the cart, you can freely modify your order -delete unnecessarily ordered resources and change the number of resources to buy.

Sales

Let's summarize the offer you have prepared for your customers. In the Sales tab you will find services that are ready for sale in a given month.

In order for the service to appear in the Sales tab, all requirements from the Offer tab (details of the service) must be met:



1. it must be marked for sale in the Offer tab,
2. you have appropriate equipment,
3. you have employed appropriate employees,
4. all the required resources are purchased.

If you wanted to offer given service to your customers and it has not appeared in the Sales tab, check if you really have all the necessary items. The simulation will help you understand what is missing and therefore what is blocking the possibility of selling all services marked for sale in the Offer tab:

! DOMESTIC MOUNTAIN TRIP (10 DAYS) - THIS SERVICE IS NOT READY FOR SALE YET BECAUSE:

YOU DO NOT HAVE PROPER EMPLOYEE REQUIRED FOR THIS SERVICE.

YOU DO NOT HAVE PROPER EQUIPMENT REQUIRED FOR THIS SERVICE.

YOU DO NOT HAVE PROPER RESOURCES REQUIRED FOR THIS SERVICE.

CORRECT →

CORRECT →

CORRECT →

You still have to set a price list for your services. First turn the service on for sale with the "Select". Then you will see the box to set the price. Enter the price you want to receive from an individual customer for every service. You can also offer discounts to your customers. If you decide to provide a discount, the final price to be paid by the customer shall be the price reduced by the discount.





SALE

< > MARCH (ROUND NO. 3)

DECISIONS

RESULTS

① CHOOSE SERVICES THAT YOU WANT TO SELL IN THE CURRENT ROUND. SET THE PRICE AND DISCOUNT FOR EACH OF THEM.

FAMILY HOLIDAYS (7 DAYS)	SEASIDE HOLIDAYS (7 DAYS)
	
EXPECTED PRICE ⓘ 1,999 EUR	EXPECTED PRICE ⓘ 2,599 EUR
AVERAGE MARKET PRICE ⓘ 2,125 EUR	AVERAGE MARKET PRICE ⓘ 2,594 EUR
<input checked="" type="checkbox"/> SELECTED	<input checked="" type="checkbox"/> SELECTED
PRICE: ⓘ <input type="text" value="2200"/> EUR	PRICE: ⓘ <input type="text" value="2599"/> EUR
DISCOUNT ⓘ <input type="text" value="0"/> EUR	DISCOUNT ⓘ <input type="text" value="0"/> EUR



The price of the service directly affects customer satisfaction in the scorecard.



Example

You offer Adventure holidays (7 days). The expected price on the market is 2399 EUR. You would like to sell the event to customers for 2299 EUR. So, you can set a price of 2299 EUR and a 0 EUR discount or, e.g., a price of 2399 and a 100 EUR discount.



If the service is not turned on for sale and the price is not set, it will not be offered to the customers. Before you submit decisions, make sure all services are on and the prices are set.

Finance - Bank

In the first round you have chosen your bank, you can change it in each round. New offers of banks will appear in subsequent rounds, so it is worth remembering to regularly analyse and compare them with your current account.

In the Bank tab, you can also check your bank account information.

The screenshot shows the 'FINANCE - BANK' section for 'MARCH (ROUND NO. 3)'. It displays account information for 'BEAUTY BANK' and a table of account history transactions.

BEAUTY BANK
ACCOUNT NUMBER: 124743257645268925099473
CURRENCY: EUR
AVAILABLE BALANCE: **37,096.90**

Buttons: CHANGE BANK, GET YOUR ACCOUNT HISTORY

Navigation: ACCOUNT HISTORY, DEPOSITS, CREDIT, EMERGENCY LOAN

POKAŻ: 10 POZYCJI SZUKAJ: [input field]

DATE OF TRANSACTION	TRANSACTIONS	AMOUNT	POST OPERATION BALANCE
FEBRUARY	TAX	-223.22	37,096.90
FEBRUARY	BOOKKEEPING COST ABOVE THE LIMIT	-11.00	37,320.10
FEBRUARY	MONTHLY RENT & UTILITIES	-2,000.00	37,331.10
FEBRUARY	PURCHASE OF RESOURCES FROM SUPPLIER: FULLSERVICE	-30,420.00	39,331.10
FEBRUARY	COSTS OF RETURNING RESOURCES TO SUPPLIER: OFFICESHOP	-341.80	69,751.10

In addition to information about the currently selected bank, you'll find there:

- *Available balance*, i.e. the amount of cash which is in your account and which you can use to pay your current expenses
- *Account history* tab, which shows all transactions that took place in the previous months (revenues and expenses)
- *Deposit* tab in which you can create new deposits and show all deposits created earlier

To start a deposit, click on 'Create' in the Deposit tab.

ESTABLISHING A DEPOSIT ×			
AVAILABLE BALANCE	DEPOSIT LENGTH (ROUNDS)	INTEREST RATE	DEPOSIT AMOUNT
37,096.9	1 <input type="range"/> 9	3.00 %	<input type="text"/>

CLOSE CREATE



Then specify the period for which you want to create a deposit (in months) and the amount of funds you want to allocate to the deposit. Please note, the table shows the interest rate on the deposit and the current account balance. You cannot create a deposit for an amount greater than the available balance. After the expiry of the specified period, the deposit will automatically expire and the funds collected will be transferred to your bank account. In each round you can close the deposit before it ends. In this case, you will lose interest and the money will be available on your account in the next round. Remember that funds on deposits cannot be used for current expenses.

- *Credits*, tab where you can take a credit, and you will find a summary of the credits taken so far

To take a credit, click "Take a credit" in the Credits tab.

CREDIT ×		
CREDIT LENGTH (ROUNDS)	INTEREST RATE	CREDIT AMOUNT
1 <input type="range"/> 8	7.00 %	<input type="text"/>

CLOSE TAKE A CREDIT



Next, enter the period for which you want to take a credit in the credit window (in months) and the amount needed. Please note, in the table you can find information about the annual interest rate on the credit. After taking the credit the details, i.e. the monthly instalment and the total amount that remains to be paid back, will be displayed in the Credits tab. In each round, the bank will automatically collect funds from your account to pay the monthly instalment and interest.

You can repay your credit anytime if you have enough money in your bank account ('Repay' button).



Remember that you can plan a new credit if you know that you are to incur large expenses in the current round, for which you may have not enough cash. If, on the other hand, you run out of funds for your current activity (e.g. for paying your employees' salaries), an emergency loan (overdraft) will be automatically granted with a higher interest rate.

- *emergency loan* tab, in which information about loans taken out for current operations will appear



The emergency loan is taken automatically to ensure your liquidity (the ability to pay current liabilities) when there is no cash to pay all liabilities. It is also paid back automatically in the subsequent rounds if your company generates profits.

