



WUMUNC

A Sinking Feeling

The International Mercantile
Marine Company





Go as far as you can see;
when you get there, you'll
be able to see farther.

- J.P. Morgan





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Letter from the Director

Dear delegates,

Hello! My name is Ryan Rhee, and I'll be directing the International Mercantile Marine Company committee for WUMUNC 2018. As a sophomore majoring in anthropology and marketing, I am very excited to lead the committee as you all set sail into the treacherous waters of the IMM co.'s future.

This committee acts as an advisory board to J.P. Morgan's great Atlantic shipping trust. Acting president J. Bruce Ismay has expressed serious concerns over the floundering company after the sinking of their treasured cruise liner, *The Titanic*. Going down in 1912, the ship seemed to have been the perfect metaphor: as the great steel hulls descended into the depth, the stability of the IMM co. seems to have gone down with it. Come together, as general managers of the IMM co.'s various subsidiaries, the president of Harland & Wolff, managers of partnered lines, general aides, and retired leaders of the industry, in an effort to commandeer the sinking ship that is the IMM co. into clearer waters.

I hope that this committee will use some new mechanics to bring interesting new aspects to the traditional business committee model. As unique components of a financial machine, many of you will be entrusted with powerful actions that can be used to attain greater power within the broader collection of companies. Please familiarize yourself of these mechanics by carefully reading the backgrounder, and feel free to send any questions you have through email.

If you have any questions or concerns, feel free to contact me by email. I look forward to a thrilling weekend, and can't wait to work with all of you, and I hope you are all prepared for some "chilling" debate. Good luck in your preparations!

Regards,
Ryan Rhee
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Committee Mandate

From the desk of John Pierpont Morgan

Hello, gentlemen of good faith. I, Mr. Morgan, have worked for years to bring the International Mercantile Marine Company to where it is today, but despite all of my profound accomplishments, this is no time to rest. This body has been summoned by the board of the International Mercantile Marine Company to prove to the world that the invisible hand is not destructive, but beneficial!

Think, gentlemen, of the time we live in. Has there ever been a period in history where the world has embraced the competitive nature of capitalism more? Has there ever been a greater opportunity for those with drive to succeed? So, let us celebrate the date, on the eve of April, 1912, as the date upon which greatness has been founded. The date where you, the Grand Advisory Council to the International Mercantile Marine Company, first assembled.

To the managers of my many subsidiaries, I ask that you do what you're experienced in doing: make sure that each smaller component to the great mercantile machine runs smoothly. To the staff, including various legal and business specialists, I ask that you take the many skills you possess and put them to use ensuring that the machine functions effectively and efficiently. To my team of representatives and lobbyists, I ask that you act eloquently and negotiate sternly with competitors to push the company above the competition. To all outsiders, I ask that you take my invitation with good grace, and work cooperatively with the company to benefit both parties. Finally, to any saboteurs and internal threats to my great company, I ask that you cling tight to the debris, for your ruin will not be the fault of anyone but yourselves.

Some of you may be confident in your ability predict the future through economics and statistical projection. I ask that you take no offense when I say this: I highly doubt it. No ocean is as treacherous as the one we set our fleets adrift on. The northern Atlantic is dangerous and oft unpredictable, much like the itinerary of challenges that this body will face. Know that while the sailing may be smooth right now, I, J.P. Morgan, who



organized one of the greatest companies in the history of this world and bailed out the United States government, have encountered my own challenge, old age. I now trust this body to do what I wish I could do myself. Know that I have arranged only the best here, and support the moves you make. Do what is unthinkable and prove this trust unsinkable.

With this, I must attend to other matters. I pray that this body prove so efficacious that my correspondence with all of you ends here.



John Pierpont Morgan (dictated but not read)

Historical Background

John Pierpont Morgan, the famed industrialist of the 19th century, embarked on one of his final financial conquests in the early 20th century, merely 11 years before his death. Bringing immense amounts of capital to the efforts of various other Atlantic shipping companies, J.P. Morgan created a large shipping trust that owned or partnered with a large number of companies in America, England, Holland, France, and Germany. J.P. Morgan's trust, or the International Mercantile Marine Company (IMMC), lasted for several decades before declaring bankruptcy in 1986. The IMMC however, was never as successful as it was between the years of 1902 and 1912.

Founding of the INC

Let every lion do his duty

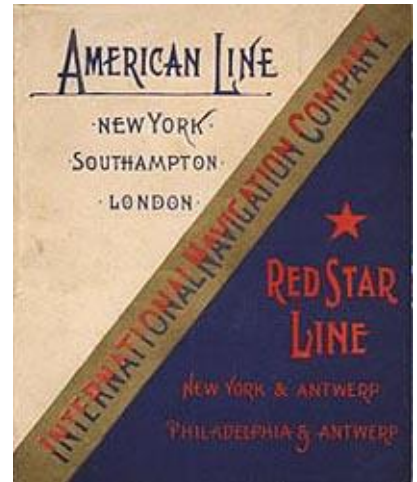
-J.P. Morgan

Clement Griscom, owner of the Pennsylvania Railroad, became interested in operating internationally flagged vessels in the 1870's. In order to increase shipping, Griscom negotiated with the Belgian government and invested money into the creation of a joint venture with



the Belgian shipping company, Société Anonyme de Navigation Belgo-Américaine, to create the Red Star Line in 1871. The line serviced Antwerp, Southampton, Liverpool, New York City, and Philadelphia. This marked the creation of the International Navigation Company (INC).

