RETAIL MERCHANDISING
SAMPLE ROLE PLAYS

AS USED IN DECA’S INDIVIDUAL SERIES EVENTS

2012 EDITION
INTRODUCTION
This publication is designed to assist DECA members and their local chapter advisors in preparing for the Individual Series Events. This document will be useful in preparing students for local, state and international competition by familiarizing them with the format, structure and evaluation tools used in international competition. This series of events is presented as an example of the types of events in which a student might expect to participate at the International Career Development Conference. The competitive events found herein, however, are not representative of all performance indicators that the student may be expected to demonstrate on the international level. A complete list of performance indicators upon which the events are written can be found at www.deca.org/competitions/2.

PROCEDURE
An individual series event consists of two major parts: a written comprehensive exam and two preliminary role-playing events. A third role-play activity will be given to finalists.

The comprehensive exam is a 100-question multiple-choice test developed especially for each series based on the knowledge, skills and attributes associated with the particular occupation. Exams from previous years are available for sale through DECA Images at www.deca.org/shop.

In the role-playing portion of the event, participants must accomplish a task by translating what they have learned into effective, efficient and spontaneous action.

The participant is given a situation to review. It may indicate a product or service to sell, a merchandising decision or a problem in communication and interpersonal skills. Participants are allowed 10 minutes to review the situation and to develop a professional approach to solving the problem.

Up to 10 minutes are then allowed for the participant to be examined by a competent judge and asked to explain how (s)he would solve the situation or problem. The judge is a qualified business executive playing the role of second party in the situation. Following the examination, the judge evaluates the participants’ responses and records the results on an evaluation form which has been developed specifically for each competitive event.
PREPARATION
In order for DECA members to realize success in competition, DECA advisors are encouraged to carefully plan curriculum which will contribute to student success in the competency based competitive events and to provide real world experiences specifically necessary in the occupational area for which the student has a career interest.

Competency based competitive events are intended to be a motivational tool used by the DECA advisor to encourage student learning. The success of the member’s participation in competency based competitive events directly relates to the experiences (s)he has gained in the classroom and / or at the training station.

As the local, district, state or international competitive event approaches, the advisors are encouraged to further prepare the competitor in tasks such as the following:

Prepare yourself mentally.
The competitor should get sufficient sleep the night before competition so that (s)he will be mentally alert and able to concentrate on the activities.

Dress appropriately.
Professional dress should be worn to all conference sessions. Please note: Competitors at the ICDC must wear an official DECA blazer during interaction with the judges. Official DECA blazers are sold through DECA Images.

Follow the program agenda.
Competitors should carefully follow the program agenda provided at the conference. (S)he should locate the event room beforehand and arrive at the site early enough to be acclimated to the environment, relaxed, etc. Competitors must be on time for each event.

Use preparation time wisely.
Competitors should take advantage of the time provided for each activity of the event. During the written tests, the competitor should think through each item completely and carefully while gauging the time appropriately. If time allows, recheck the answers. While preparing for role play events, competitors should use all the time allotted constructively.
PROCEDURES

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.

2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).

3. You will be evaluated on how well you meet the performance indicators of this event.

4. Turn in all your notes and event materials when you have completed the role-play.

PERFORMANCE INDICATORS

1. Explain the importance of merchandising to retailers.

2. Explain customer/client/business buying behavior.

3. Explain the nature and scope of the selling function.

4. Discuss actions employees can take to achieve the company’s desired results.

5. Determine economic utilities created by business activities.
EVENT SITUATION

You are to assume the role of store manager of The Outpost, an outdoor-recreation superstore. The new storeowner (judge) has asked you to explain how merchandising and personal selling can work together in achieving the company’s desired results.

The Outpost is a specialty retailer of hunting, fishing, camping and related recreation merchandise. The store’s merchandise mix is made up of 80% hardlines (equipment, gear and supplies) and 20% softlines (apparel related items). With a sales staff of outdoor enthusiasts to provide expertise and personal service, the 85,000 square-foot facility offers one-stop shopping for active adults.

Faced with a challenging economic environment of high unemployment and reduced consumer spending, the business was sold last month. The new owner (judge) believes that despite the poor economy, The Outpost is under-performing and that improved merchandising and personal selling techniques can help to boost store sales and net income.

The storeowner (judge) will meet with you to hear your recommendations on how merchandising can complement personal selling efforts to influence customer-buying behavior at The Outpost. Specifically, your presentation should include:

• The role that merchandising can play to increase sales and net income at The Outpost.
• Actions that sales personnel can take to achieve the owner’s (judge’s) desired results.
• Benefits that would be realized by the store and its customers.

You will present to the owner (judge) in a role-play to take place in the owner’s (judge’s) office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented and have answered the owner’s (judge’s) questions, the owner (judge) will conclude the role-play by thanking you for your work.
JUDGE’S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE’S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization
   Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge’s Evaluation Instructions
6. Judge’s Evaluation Form
   Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of the new owner of The Outpost, an under-performing outdoor-recreation superstore. You have asked your store manager (participant) to explain how merchandising and personal selling can work together in achieving the company’s desired results.