Finance - Accounting Office

In the first round you have chosen your accounting office and you can change it at any time. In subsequent rounds, new offers will appear, so it is worth remembering to regularly analyse them and compare them with the offer you are currently using.

ROUND 3 - VIRTUAL COMPANY MANAGEMENT (NEW DECISIONS)

In round 3, you can see the first results of your operations. This is the round in which you should analyse the results and make changes in your decisions.

Review of the most important results

The results in the simulation are presented in the form of a scorecard, evaluating all teams on the basis of 5 ratios dealing with different business aspects, as well as results of all decisions taken in the previous round.

You can find scorecard in the top menu and the results of all your decisions can be found in every tab under 'Results'.

SCORECARD OFFER INVESTMENTS HR SUPPLIERS SALE FINANCE CHECKLIST SUBMIT DECISIONS

SALE < > MARCH (ROUND NO. 3) DECISIONS RESULTS

① SUMMARY OF DEMAND FOR SERVICES

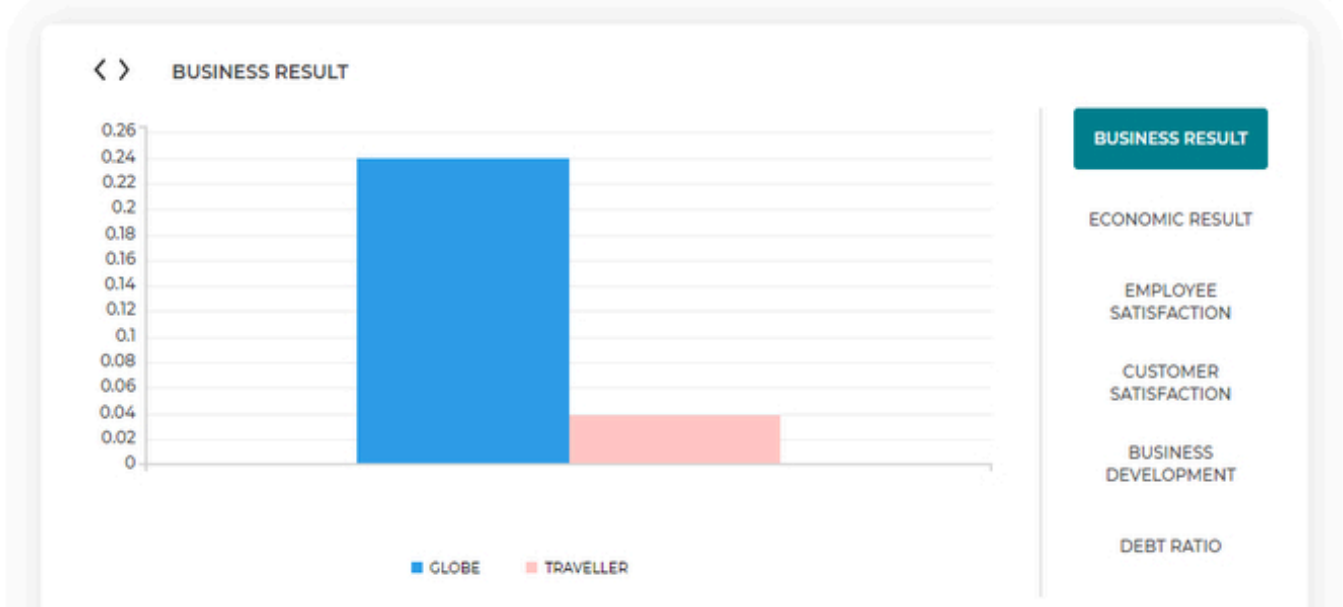
NAME OF SERVICE	GLOBE	TRAVELLER
ADVENTURE HOLIDAYS (7 DAYS)	14	16
FAMILY HOLIDAYS (7 DAYS)	15	18
SEASIDE HOLIDAYS (7 DAYS)	10	11

Scorecard

In the scorecard tab you will find the results of your activity in the previous month (round) compared to all teams in the market.

① THE SCORECARD PRESENTS THE RESULTS OF ALL COMPANIES FROM THE PREVIOUS ROUND.

RESULTS						
RANKING						
COMPANY	① BUSINESS RESULT	① ECONOMIC RESULT	① EMPLOYEE SATISFACTION	① CUSTOMER SATISFACTION	① BUSINESS DEVELOPMENT	① DEBT RATIO
GLOBE	0.240	0.327	0.875	1.014	0.829	1.000
TRAVELLER	0.038	0.051	0.875	1.022	0.834	1.000



The main indicator is the **Business result**, which is calculated by multiplying the other 5 ratios.

The **economic result** assesses the quality of your company in financial terms. It takes into account your profit/loss from the previous round. The higher the ratio, the better your financial results were in the previous month, and if you had a loss in a given round, this indicator will be negative.



If the economic result is negative, the business result is not calculated (it equals zero).

Employee satisfaction is an important element in any company, because a satisfied employee performs his/her job willingly and well. The employee satisfaction is affected by the form of their employment, salaries and bonuses, as well as the work conditions, i.e. employee amenities, quality of equipment they work on and development opportunities (training). Additionally, employee satisfaction may be affected by the changes in the number of your staff (if you are

hiring or dismissing employees). Also remember what you promised the employee during the recruitment process, e.g. payment of a bonus or participation in training, because if they do not receive it, their satisfaction may decrease.

Customer satisfaction is the key to building lasting customer relationships and loyalty. Customers mainly pay attention to the price and quality of your services. The prices of services will be compared with the prices of the competition, so if your price is high and is not associated with the quality of services i.e. higher than the quality of other companies, the customers will not be satisfied. The quality of services results from a whole set of factors, including the quality of materials and equipment you use and the experience of the employees you employ. Customers usually do not like waiting in queues, so if they are not served in a given round (lost sales occur), some of them will probably go to the competition. Moreover, customers prefer agencies where they can choose from a variety of services. If you offer comprehensive services, the satisfaction of people using your services will increase. Your customers also expect faultless services - if the quality of your services is low, customers will return with complaints, which will translate into their lower satisfaction. Customers will also look at your office and available amenities e.g. if there is any parking space, if they can pay by card or get complimentary drinks or Wi-Fi in the waiting room.

The **company's development** illustrates your decisions regarding investments in the expansion of your business. The rule is that in business you cannot stand still, but you must constantly develop. This can be achieved by expanding the scope of your services, as well as all types of investments in the company, e.g. purchase of equipment and amenities, as well as employment of new employees.

The **debt ratio** shows the financing structure of your company. If your company does not take out loans or credits, i.e. it is financed with equity, the indicator will be 1. If you take out a credit or an emergency loan (overdraft), the risk of your business increases and the rate will approach 0, and this will make your business result go down.