Griscom continued to add to the trust, adding the American Steamship Company in 1873, which serviced Philadelphia and Liverpool. The acquisition of the American Steamship Company fortified the bond between naval shipping and rail-based shipping, as the then owners of the American Steamship Company, the Pennsylvania Railroad Company, financed the acquisition with capital. In return, the INC allowed for the Pennsylvania Railroad Company to purchase shares in the INC. The line was renamed the American "Keystone" Line. This acquisition added a new



(Source: <http://www.timetableimages.com/maritime/images/rsl.htm>)

challenge, as the American Line was operated with the American flag, while the INC's Red Star Line itself operated under a foreign flag.

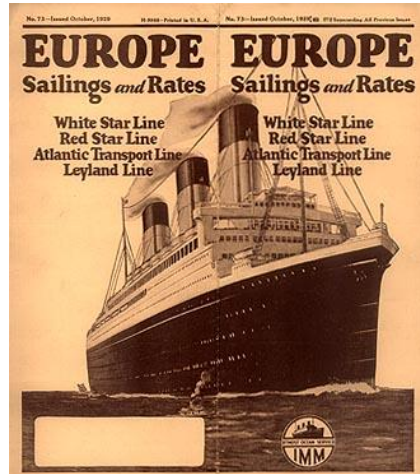
Historically, U.S. flagged ships operated at a 30% higher operating cost, encouraging the acquisition of U.K. flagged companies. By 1886, Griscom added the British Inman Line and to the growing roster, easily buying out the floundering company. Additionally, the American Keystone Line was renamed the International Line. The Inman line eventually lost its postage contract with the British government to the U.K. owned and flagged Guion Line. U.S. flagged ships, on the other hand, such as those of the American Line, were offered a measly \$12,500 per round trip for carrying U.S. postage. Because of gaping flaws in the low price point of the U.S.'s offered subsidies and little interest in carrying postage, and Griscom's ships having been built in the U.K., the U.S. government eventually allowed for the fastest ships in the International Line and the Inman Line, both flying foreign flags, to be reflagged as U.S. ships and carry U.S. postage for a subsidy. This eventually led to the merging of the Inman Line and the International Line, resulting in the creation of the American Line.



Evolution into the IMMC

The first step towards getting somewhere is to decide that you're not going to stay where you are

-J.P. Morgan



(Source:
<http://www.timetableimages.com/maritime/images/wsl.htm>)

After meeting J.P. Morgan in 1899, discussions for creating the ultimate Atlantic shipping trust began. Morgan, one of the richest men in the world at the time, instigated the mergers of the Atlantic Line and the INC, brokering and funding the exchange between the Atlantic Line's Bernard Baker and INC's Griscom. After the conglomeration of these companies, Morgan expanded to scope and acquired their first British line, John Ellerman's Leyland Line in 1901. At this point, J.P. Morgan established himself as the leader

of this conglomeration by announcing the founding of the International Mercantile Marine Company. The next acquisition for Morgan, however, turned out to be perhaps one of the IMMC's most famous subsidiaries: The White Star Line.

Acquired after long negotiations between Ismay and the White Star Line's Board and Morgan, the White Star Line was the gem in Morgan's shipping conglomerate crown. The White Star Line, founded in 1845, successfully differentiated from competitors when, under the management of Thomas Ismay, the White Star Line changed focus from speed to economy and comfort. This was signified by the construction of the *RMS Oceanic*, which remained the world's longest vessel until 1901, when the White Star Line once again set the record with the construction of the *RMS Celtic*. The significance of the *RMS Celtic* was huge for the IMMC, however. Until the construction of the *RMS Lusitania* and the *RMS Mauritania* by the competing Cunard Line, four luxury passenger ships, all owned by the White Star Line, dominated the English passenger line industry (*RMS Celtic*, *RMS Cedric*, *RMS Baltic*, and *RMS Adriatic*). With new competition from the



Cunard Line, however, the White Star Line was forced to embark on an ambitious project in 1909, when the *Olympic*-class ocean liners were commissioned to the shipbuilding company, Harland & Wolff. From this set of contracts arose perhaps one of the most famous passenger ships in history: the *RMS Titanic*. Additionally, the agreements to build the *Olympic*-class ocean liners included a new contractual agreement that all shipbuilding for the IMMC be done by Harland Wolff.

Based out of Belfast, Ireland, Harland & Wolff signed the contract with the IMMC in 1902, offering lower prices for the IMMC to contract new ships, while contractually obligating the IMMC to use Harland & Wolff as its sole shipbuilder. Benefitting both companies, this generated large amounts of ships that allowed for the IMMC's domination of London's market, while the fluid nature of the IMMC conglomeration allowed for ships to be transferred between lines when needed.

The acquisition of the White Star Line marked the start of the IMMC's decade of glory, reportedly carrying more than 60,000 passengers in 1902. This helped Morgan later on in the year, when the two largest German shipping companies agreed to sit and negotiate a cooperative pricing agreement. Norddeutscher Lloyd (NDL) and Hamburg-Amerikanische Paketfahrt-Aktien-Gesellschaft (HAPAG) agreed to cooperative pricing measures with the IMMC, ensuring that neither would increase or decrease prices to the extent of damaging the other companies' margins. This agreement was fueled by an earlier price war between U.K. and U.S. shipping companies and German companies over Scandinavian business. The Germans, through this agreement, maintained their own corporate independence and staved off Morgan's dream of a monopolistic trust over the Atlantic.

