

November 13, 2013

Dear Holland America Line Global Case Competitor,

The case being used in the 2013 Holland America Line Global Case Competition is **A.P. Moller-Maersk Group: Evaluating Strategic Talent Management Initiatives** (Harvard Business School Case 9-412-147, revised May 2013).

As Maersk's businesses become ever more global, the company wants to increase the geographic diversity of its work force – i.e., address the proportions of different nationalities represented among Maersk employees.

You are a team of Maersk managers who have been tasked with developing a plan to achieve greater geographic diversity. You will be presenting this plan to the Maersk Executive Board. Specifically, you have been asked to do the following:

- Set geographic diversity goals
- Recommend recruitment and retention strategies designed to achieve the goals
- Develop measures of progress towards these goals (key performance indicators)
- Estimate the costs of the recommended strategies

You are encouraged to take into account:

- The Maersk company culture
- Globalizing factors in the relevant industries and the location of important markets of the future
- Human Resource policy changes in the past decade at Maersk (what has worked? what has created problems?)

Note 1: The judges will play the roles of the Maersk Executive Board members.

Note 2: Set your analysis and recommendations in the present time (November, 2013).

Note 3: A number of questions are posed in the case. You do not have to directly address these questions in your presentation, but thinking about them may help you in your analysis.

You are allowed (and expected) to use as part of your analysis publicly available information.

You have 10 minutes for your presentation, and the judges will ask you questions for 10 minutes after that. The judges will expect every team member to speak at some point during the presentation and/or Q&A period.

Please arrive at your designated presentation rooms 15 minutes before your transition time. This will ensure we remain on schedule.

Good luck!
The Global Business Center