Sale / Results

The **Summary of demand for services** graph presents the number of people attracted by your offer in the previous round. Compare your demand with the competition. If more customers chose competitive offers, analyse prices and quality of these offers.

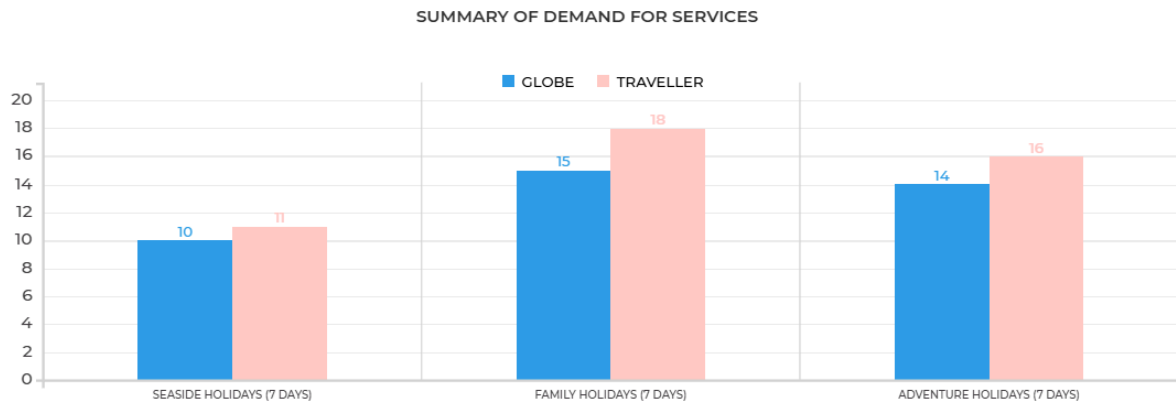


Example

There are 2 teams operating in the market. You can see that more people came to TRAVELLER team for all services (orange bars in the graph) than to GLOBE (e.g. for Family holidays there were 15 people for GLOBE while 18 came to TRAVELLER). GLOBE should check why customers preferred competitive offer by comparing prices, quality and experience of the employees to TRAVELLER.

① SUMMARY OF DEMAND FOR SERVICES

NAME OF SERVICE	GLOBE	TRAVELLER
ADVENTURE HOLIDAYS (7 DAYS)	14	16
FAMILY HOLIDAYS (7 DAYS)	15	18
SEASIDE HOLIDAYS (7 DAYS)	10	11



Just because customers came to your company, it does not mean you managed to sell this service. Your actual sales depend on the supply i.e. the amount of resources and equipment as well as the number of employees available to serve the customers. You can find the information about your sales in the next graphs.

The **Demand forecasts vs Actual demand** graph compares your demand forecasts from the previous month with the actual number of customers. Demand forecast is the number of customers you were preparing for (monthly demand forecast from the Offer tab) while the demand is the actual number of customers who came to buy your services. Higher forecasted demand than the actual demand may mean e.g. high costs of cancelling the reservation of the resources, so consider how you could attract more customers this month or reduce your forecasts. If, on the other hand, the real demand was higher than the forecasted demand, you probably experienced lost sales, so you may consider increasing your forecasts for the next month.



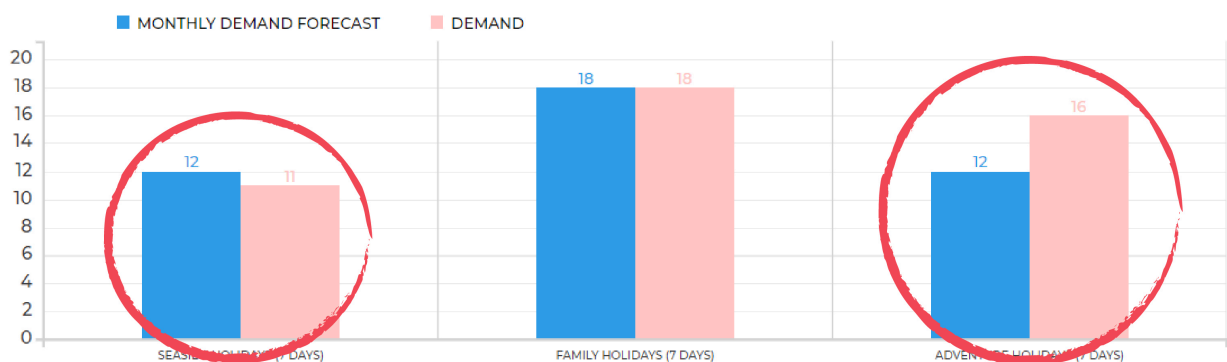
Example

Assume you offer 3 services. Let's analyse the forecasted and real demand for 2 of them:

- Seaside holidays – the demand forecast was 12, which means you prepared all resources to serve exactly 12 customers. Only 11 people showed up, so there should be enough resources for everybody and there should be no lost sales, but there will be costs of returning resources (accommodation, daily meals etc.) for the extra 1 person.

- Adventure holidays – the demand forecast was 12 customers, so you prepared all resources for this number of participants. It turned out 16 customers really showed up, so you could not serve 4 customers and there are lost sales.

① DEMAND FORECASTS VS ACTUAL DEMAND		
NAME OF SERVICE	MONTHLY DEMAND FORECAST	DEMAND
SEASIDE HOLIDAYS (7 DAYS)	12	11
FAMILY HOLIDAYS (7 DAYS)	18	18
ADVENTURE HOLIDAYS (7 DAYS)	12	16



The **Sales vs lost sales graph** presents the number of customers who came to your company (demand), the number of customers you managed to serve (sales) and the number of customers lost (lost sales) because of insufficient resources like not enough employees, equipment or supplies. Analyse carefully these lost sales (customers who were attracted by your offer but did not get served) and find the reason – employees, equipment or resources.