Fluidity and flexibility in the trust encouraged the transfer of ships between lines, and the optimization of scheduled routes, allowing for constant, if not daily, departures from England. By 1912, the IMMC's attractive proposal to the Atlantic shipping industry allowed for the merging of the English Dominion Line in 1902 and the acquisition of 50% share in the Holland America Line in 1902, aiding the Red Star Line in capturing the Netherland market.

Competition



It was not really a question of price. It was a question of success.

-J.P. Morgan

In Britain, Cunard Line was the greatest source of competition for the IMMC. White Star Line's differentiation through its *Olympic*-class vessels has allowed for incredible growth, but it does not ensure victory over competitors such as Cunard Line in large luxury liners. In addition, not to be outdone by American businessmen, the British government selected Cunard Line as its main beneficiary of subsidies, giving the company annual subsidies of £150,000, as well as a one-time £2.5 mil. low-interest loan in 1907, urging the company to construct the *RMS Lusitania* and the *RMS Mauretania*, holders of the Blue Riband (fastest trans-Atlantic journey). With recently opened itineraries servicing Italian & Hungarian ports (1903), and service through the St. Lawrence River through the acquisition of the Royal and Thompson line (1911), the Cunard is a threat that will constantly be a thorn in this committee's side. Mr. Morgan asks that you ruthlessly attack the interests of the company to finally bring the rest of the British market into the clutches of the glorious IMMC. Finding new ways to engage with the free market or covertly destabilizing the Cunard lines are both smiled upon.

By 1902, two trans-Atlantic lines remained entirely independent of the influences of the IMMC. While the greatest threat has already been identified as the Cunard Line, the French company, Compagnie Générale Transatlantique (CGT) held around 10% of trans-Atlantic market share in 1908, miniscule compared to the 90% market share split between ND, HAPAG, IMMC, and Cunard. That said, a company of firsts, the CGT can easily be the company to spark the next trans-Atlantic shipping race, after having started the shipping race for speed in 1886, and only 8 years later, starting the luxury liner market. With a recent reorganization in 1904 behind a new president, the CGT has transitioned from competing for speed, shifting its focus to offering posh services on its cruises. There is news of a new, extravagant ship being towed to La Havre port from the French shipyards at Saint-Nazaire, which French reporters have deemed the "Versaille of the Atlantic". With such promises of extravagance, the



IMMC is sure to face fierce competition in the luxury-line and travel market from this emerging player in the trans-Atlantic shipping market.

Emerging Nationalism and Threats of European Conflict

Any man who is a bear on the future of this country will go broke
-J.P. Morgan



(Source: <http://uboot.net/history/wwi/part1.htm>)

One might say that this era is not an easy one for naval shipping. The British construction of the *HMS Dreadnought* in 1906 not only revolutionized naval warfare through its incredible destructive power, but brought nationalism to the oceans. Faster and stronger

than before, and equipped with the first uniform main battery (the *HMS Dreadnought* had one set of enormous guns, common in modern battleships, whereas ships before focused attention on many smaller guns), the *Dreadnought* became immortalized as the name of this entire era in naval history. For this, you must face rivals with the same intent to destroy that motivated the construction of the *HMS Dreadnought*.

Nationalism and capitalist competition makes enemies everyone, and rightfully so. The IMMC will be tasked with working hard now to outmaneuver the million-pound subsidies of the British, the recently innovative opulence of the French, and the competitive beast that lies in German industrial machine. While the U.S. might subsidize the IMMC, the current dual-nationality of the trust makes the task difficult, as the British refuse to subsidize even British lines like the White Star Line, while the American government made efforts in 1902 to subsidize the trust, but failed in congress, due to the international nature of the company. Securing the IMMC as America's company will be difficult, but vital to secure the IMMC's place in the trans-Atlantic shipping market in the dreadnought era.



The Germans, after the unification by Otto von Bismarck and the Franco-Prussian war, were struck with fierce bouts of nationalism and patriotism. The king of Prussia and the German emperor, Kaiser Friedrich Wilhelm, set the trajectory of German industrialization, building immense railway networks across Germany to crush the Franco-Russian alliance and rapidly building up fleets of their notorious U-Boats to outdo the British fleet's proliferation of battleships that promised support to the French through the British-French entente. While the railways and the naval arms race is apparent, little else is known about how far this German nationalism will actually go. While one can hope for peaceful resolutions, a heavy sense of concern plagues the European entente powers. This has affected the IMMC as well, despite American isolationism. German companies NDL and HAPAG are contractual allies with the IMMC, but war with the British would be truly devastating for both parties. Additionally, a sense of distrust exists between the NDL and HAPAG lines and the IMMC, as several of its subsidiaries are former British lines. Peace is imperative for the IMMC, and this looming threat posed by nationalism promise nothing but trouble.

Domestic and International Laws

Well, I don't know as I want a lawyer to tell me what I cannot do. I hire him to tell how to do what I want to do

-J.P. Morgan

The Sherman Antitrust Act, signed in 1890 by Benjamin Harrison, does less to fight trusts (which many view as harmless), but acts to take down monopolistic or cartel behavior. The act stated, "Every person who shall monopolize, or attempt to monopolize, or combine or conspire with any other person or persons, to monopolize any part of the trade or commerce among the several States, or with foreign



(Source: <http://3.bp.blogspot.com/-GQktuivoyZA/UvZmG1OhEDI/AAAAAAAAAFg/BpkqbD1Yf2g/s1600/clatyon.jpg>)



nations, shall be deemed guilty of a felony." The act was used 6 times before 1912, only 4 times resulting in the dissolving of trusts. Due to the nature of Mr. Morgan's trust that seeks to seize control of the Atlantic, the IMMC should live in constant fear of the application of this law. Two factors can save the IMMC: America's lack of an adequate and viable merchant marine in the instance of war and Morgan's role in ending the Panic of 1893. That said, neither are sources of complete insurance for the IMMC. Be wary of power-hungry or righteous politicians that hope to either extort the system or turn away from the allure of money.

The plethora of lawsuits that could be filed against the IMMC are distinct and widespread. This past year, in 1911, the White Star Line's *Olympic*-class liner, the *RMS Olympic*, collided with the HMS Hawke. No one was sufficiently injured or killed, but damage to the hull was extensive. The IMMC is contractually obligated to have ships built by Harland & Wolff alone, and a breach of this contract will surely cause problems. Civilian lawsuits against shipping companies for the damage of property are endless. These are only a few of the legal battles that the IMMC has faced, and will continue to face as the years progress. Creating such a centralized shipping machine surely will bring on new legal problems and threats outside of the actions of the federal government. How those threats are dealt with will influence the success and failure of Mr. Morgan's shipping machine.

Expanding Port Access

Nothing so undermines your financial judgement as the sight of your neighbour getting rich.

-J.P. Morgan

The Cunard Line has recently opened several new ports in the Mediterranean, and the future for the IMMC becomes clear. Trans-Atlantic shipping doesn't simply connect London to New York City anymore. The IMMC must play a role in the Mediterranean to better compete with the Cunard Line, extending ports to the new areas. This, however, will not be easy. Few, especially in this current nationalist climate, wish to allow a foreign power as vast as the IMMC enter their ports and steal shares of their passengers. Additionally, local governance might make negotiating



the opening of ports difficult, and increases in costs resulting from the use of key points such as the Straits of Gibraltar will have impacts on the cost structures of the international shipping company that is the IMMC.

Where eastward expansion may not be possible, however, southward may be more readily accessible. European colonies in Africa will surely benefit from opening portage to European shipping companies. The Caribbean remains a ripe, exploitable market with many goods to transport and people to carry. Regardless of the location, the initiative is in the hands of you all, the general managers. Mr. Morgan asks that, in the face of uncertainty, the company hold true to the routes it already has secured, but when that uncertainty yields poor results, he asks that you be just as flexible in the future as he expects you to be rigid now.

Committee Mechanics

Crisis is looking to provide a fun and innovative committee for all, and despite the competitive nature that we are trying to foster, please remember that while friendly competition is thrilling and enjoyable, overly abusive behavior makes the conference frustrating for everybody. Please remember that if you have been entrusted with certain responsibilities, acting realistically will be rewarded more than whoever has the most money by the end of the committee

Acting President

The acting president has limited and overridable veto power. Directives that are deemed high priority by the chair will be subject to a presidential veto. On such votes, the president will be asked first if he votes yes or no. Afterwards, a committee-wide vote will take place. If 66% vote in favor, the veto is overruled.

The committee can also act to remove a president. The motion does not remove the president, but prompts 2 speakers for and 2 against impeachment of the acting president. This requires 66% to pass. After the speakers, the committee will vote, with 75% required to successfully remove the president. The maker of the initial motion is able to rescind removal proceedings before the second vote takes place. Afterwards, the



committee must elect a president before any new directives can be passed.

Subsidiaries

Subsidiaries have their own ships to control. There are four classes of ships, and more expensive ships generate more profit. Every 30 minutes, managers will submit itineraries of each of their ships, and profit will be calculated based on the destination's risk, profitability, and demand. For example, if a line submits an Olympic class ship sailing to Paris at a time of relative economic and political stability, one would earn $200,000 \times 1$. Refer to the table below for further elaboration. Note that destination grade and corresponding multiplying factor does not have to be whole numbers, and conditions can be anywhere between 1 and -1. These grades are arbitrarily chosen by crisis each cycle. Also note that sending too many ships to the same destination will negatively affect the destination's grade.

Destination "Grade"	Multiplying factor
Best	1
Below Average	0
Worst	-1

Ship Class Name	Ship factor
Olympic	\$200,000
Celtic	\$125,000
Arabic	\$75,000
Athenic	\$50,000

If subsidiaries wish to add ships to their fleet, they must first secure a quote and signature from a Harland & Wolff delegate. This money will then be deducted and given to Harland & Wolff. Note that crisis will implement limits on how many ships Harland & Wolff builds at one time, and ship orders will require more than one cycle to be built (for example, if an order is placed between cycle 1 and 2, the ship will be completed after the calculation of cycle 3, and can be placed on a route on cycle 4. If it is submitted along with the routes for cycle 1, it will be assignable by cycle 3. Once a ship is completed, you will be given a deed for the ship. Hold on to the deed, as it will be necessary to sell the ship or transfer the ship to other subsidiaries. For average prices, see table below.



Ship Class Name	Estimated Price in 1912
Olympic	\$8 Million
Celtic	\$7 Million
Arabic	\$6 Million
Athenic	\$5 Million

Harland and Wolff

The same rules for removing the acting president of the IMMC can also be used to terminate the contract with Harland & Wolff. This, however, has many legal implications based on termination of contract, and if this action is taken, Harland & Wolff delegates will remain in committee and act as facilitators. They will also have the option to file a directive that brings the company to trial.