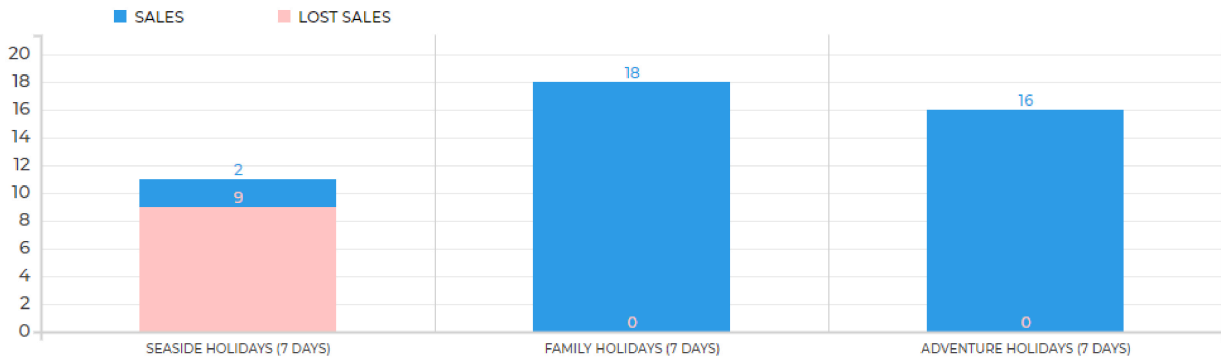


Example

Your company offers 3 services. The demand forecast for Seaside holidays was 12 and this is the number of customers you were preparing for, so you should have enough of everything to serve all customers. In the sales results you see that there were 11 customers but you managed to serve only 2 of them and the rest were lost sales.

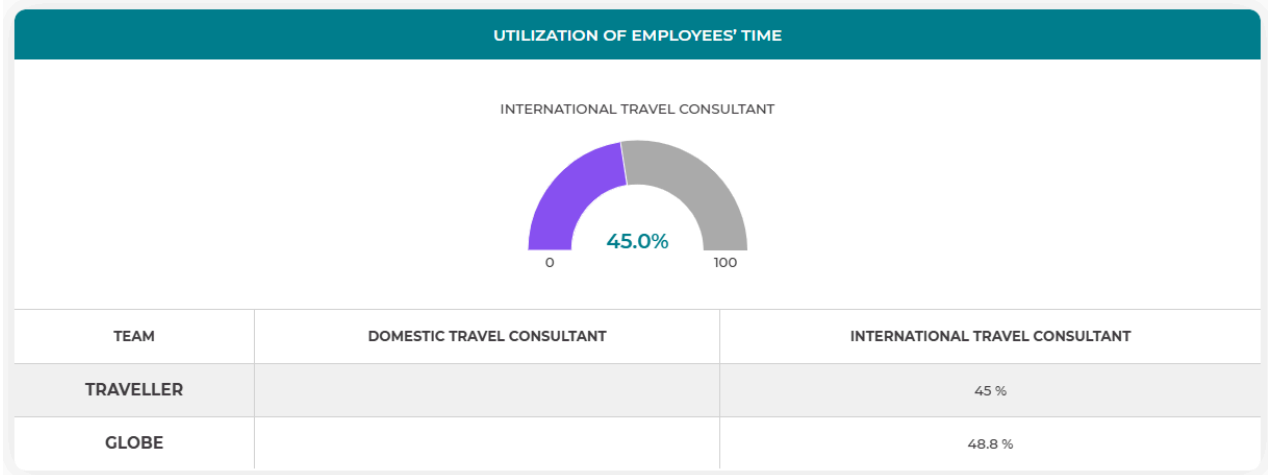
① SALES VS LOST SALES

NAME OF SERVICE	DEMAND	SALES	LOST SALES
SEASIDE HOLIDAYS (7 DAYS)	11	2	9
FAMILY HOLIDAYS (7 DAYS)	18	18	0
ADVENTURE HOLIDAYS (7 DAYS)	16	16	0



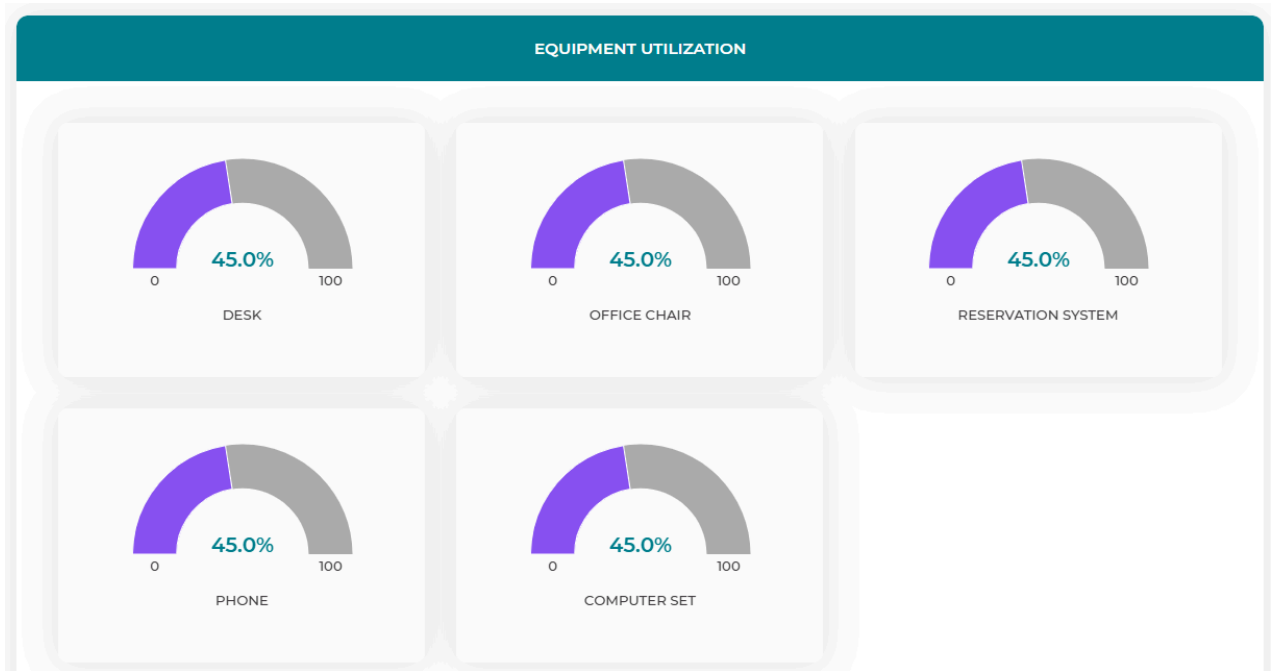
Let's check the reason for the lost sales. We need to check 3 things:

1. Did your employees have enough time to serve more customers (HR-Employment/Results tab)?



As you can see, the employees were busy only 45% of their time, so they could easily serve more customers.

2. Was there enough equipment to serve more customers (Investment-Equipment/Results tab)?



The equipment was occupied 45% of the time, so there was enough to serve more customers.

3. Was there enough resources to serve all forecasted customers (Suppliers/Results tab)?

RESOURCES				
RESOURCE NAME	QUALITY	ORDERED	USED	RETURNED
ACCOMMODATION - SEASIDE HOLIDAYS	★★	12	12	0
DAILY MEALS - SEASIDE HOLIDAYS	★★	84	14	70
HOLIDAY REPRESENTATIVE - SEASIDE HOLIDAYS	★★	1	0.025	0
INTERNATIONAL INSURANCE	★★	43	36	7
PLANE SEAT - SEASIDE HOLIDAYS (ROUND TRIP)	★★	12	2	10
SHUTTLE BUS FROM THE AIRPORT TO THE HOTEL AND BACK - SEASIDE HOLIDAYS	★★	1	0.05	0

Let's analyse all purchased resources for this service step by step:

- **accommodation – seaside holidays** – 12 nights purchased were enough to serve only 2 customers (2 customers x 6 nights each) so insufficient amount of this resource made it impossible to serve more customers

- **daily meals – seaside holidays** - 84 daily meals purchased – this amount was enough to serve 12 people, so with the remaining 70 daily meals 10 more customers could have been still served

- **holiday representative – seaside holidays** - 1 representative hired could serve a group up to

80 people

- **international insurance** – there was insurance for 43 people purchased for all the services and there were 7 left that could be used to serve 7 more customers

- **plane seats – seaside holidays** – 12 seats purchased were enough to serve 12 people, so the remaining 10 customers could have been served 10 more customers

- **shuttle bus – seaside holidays** -1 shuttle bus hired could serve a group up to 40 people

As you can see, there was not enough accommodation to serve all forecasted customers and that is why there were lost sales.

If you had lost sales in any of the services, check why:

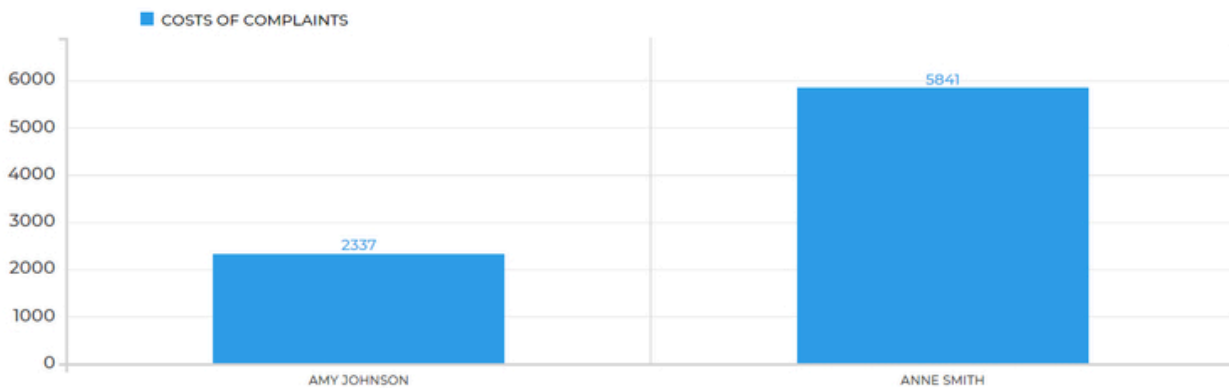


- not enough employees (check in HR – Employment / Results tab)
- not enough equipment (check in Investment -Equipment / Results tab)
- not enough resources (check in Suppliers / Results tab)

In the table **Prices after discount** you can analyse your prices against your competitors' prices. All prices are presented after discounts.

PRICE AFTER DISCOUNT		
NAME OF SERVICE	TRAVELLER	GLOBE
SEASIDE HOLIDAYS (7 DAYS)	2,589	2,599
FAMILY HOLIDAYS (7 DAYS)	2,050	2,200
ADVENTURE HOLIDAYS (7 DAYS)	2,389	2,500

Cost of complaints graph shows the costs of dealing with all customer complaints about services sold by each employee. Employees you hire have different experience and skills levels that influence the quality of their service and, as a result, the number of complaints made by their customers. You will receive a summary of complaint costs for every employee each month.



Remember that you can achieve low costs of complaints hiring employees with low 'risk of complaint' parameter as well as providing them with a training aimed at improving service quality and therefore also reducing the cost of complaints.

Suppliers / Results

Resources table shows the number of resources bought last round and what happened to them whether they were used to serve customers or the reservation was cancelled and they were returned to the supplier..


Using the **Resources quality** graph you can compare the quality of your resources with the competition. Put the cursor on the apple-pie chart and select the colour associated with the team you want to check. The graph will then show you how many resources this team bought last round at all quality levels (low, medium, high).

HR - Employment / Results

Your duty as an employer is to take care of your employees' wellbeing and satisfaction. Their level will determine the quality of customer service, and additionally, unhappy employees may decide to quit their job.

You can check the level of satisfaction of your employees every round. It is illustrated with an icon next to the photo of the employee.

① HIRE EMPLOYEES NECESSARY TO OFFER YOUR SERVICES.

PURCHASE COST:  13,090.00 EUR WITH SOCIAL SECURITY ①

WORKSTATIONS

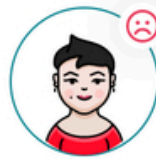
WORKSTATION NO. 1



SMITH ANNE
INTERNATIONAL TRAVEL CONSULTANT / 21
YRS

★★★
3,000 EUR

WORKSTATION NO. 2



JOHNSON AMY
INTERNATIONAL TRAVEL CONSULTANT / 28
YRS

★★★
3,000 EUR

WORKSTATION NO. 3



TAYLOR KATE
DOMESTIC TRAVEL CONSULTANT / 21 YRS

★★★
5,000 EUR

Employee satisfaction shows employees' attitudes towards their tasks. The satisfaction depends on: salary, bonuses, type of contract, change in the number of employees in the company, amenities, equipment quality, trainings and praises. If your employees are unhappy, try motivating them with e.g. a bonus, salary increase or an individual training.

You need to monitor individual employee's satisfaction regularly as employees unhappy for a longer period of time (3 months) may decide to leave your company.

You can make changes to your employees' contracts in the employee profile available after clicking on his/her photo.

You can check employee's current status as well as make changes:

- change salary
- change type of contract
- give one-time (monthly) bonus
- praise employee (possible positive effect on the satisfaction)
- check whether the employee has valid medical examination and OHS training, and if not, send them to one of them or both
- check the notice period.

Additionally, in the 'Results' tab check details about the utilization of time of your employees as well as salaries in the market.

The **Number of employees** graph and table show the number of employees in every team as well as their experience level.

Use the **Utilization of employees' time** graph to check how busy your employees were serving the customers last month.



If your employees are 100% of their time busy, it means they had no time to serve more customers and it could result in lost sales. Also numbers lower than 100% may mean the same – it depends on the service time required for a service.



Example

Utilization of the International travel consultant was:

-100% in Team X

-99% in Team Y

Could any of these teams serve 1 more customer for adventure holidays (required 2 hours for 1 customer)? No. Employee in Team X had no time at all while the employee in Team Y had only 1% out of his 160 monthly hours left i.e. 1.6 hours. So even though the employee was not busy 100%, he/she still would not be able to serve another customer.