HAPAG & NDL & CGT

European powers, with their superior trade goods and demand for beaver pelts, present valuable opportunities as trade partners and allies and as such, the Iroquois must strategically use the Europeans to gain the upper hand in their dealings with other native tribes. Many Iroquois, however, fear European presence on the continent as they have brought disease to the tribes, and have very different ideas about ownership of property, resources, and land.



Position Descriptions:

J. Bruce Ismay

As the current acting president of the IMM co. and president of the White Star Lines, you represent not only what may be the IMMC's most prominent subsidiary, but the company itself. Your primary motivation isn't to dominate the trust, however. You will do whatever it takes to make cooperation as efficient as possible. As the president, you will have to give approval on many actions taken by the committee. Do not abuse this power, however, as it may be stripped away by your power-hungry subordinates as quickly as it was given to you. You have currently ceded management of the White Star Line to Mr. Franklin.

In regards to the issues, you have a strong desire to dominate Cunard Line, and, sometimes at the expense of stability in the company, are willing to do almost anything to diminish Cunard's competitive advantages. You see little benefit from working cooperatively with them, and any actions that potentially increase Cunard Line's profits, including cooperative actions, upset you. To some extent, your hatred of Cunard Lines has caused you to be seen by some as a traitor to the nation of Britain, especially Mr. Inman Jr.

As the president of the White Star Line you have secured several seats on the committee for members of your subsidiary. Confide in them, as their goals will be the most similarly aligned with your own.

Harold A. Sanderson

As the vice president of the White Star Line and J. Bruce Ismay's protégé for presidency, you are loyal to the causes of Ismay. The entirety of your work is aimed at improving the efficiency that Ismay hopes to perfect, and while you are respected as a partner to Ismay, you have a reputation of simply agreeing to the actions of Ismay with a blind loyalty.

Recklessly loyal, your stance on almost all issues is to offer you entire support behind Mr. Ismay. You have little national loyalties to the U.S. or England, and you are a generally likeable person, but you have a strong hatred of Mr Inman Jr., arising from his public questioning of Mr. Ismay's abilities as president earlier this year.



Together, with Mr. Ismay and Mr. Franklin, the manager of the White Star Line, your goal is to be present and prepare yourself to attend to any company affairs that Mr. Ismay is unable to address while learning the ropes of the presidency, in case Mr. Ismay were to ever step down

Philip Franklin

As the acting receiver of the IMMC, you gain control the minute the company declares bankruptcy. That said, you have significant stake in the success of the company, and as the acting manager of the White Star Line, feel a desire to ensure that the trust that empowers your company does not collapse. Operating as IMMC's chief hold over the British market, the White Star Line is invaluable to the IMMC, and because of this, you have little to fear other than the actions of the IMMC's chief British rival, Cunard Line.

You still have a love for Britain, and feel that the seat of power should shift away from the United States and be brought to Britain. Not only would it expose the line to British subsidies, but might possibly allow for the company to seize a greater share of the British market. This desire is, although well-known, not publically part of your vocal platform, as you are aware that Mr. Ismay has no intention to move the company's headquarters.

As the final member of White Star Lines welcomed to this committee, you have the most direct control and responsibility over the White Star Line, and thus, Mr. Ismay and Mr. Sanderson look to you to keep their personal investment afloat while attending to the broader issues of the IMMC. Cooperatively, the IMMC can flourish, greatly increasing the White Star Line's own growth rate. You have access to subsidiary management powers outlined in the committee mechanics sheet.

Clement Acton Griscom Jr.

The son of the founder of the International Navigation Company, Clement Acton Griscom Jr. is currently the acting president of the International Navigation Company. As the successor of one of the founding members of the IMMC, you have significant stake, both financial and personal, in the success of the company. Failure of the company not only brings financial losses but a blow to your family's reputation.



You are relatively new to the industry, and sometimes criticized for being naive, but you have learned several things from watching your father. A skilled negotiator, you may not be experienced in the specifics of shipping, but you strongly advocate for a conservative approach to business that helped your father excel. Additionally, your father's powerful network has aided you, and having briefly courted Mr. Morgan's daughter, you have a notable friendship with J.P. Morgan Jr., who still sees you as a brother.

As the acting president of the INC, four of the IMMC's subsidiaries are under your control, and thus, you have both increased powers as well as responsibilities. Strong leadership of the four INC subsidiaries will bring power to the whole body, and so a mutual cooperation between yourself and the managers will surely help you navigate the course of the committee.

Nicolas Maes

As the coordinating representative of the Red Star Line, you manage the IMMC's control over the Dutch market for trans-Atlantic voyages. You have significant past experience managing a railroad and small European marine shipping line. Thus, you have considerable power, and Clement Acton Griscom Jr. should exercise a degree of flexibility in regards to managing your company's affairs.

Friendly and soft-spoken, you see no benefit to alienating anybody else in the committee, but an ailing wife back in the Netherlands is testing your patience with this body. Thus, you seek to ensure that the body does not get caught up on small trifles, focusing on the big picture instead.

You know the market for Holland best, and have much to gain by befriending Hans van Dijk of the Holland America Line and cooperating to manipulate the Dutch market for the benefit of both. You have access to subsidiary management powers outlined in the committee mechanics sheet.