The **Average salary** graph show the basic salary of all teams' employees. The salary does not include monthly bonuses.

Investment - Equipment / Results

In the **Number of equipment items** graph you can check how many pieces of equipment each team owned as well as what their quality was (put the cursor over the colour of the selected team to see their results).

Use the **Equipment utilization** graph to check the use of your equipment in the previous round.



Just like in the case of employees, if the utilization ratio of your equipment is 100%, it means that it could not have been used to serve 1 more customer and lost sales might have occurred. Also, numbers less than 100% may mean the same – everything depends on the service time required for a given service.

New decisions

In round number 3, all tabs (decisions) are the same as in round 2 and there is one new element - HR-benefits.

Offer

Starting from this round you can add services for your offer from the whole service range. In round 3 you can offer up to 6 services.






The number of services in your portfolio directly affects customer satisfaction in the scorecard.


Benefits for employees

If you want to ensure the satisfaction of your employees, provide them with the best working conditions. You can invest in benefits for employees.

 PURCHASE AMENITIES FOR YOUR EMPLOYEES.

PURCHASE COST:  0 EUR
MONTHLY COSTS:  0 EUR
SALES REVENUE:  0 EUR


RADIO




PURCHASE PRICE
MONTHLY COSTS

150 EUR
2 EUR

90%

SELECT 


MICROWAVE




PURCHASE PRICE
MONTHLY COSTS

450 EUR
5 EUR

60%

SELECT 


FAN



PURCHASE PRICE
MONTHLY COSTS

300 EUR
5 EUR

55%

SELECT 

Available information on the benefits for employees:

- *Purchase price* (on the price tag) is the cost that you will have to incur one time to buy the given item.
- *Maintenance costs* are the monthly costs associated with offering given benefit e.g. if you decide to install air conditioning, the monthly cost of electricity is EUR 50, and in the case of a fridge with drinks it is EUR 100 for topping up drinks and the service of the device.
- *Percentage of employees waiting for a given benefit* is the percentage of employees who would like to use a given benefit and whose satisfaction will increase if you decide to have the given facility in your company.



To buy the selected benefit, click the "Select" button. You can buy any number of benefits for employees in one round.

At the bottom of the page you can check a summary of the costs associated with the purchase of the selected benefits (purchase costs and monthly maintenance costs).



The purchased benefit is available in each subsequent round. However, if after some time you decide that you do not need the benefit, you can sell it/cancel it. To do this, move the 'Yes' button to the 'No' position at the given benefit. The amount of revenues related to the sale of selected benefits will be shown at the bottom of the page.



The number of benefits directly affects employee satisfaction in the scorecard.

ROUND 4 - VIRTUAL COMPANY MANAGEMENT (NEW DECISIONS)

In round 4 teams are evaluated with a cumulative scorecard for the first time. It can be found in the Scorecard tab.

Cumulative scorecard

In round 4 teams are evaluated with a cumulative scorecard for the first time. It can be found in the Scorecard tab.

The **cumulative scorecard** illustrates the situation over the entire period of the company's operations. The values in the cumulative scorecard are calculated as the average of the results of all scorecards for the previous rounds.

HR – Trainings

The quality of services to a large extent depends on the experience of your employees. New products are still appearing on the market, so the only way to be 'up to date' is a continuous employee training.

You can invest in training your employees to:

- increase their satisfaction level,
- improve their experience level,
- reduce risk of complaint,
- improve customer satisfaction,

Choose the training for every employee individually according to his/her experience level, satisfaction, and risk of complaint parameter. When you choose the employee, you will see the list of available trainings with the information about their effects.

TRAINING - KATE TAYLOR						
TRAINING	DEMAND REPORTED BY EMPLOYEES	RISK OF COMPLAINT REDUCTION	EXPERIENCE INCREASE	CUSTOMER SATISFACTION INCREASE	PRICE	ACTION
THE MOST INTERESTING CAPITAL CITIES	82%	2%	↓	2%	140	SELECT
RESERVATION SYSTEMS FOR TRAVEL AGENCIES	94%	2%	↓	2%	210	SELECT
ASSISTING TRAVELLERS WITH SPECIAL NEEDS	67%	1%	↓	2%	120	SELECT
CUSTOMER SERVICE IN TRAVEL AGENCY	78%	4%	↓	5%	90	SELECT
TRAVEL PHOTOGRAPHY	92%	3%	↓	4%	150	SELECT



You can send every employee to max. 2 trainings per month.



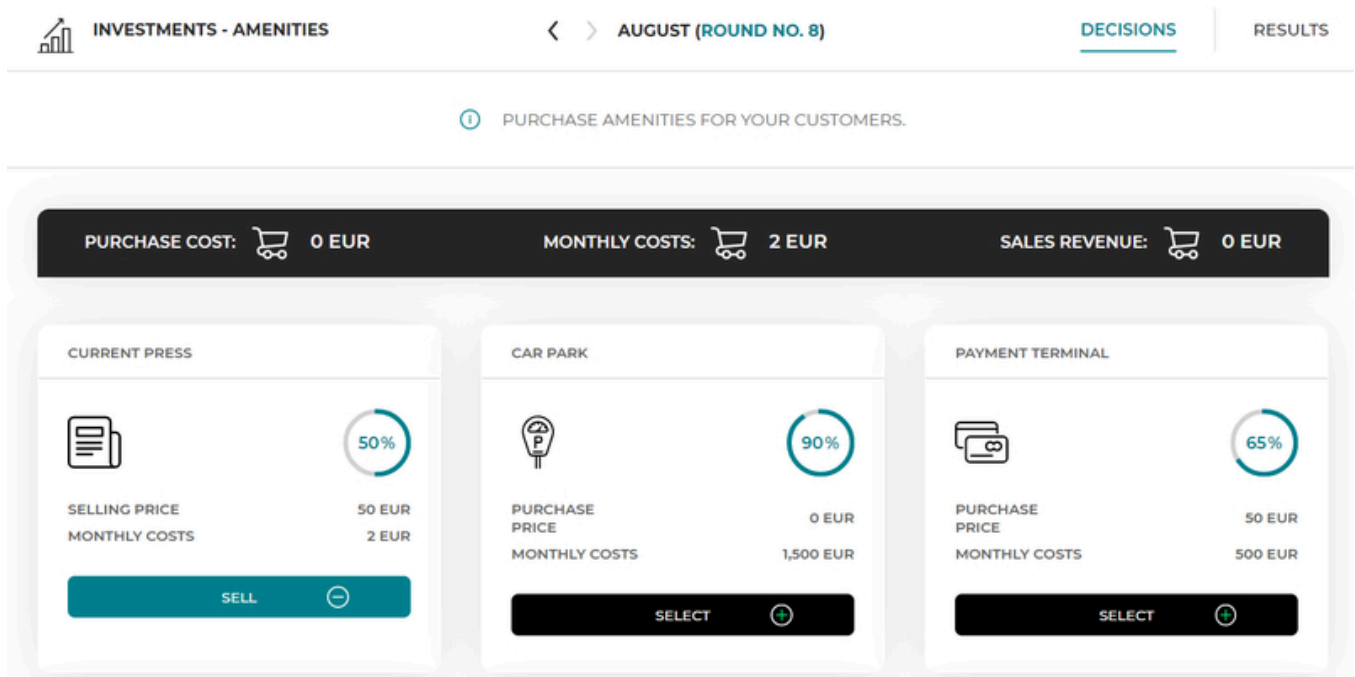
Employees take part in afternoon and weekend trainings, so the trainings do not affect the number of employee hours available in the month.