Arnold Brown

The coordinating representative of the American Line, you are hailed as being an American Line executive from even before the formation of the INC. The company believes you are knowledgeable, and despite your



limited power under the reigns of Clement Acton Griscom Jr., your experience and knowledge will be a vital tool in accomplishing your goals, primarily moving the headquarters of the IMMC from New York City to Philadelphia.

A true patriot, you feel that Philadelphia is a true image of American glory, and by placing the seat of power in your beloved city, the IMMC can escape the vices of New York City brought on by the countless immigrants flooding the country. To you, there is an ethnic hierarchy, and the English descendants are above the southern Europeans that are simply exploitable resources to take advantage of.

As a naval veteran, you are drawn to the experience you share with Capt. Kenzy and Ret. Col. Schmidt. Your secondary goal is to ensure that the IMMC comes to terms with its American nationality and accept merchant marine contracts with the U.S. navy. You have access to subsidiary management powers outlined in the committee mechanics sheet.

William Inman Jr.

As the coordinating representative of the Inman Line, you, along with the other members of the INC, were some of the original members of the IMMC. As the INC's first attempt at capturing parts of the British market, you fail to compete at the same level as the White Star Line. That said, you are still respected and have significant share in the British market, as you were the third largest British shipping company pre-acquisition. Slightly bitter about the fact that your father agreed to the acquisition and moved your beloved family business away from England, you aren't necessarily prone to work with other members of the committee. Rather, you simply wish to exploit your position to gather the most wealth for your family before retiring to the English countryside. Because of this, many committee members know you to be a devil's advocate, arguing against the policies of Americans frequently, just for the sake of spiting them. That said, you know what's best for your company, and know when to throw your weight behind a policy that'll boost your company's margins.

You vocally believe that by moving the company to Britain, you can not only receive subsidies from the Royal Mail service, but can also potentially absorb the Cunard Line. You also strongly believe that Mr. Ismay's love of America is a betrayal to the crown, and in January, called for his



resignation, which was met with strong disapproval. This being your primary goal, you constantly argue that mismanagement can be avoided by moving the headquarters to Liverpool, England. You have access to subsidiary management powers outlined in the committee mechanics sheet.

Charles F. Francis

Executive manager of the Atlantic Transport Line, you have taken over for Mr. Baker. Mr. Baker has great trust in you, and will surely assist you, above all other managers, in arbitration with the federal government. As the acting manager of the Atlantic Transport Line, a subsidiary of the INC, you may be the most powerful manager of Griscom Jr.'s conglomeration of subsidiaries. Wielding incredible power to influence Griscom, as well as your network with Baker should benefit you in your quest to dominate the committee.

Generally agreeable, you have been known to have a hot temper when it comes to committee gridlocks. Although getting your way isn't always your highest priority, hangups over minute issues in committee bring out the worst in you, and you will do everything, including dismantling the efforts of your friends, to ensure that the committee progresses on course.

Utilize Mr. Baker as a close ally and aid. His network is far-reaching, and your superior, Mr. Griscom Jr., reveres Mr. Baker as a business partner of his father's. You have access to subsidiary management powers outlined in the committee mechanics sheet.

Bernard N. Baker

Perhaps one of the most respected people in the entire committee, you must demand the respect of the assembled members. Having retired from business due to old age, you were the former president of the Atlantic Transport Line. An integral member in the formation of the INC, and later on, a huge player in the negotiations leading up to the IMMC, all of the members assembled before you today are indebted to the hard work of your past life.

After acquisition, you have been afforded the opportunity to relax and enjoy retirement, but you have declined. Using your incredibly vast



knowledge of the shipping industry, you have accepted as position on the National Sub-Committee on Transportation Problems. Through this position, you no longer hold power over the IMMC alone, but over certain members of Congress as well. Yet, while you have parts of Congress in your pocket, you have risked legal consequences to join this committee and offer government representation for the benefit of the company. While you are revered by many in the committee, some whisper of your conservative refusal to adopt new business principles. While you may choose to ignore these trifles, your ties to the government give you a weapon that can make the entire committee kneel before you: government secrets. And while you are particularly good at holding on to these secrets, you especially want to help Mr. Francis succeed in vastly increasing the wealth of your former company.

Sir John Ellerman

Operating out of Liverpool, you are the third, but perhaps the weakest, British line in the IMMC. Weakness aside, as the executive manager of Leyland Line, you have incredible room to grow and expand. Being a part of this trust doesn't just benefit the big shots, but provides a network of ease and accessibility for smaller subsidiaries to grow alongside the company.

You are known for being ambitious and at times self-serving, While you often don't adopt policies to intentionally hurt the other subsidiaries, your pursuit of growth and power forces you to turn a blind eye to the struggles of others sometimes. Recently, your desire to control a larger portion of the British market has encouraged you to implement some policies that might harm or slow down the White Star Line and the Inman Line, but neither have been enough to alienate you from either managers. Your goal is to eclipse the growth of the Inman Line and prevent the growth of power of the White Star Line. You are aware of the desire to move the company to England by certain executives in those two lines, and, although it may be alienating at times, you strongly disagree with their views, as it will only bring the center of exchange closer to an increasingly divisive theater, and further away from a developing trade hub. You understand that Mr. Inman Jr. will become an obstacle, and must plot your course carefully. You also have several key contacts in Mediterranean ports due to past routes that your line used to service. You



have access to subsidiary management powers outlined in the committee mechanics sheet.

Carter Slater

As the executive manager of the last acquisition of the IMMC, your Dominion Line is in a similar position as the Leyland Line. An underdog, you see your place in this trust as an opportunity to increase your own wealth, regardless of any other subsidiary. You could care less about the welfare of the company, as long as your profits are increasing. While that logically means that the trust as a whole must grow, you wish to sacrifice little for the sake of the trust.

Your competitive nature, however, does not mean that you wish to make enemies of the whole committee. Many view you as a trustworthy manager that, aside from your reluctance to sacrifice your own assets, will support the efforts of others, especially if the efforts aid your own company in the end. Offering mutually beneficial deals to other managers will surely get you far, especially if you show interest in working with other underdogs, such as Mr. Ellerman, but be careful of being exploited yourself.

Relatively new to the company, you haven't had many opportunities to develop strong allies. Your routes have been adjusted recently to primarily service Canadian and British ports, and thus, you have made several friends in the Canadian rail industry. You have access to subsidiary management powers outlined in the committee mechanics sheet.

Hans van Dijk

As the representative to the board of the Holland America Line, you represent the IMMC's 50% equity in the Holland America Line. While you aren't a manager, you have the power to influence board decisions. The remaining shareholders have made a concerted effort to keep the Holland America Line's management in Holland, and thus, it's full acquisition by the IMMC has been stalled, with neither side able to fully institute movement. While your goal is to move the Holland America Line to the IMMC headquarters, this will ultimately prove difficult, as remaining shareholders have previously refused to sell any shares to give you a unilateral majority over the company. Throughout committee, you must



work to negotiate, with these other shareholders, a sale of just a few more shares to truly give you an edge at the table.

Currently the majority shareholder, you have more power than any manager, as a matter of fact, with less responsibilities. You possess the power to sway the rest of the board to vote in a new manager. Negotiations will not be easy however. While the rest of the board remains stubborn on certain aspects, they acknowledge the power you hold in the boardroom, and will readily provide you information to help the line succeed as a whole. By working alongside the manager of the Red Star Line, you have incredible room to increase your own personal profits.

William James Pirrie

Acting president of Harland & Wolff, you are the owner of the IMMC's contractual shipbuilder. The IMMC must contract ships through you and you alone. This gives you a powerful seat at the table. Friendly with Mr. Ismay, you would love to see the IMMC prosper, as more profit for the IMMC equates to more contracts for you.

Cunning and manipulative, you know that working with the rest of the committee will help you in the end, but conceding to the demands of the IMMC too soon will result in losses for your company. No one else in the committee is as knowledgeable about the shipbuilding industry as you, and sometimes, this imbalance of knowledge will be the only tool you need to squeeze every last penny out of the managers and the company. You would love to see the IMMC moved to England, and are a strong advocate for the move, as it would ease the logistics of building ships at your Belfast shipyards. A strong patriot, you prioritize shipbuilding for the British navy above the needs of your financial partners.

Seamus O'Connor

Seamus O'Connor: Development projects manager for Harland & Wolff, you are in charge of finding new designs for ships that can boast speed, luxury, and any other competitive edge to help the IMMC burst past the Cunard Lines. You are being hailed as an exceptional fit for the position, as you have worked exceptionally with White Star Line architects to create the new *Olympic*-class vessel. The first *Olympic*-class vessel created, *The*



Olympic, has already survived a direct collision with an HMS British naval vessel, causing people to believe your new ship is truly unsinkable. You, unlike your superior, care little for the pride of the crown, and simply care about your career. Your desire to build ever-greater ships, however, is your greatest vice. Don't let your hubris bring you and your clients down

Working with Mr. Pirrie, you can achieve great things and cement your name as history's greatest naval architect.

Noah S. Brownstone

Such a vast company will require a skilled legal team, and you have been selected to lead this stellar group of legal aids. You have much to gain from the benefit of the company, and, despite leaving your former position as a prosecutor for the federal government due to disagreements over legal ethics, you are praised as an exceptionally skilled lawyer, despite your dubious code of ethics. Profit is your goal, and any loopholes in the federal law that can be manipulated to strengthen the IMMC is a valuable asset in your arsenal. Retired Colonel Schmidt and Captain Kenzy have a strong distaste of you, due to your former disagreements with the federal government. Any public decisions and announcements with your name are more likely to be taken seriously by legal officials in the government, so use your sign of approval to strengthen the decisions you feel will best benefit the company.

Connor Williams

No company is complete without an inside man in the government. You have been hired by the IMMC to work the floor of the U.S. congress and gain the favor of the government. A close personal friend of Mr. Baker's son, many doubt your skills, and believe you are a principle case of nepotism. Your goal is to prove them wrong and demonstrate greater skills, hopefully earning the favor of many powerful executives. You have an especially strained relation with retired Colonel Schmidt and Captain Kenzy, and you might find an ally in Mr. Brownstone.

Your history in lobbying the U.S. government has given you many allies among lobbying groups as well. Working with them will certainly improve your chances of extorting the government to the benefit of the company.



John F. Weber

Taylorism is the fruit of the decade, and there is never a better moment to practice efficiency and logistics than now. As the logistical specialist for shipping & specialist on scientific management, Mr. Morgan looks to you to cut costs and increase the overall efficiency of every employee of the company. With access to the logistical records of the company, Mr. Morgan insists that you assert your authority in demanding inefficient or under-performing routes be shut down. To that effect, he has given you a budget to tax and reward those lines that you feel are doing poorly and those that are doing well. How you reward and punish people is up to your discretion, as Mr. Morgan is confident that you can optimize how this company runs its lines. You are constantly engaged in power struggles with Mr. Hunter, who believes less in the rigid management of lines, and more in the malleability of human desire through marketing campaigns.