Training for the employees directly affects employee satisfaction in the scorecard as well as individual characteristic of the employee.

Investment – Amenities for customers

You can also invest in the equipment of the waiting room, which will make your customers be served in more comfortable conditions, and thus they will be more satisfied with the entire service.



Available information about the waiting room equipment include:

- *Purchase price* is the cost that you must pay for the purchase of the equipment at once.
- *Maintenance costs* are the monthly costs associated with the possession of the equipment, e.g., if you decide to install air conditioning, you will also pay EUR 50 per month for electricity, and EUR 100 for coffee and device service in the case of a coffee machine.
- *Percentage of customers expecting a given equipment* is the percentage of your customers who would like to use the amenity and whose satisfaction with your services will increase if you decide to place it in your waiting room.



To buy the selected amenity, click the "Select" button. You can buy any number of amenities for employees in one round.

At the bottom of the page you can check a summary of the costs associated with the purchase of the selected amenities (purchase costs and monthly maintenance costs).



The purchased amenity is available in each subsequent round. However, if after some time you decide that you do not need it anymore, you can sell it.



The number of amenities owned directly affects customer satisfaction in the scorecard.

ROUND 5 - VIRTUAL COMPANY MANAGEMENT (NEW DECISIONS)

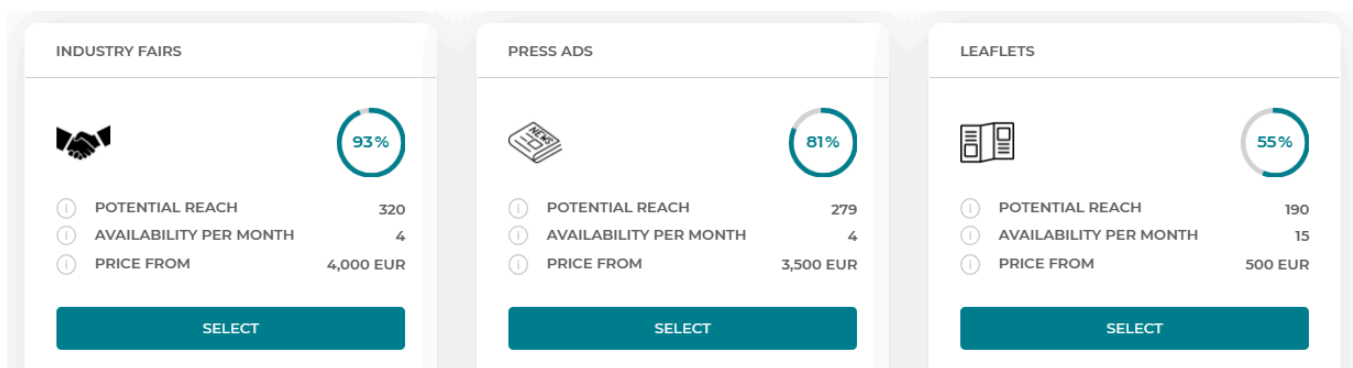
In round number 5, all tabs (decisions) are the same as in round 4 and there is one new element – Traditional advertising.

Advertising – traditional

From now on you can start promoting your products to attract more customers. To start with, you have a range of traditional advertising channels at your disposal, from participation in events (trade fairs or industry conferences), through organizing your own open days in the company, to advertising on billboards, press or radio.

For each channel you will find the following information:

- **percentage of the target group reached by a given channel** - approximate attractiveness of a given channel, taking into account what part of your target group may see a given advertisement,
- **reach** – estimated number of people (potential customers) who will be in contact with the advertisement,
- **availability per month** – shows how many times per month you can advertise on a given channel. For example, the availability of trade fairs is 2, which means that they are organized 2 times a month, so you can attend only 1 or both,
- **price from** – shows the lowest possible cost of a given ad with the smallest parameters. The exact cost will be calculated after configuring the parameters of a given ad (size and quality).



Based on the parameters provided, select the advertising channel you want to run this month.


After entering each channel, you can configure your ad, i.e. determine its size, quality, quantity and advertised services. Let's discuss each of these elements one by one:

- **size** - the base price includes the basic ad size. You can enlarge your ad by selecting available options for an additional fee,
- **quality** – in the base price you will find the basic quality of advertising. You can enhance your ad by selecting available options for an additional fee,

- **quantity** –decide how many times you want the ad to appear in this channel within 1 month. Remember that each channel has its own limits when it comes to the number of ads available per month,
- **services to advertise** –choose which services you want to advertise using this channel. You can select all services. The ad will then promote all that the company has to offer, which means you can expect demand for all services to increase as they go. You can also decide to select only one or a few services whose demand increase is most important to you. Then the advertising will focus only on them and the demand for other services will not increase as a result of this advertising.

ADVERTISING IN "INDUSTRY FAIRS"

① POTENTIAL REACH	320
① BASIC PRICE	4000 EUR
① AVAILABILITY PER MONTH	4
① SIZE	10 M ² (+0 EUR) ▼
① QUALITY	BASIC EXHIBITION SPACE GRANTED BY THE ORGANIZER (+0 EUR) ▼
① QUANTITY	<div style="border: 1px solid gray; padding: 2px;"> BASIC EXHIBITION SPACE GRANTED BY THE ORGANIZER (+0 EUR) SELF-PREPARED STAND (+500 EUR) STAND PREPARED BY SPECIALIZED COMPANY (+1500 EUR) </div>
① SERVICES TO ADVERTISE	<input type="text" value="SELECT SERVICES"/>

PURCHASE COST:  4000 EUR

Once you've set up your ad, you'll see the total cost.



Selected advertising activities can promote the entire company (all services) or focus only on selected services for which you want to attract more customers. Take advantage of the opportunity to advertise only selected services, e.g. if you have priority services or if you have free processing capacity only for specific services.