Oliver Hunter

As the marketing specialist promotions and campaigns make up the majority of your specialization. Expect the trust to look to you for expertise in attracting new passengers. Mr. Morgan has insisted that you be assigned you to the position due to your previous work with the U.S. government in convincing lower-income populations of Europe to immigrate to the United States. The IMMC now needs you to convince these same people to utilize the IMMC ships when making their journey. Utilize money provided by the IMMC to run ad campaigns and promotions while facilitating discussions to open new ports and destinations. The name of the company is in your hands. You have a fiercely competitive rivalry for power with Mr. Weber, who believes less in making unattractive routes look more attractive.

Mitchell Fuller the 3rd

The employee relations & assets manager of the IMMC, you are the voice for the many ship captains, stewards, maids, and chefs on board all of your luxury liners. Oddly enough, you have little interest in their welfare however, and only fight on their behalf to increase your own personal powers within the company. You operate by one rule: when one group



gains power, another loses it. You wish for the company to spread out shares to its employees knowing that they will entrust their stake in the company to you. Many in the IMMC are wary of your tactics, however, and, aside from obvious distrust arising from you being the representative for employees, judge you to be manipulative and ruthless.

Captain John Kenzy

Honorable and suspicious of all of the businessmen that surround you, you find it difficult to trust anybody. Everyone seems selfish, as if they will take whatever they can to stop others from getting any. That said, you recognize that you need this body of businessmen to transport goods for the U.S. Navy, both in times of peace, and, heaven forbid, times of war. As the liaison from the U.S. Navy, few view you as their peers, but your role is essential. All you seek is loyalty from the trust in times of need, in exchange for the government's favor. You believe in there being an honorable way to gain the government's favor, and thus, strongly despise Mr. Brownstone's unethical quest for loopholes and Mr. Williams' attempts to buy the government.

Former Colonel Henry Schmidt

As the trust monitor from the U.S. Trade Commission, you can't take your job lightly. You know that you're surrounded by people that can't be trusted, and you have an obligation to report any suspicious activity to the U.S. Trade Commission. That said, you have befriended Mr. Baker and the ailing Mr. Griscom, and you are willing to turn a blind eye to some violations, as long as they don't threaten the stability of the United States government. You personally disagree strongly with the business approaches of Mr. Brownstone and Mr. Williams, however. The task will be challenging, as you support the closest semblance of an American merchant marine without allowing it to corrupt and exploit the government's trust.

Cary Parker

The risk mitigation manager of the IMMC, you must work hand in hand with managers and other key staff to ensure that any possible risks and threats are prevented. Whether it's sunken vessels and lost lives or lost



cargo, the business of shipping is fraught with danger, and thus, requires careful protection. You are charged with making sure any possible risk causes the least damage to the trust as possible.

Linus Müller

HAPAG is one of the two greatest German companies that has agreed to work cooperatively with the IMMC. Cooperation, however, does not mean compliance, and the IMMC can expect maintained competition from the Germans. This cooperative agreement prevents the IMMC from expanding into the German market. As the hired business facilitator to HAPAG, you specialize in working with HAPAG and your contacts in the company to benefit the IMMC. Work with Krüger to strengthen the IMMC's collective approach to the German market. Surely there is a way for everyone to leave the table with more money.

Jonah Krüger

Norddeutscher Lloyd, or NDL, is the second of two German cooperating shipping companies. IMMC's cooperative agreements with NDL all but seal IMMC's engagement in shipping from British, Dutch, and American ports. As the representative of the IMMC to the dominant German shipping company, you and your contacts might hold greater power and weight than the representative to HAPAG, but that does not call for condescending behavior, as a cooperative approach will benefit the IMMC the most.

Francois Bernard

Born into family wealth, you have been hired by the IMMC to constantly meet and negotiate with the French Compagnie Générale Transatlantique. One of three major Atlantic lines that remains resistant to the growing trend of trust-formation, you must navigate the waters of dealing with the CGT carefully, as they hold the key to the French market, which opens doors to new markets of immigrants coming in from eastern Europe. Although the line is small, they are poised for incredible growth, and through your various contacts in the company, fostering friendly relations with a non-contractually obligated company can benefit the IMMC greatly, especially in its competition with the Cunard Line



Charles Conway

If Ismay didn't trust you, he never would have given you what may be the most difficult job on the committee. As the hired representative to Cunard Lines, you will constantly need to ameliorate growing hostilities between the IMMC and the only other large shipping trust on the Atlantic. Whether your approach will be cooperative or aggressive, and whether your goal is to dismantle all of Cunard Line or absorb the company in one trust to rule the Atlantic, no one has more contacts within the Cunard Line than you, and using those contacts to your advantage will leave you with substantial rewards for the hard work that you are asked to do.

Sir William Popper

Knighted in 1900, you love Britain. Therefore, you hate to see competitions of nationalism erode the prosperity that you believe will occur if a cooperative approach is accepted. At the moment, the IMMC's British lines are, in your eyes, stealing the British Market, and alienating these companies is only weakening the collective national pride of Britain. As the hired representative to the British parliament, you are tasked with converting your love of Britain into a cooperative engagement between the British government and the IMMC, opening up the possibility for the IMMC to rebrand all of their ships under the British flag, as they should be, considering that they are built in Harland & Wolff's shipyards.