Not all advertising channels are available immediately. In subsequent rounds, more options will be added that you can use.



You make decisions about advertising each round. You can decide not to use advertising activities at all or change them from month to month. When making decisions about advertising, always remember why you are doing it. Adjust your demand forecasts to the increased interest in your company and constantly monitor whether your activities bring the expected results.

ROUND 6 - VIRTUAL COMPANY MANAGEMENT (NEW DECISIONS)

In round number 6, all tabs (decisions) are the same as in round 5 and there is one new element – Online advertising.

Traditional advertising/Results

In the traditional advertising results tab, you will find information on advertising activities conducted by competing companies, as well as the specific effects of your ads.

In the first table you will find information about which traditional advertising channels were used by individual companies.

You can then see how much each company spent on traditional advertising.

The third table - **Effectiveness of advertising channels** - shows information only about your company. Use it to assess the effectiveness of advertising activities on individual channels. As a reminder, here you will find a summary of the decisions from the previous round regarding selected channels, their configuration and prices. Then you will find out how many leads, i.e. potential customers, were acquired through this channel (in total for all services). And in the last column the **lead cost** was calculated, i.e. the cost of acquiring 1 customer through this channel.

① CHANNEL EFFICIENCY						
NAME	QUANTITY	PARAMETERS		PRICE	DEMAND INCREASE	LEAD COST
INDUSTRY FAIRS	2	SIZE QUALITY SERVICES TO ADVERTISE	20 M ² SELF-PREPARED STAND ADVENTURE HOLIDAYS (7 DAYS) ACTIVE HOLIDAYS (7 DAYS) SEASIDE HOLIDAYS (7 DAYS)	10500 EUR	12	875 EUR
LEAFLETS	1	SIZE QUALITY SERVICES TO ADVERTISE	2000 LEAFLETS FOLDED LEAFLETS ACTIVE HOLIDAYS (7 DAYS) SEASIDE HOLIDAYS (7 DAYS)	900 EUR	3	300 EUR
PRESS ADS	4	SIZE QUALITY SERVICES TO ADVERTISE	LOCAL MAGAZINE PARAGRAPH ON THE LAST PAGE ADVENTURE HOLIDAYS (7 DAYS)	14000 EUR	6	2333.33 EUR



Pay special attention to the last column - lead cost. This is very important information for you, because it will allow you to assess whether it is worth promoting in a given channel with the selected configuration in the next month or whether acquiring a customer is too expensive and you need to look for other options.

The last table shows the increase in demand broken down into individual services.



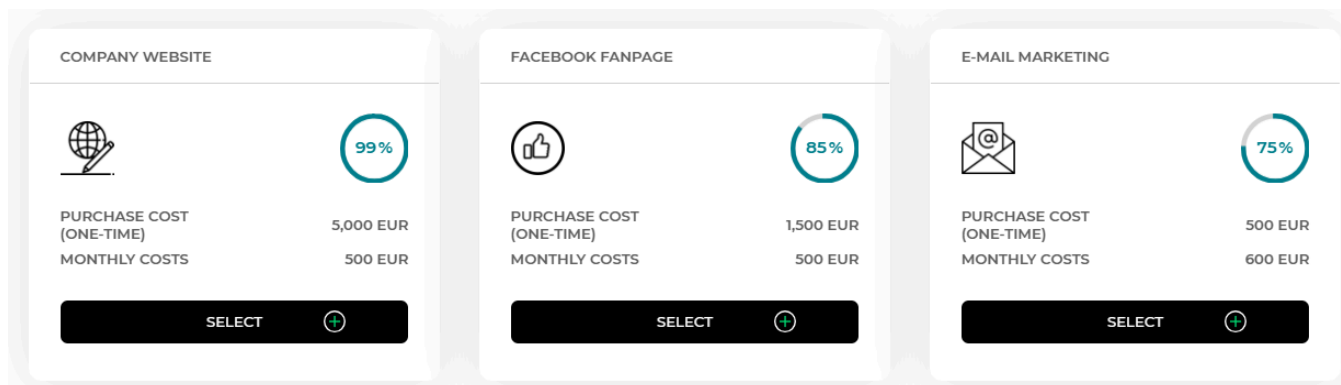
If you decided to advertise the entire company, there is a chance that the demand for all services has increased, but if you have indicated specific services for advertising, you can expect the effects of traditional advertising only in these services.

Analyze all the data contained here to know what changes to your advertising strategy to make in the next month to get even better results.

Online advertising

This month you can start promoting your offer using other channels, this time online advertising.

To start with, you have 3 options. For each of them you will find information about what percentage of your target group uses this channel, what are the startup (purchase) costs and monthly maintenance costs of this channel.



Select the online advertising channels you want to run. In this round, you can only run them in the basic version, without any configuration. You will be able to manage individual channels in the next rounds. For example, launching a blog or video blog on a website will only be possible when the basic version of the website is created.







Basic online advertising channels promote the entire company. Therefore, launching a new channel should immediately bring benefits in the form of an increase in demand for all services. However, from the next round it will be possible to manage selected channels by adding various functionalities to them and selecting the services they are to promote.



Please note that if you want to launch a company website, you must have a purchased domain. If you purchased the domain in the first round, you do not need to do anything additional. However, if you do not have a domain purchased yet, come up with a name for your domain, check if it is available, and then purchase it. Only then can you launch the website.

After each round, as in the case of traditional advertising, you will be able to check the effects of online advertising and decide on your next steps in this regard.

Let's see what the management of online advertising channels will look like in the coming months. After starting a given channel, an option to manage its functionalities will appear. For example, if you already have a Facebook profile in the next round, you will be able to publish posts or reels every day, run paid ads or create your own group. However, the website can be developed, for example, with a blog, vlog or optimized for SEO, i.e. searching for it on the Internet.

	FUNCTIONALITY	RANGE	LAUNCH COST	MONTHLY COST	ADVERTISED SERVICES	
	PAID FACEBOOK ADS	12%	0 EUR	2200 EUR	<input type="text" value="SELECT SERVICES"/>	ADD
	FACEBOOK GROUP	1%	550 EUR	550 EUR		ADD
	DAILY ORGANIC ROLLS	1%	0 EUR	1650 EUR		ADD
	DAILY ORGANIC POSTS	2%	0 EUR	1320 EUR		ADD

[CLOSE](#)



When deciding to advertise on the Internet, always remember why you are spending money on advertising. Adjust your demand forecasts to the increased interest in your company and constantly monitor whether your activities bring the expected results.

ROUND 7-12 VIRTUAL COMPANY MANAGEMENT

From round 7 there will be no more new decision areas. You make all decisions within the available tabs in the menu. However, remember that new traditional and online advertising options will certainly appear. Also make sure to monitor the world news as there may be events that you will need to react to.