The Outpost is a specialty retailer of hunting, fishing, camping and related recreation merchandise. The store’s merchandise mix is made up of 80% hardlines (equipment, gear and supplies) and 20% softlines (apparel related items). With a sales staff of outdoor enthusiasts to provide expertise and personal service, the 85,000 square-foot facility offers one-stop shopping for active adults.

Faced with a challenging economic environment of high unemployment and reduced consumer spending, the business was sold last month. As the new owner, you believe that despite the poor economy, The Outpost is under-performing and that improved merchandising and personal selling techniques can help to boost store sales and net income.

You will meet with your store manager (participant) to hear recommendations on how merchandising can complement personal selling efforts to influence customer-buying behavior at The Outpost. Specifically, the presentation should include:
The role that merchandising can play to increase sales and net income at The Outpost.

Actions that sales personnel can take to achieve the owner’s (judge’s) desired results.

Benefits that would be realized by the store and its customers.

The store manager (participant) will present to you in a role-play to take place in your office. You will begin the role-play by greeting the store manager (participant) and asking to hear about his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. How frequently should merchandise displays in high-traffic locations be changed? Please explain.

2. Why is it important for store employees to monitor inventory levels of products currently on display?

Once the store manager (participant) has presented and has answered your questions, you will conclude the role-play by thanking the store manager for the work.

You are not to make any comments after the event is over except to thank the participant.
JUDGE’S EVALUATION INSTRUCTIONS

Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge’s Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

<table>
<thead>
<tr>
<th>Level of Evaluation</th>
<th>Interpretation Level</th>
</tr>
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<tbody>
<tr>
<td>Exceeds Expectations</td>
<td>Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89\textsuperscript{th} percentile of business personnel performing this performance indicator.</td>
</tr>
<tr>
<td>Below Expectations</td>
<td>Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69\textsuperscript{th} percentile of business personnel performing this performance indicator.</td>
</tr>
<tr>
<td>Little/No Value</td>
<td>Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49\textsuperscript{th} percentile of business personnel performing this performance indicator.</td>
</tr>
</tbody>
</table>
**JUDGE’S EVALUATION FORM**

**RMS**

**DID THE PARTICIPANT:**

1. **Explain the importance of merchandising to retailers?**
   - **Little/No Value**
     - Attempts at explaining the importance of merchandising were inadequate or weak.
   - **Below Expectations**
     - Adequately explained the importance of merchandising to retailers.
   - **Meets Expectations**
     - Effectively explained the importance of merchandising to retailers.
   - **Exceeds Expectations**
     - Very effectively explained the importance of merchandising to retailers.

2. **Explain customer/client/business buying behavior?**
   - **Little/No Value**
     - Attempts to explain customer/client/business buying behavior were inadequate or weak.
   - **Below Expectations**
     - Adequately explained customer/client/business behavior.
   - **Meets Expectations**
     - Effectively explained customer/client/business behavior.
   - **Exceeds Expectations**
     - Very effectively explained customer/client/business behavior.

3. **Explain the nature and scope of the selling function?**
   - **Little/No Value**
     - Attempts to explain the selling function were weak or nonexistent.
   - **Below Expectations**
     - Adequately explained the nature and scope of the selling function.
   - **Meets Expectations**
     - Effectively explained the nature and scope of the selling function.
   - **Exceeds Expectations**
     - Very effectively explained the nature and scope of the selling function.

4. **Discuss actions employees can take to achieve the company’s desired results?**
   - **Little/No Value**
     - Attempts to discuss actions employees can take were inadequate or unclear.
   - **Below Expectations**
     - Adequately discussed employee actions that would achieve the company’s desired results.
   - **Meets Expectations**
     - Effectively discussed employee actions that would achieve the company’s desired results.
   - **Exceeds Expectations**
     - Very effectively discussed employee actions that would achieve the company’s desired results.

5. **Determine economic utilities created by business activities?**
   - **Little/No Value**
     - Attempts to determine economic utilities created by business activities were inadequate or weak.
   - **Below Expectations**
     - Adequately determined economic utilities created by business activities.
   - **Meets Expectations**
     - Effectively determined economic utilities created by business activities.
   - **Exceeds Expectations**
     - Very effectively determined economic utilities created by business activities.

6. **Overall impression and response to the judge’s questions.**
   - **Little/No Value**
     - Demonstrated few skills; could not answer the judge’s questions.
   - **Below Expectations**
     - Demonstrated limited ability to link some skills; answered the judge’s questions adequately.
   - **Meets Expectations**
     - Demonstrated the specified skills; answered the judge’s questions effectively.
   - **Exceeds Expectations**
     - Demonstrated skills confidently and professionally; answered the judge’s questions very effectively and thoroughly.

**Judge’s Initials ___________________________**

**TOTAL SCORE ___________________________**
PROCEDURES

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.

2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).

3. You will be evaluated on how well you meet the performance indicators of this event.

4. Turn in all your notes and event materials when you have completed the role-play.

PERFORMANCE INDICATORS

1. Devise/Enact merchandise security measures to minimize inventory shrinkage.

2. Plan special events.

3. Plan store/department for special event.

4. Coordinate activities in the promotional mix.

5. Maintain a safe work environment.
You are to assume the role of vice-president of merchandising and operations at E-Connection, an electronic superstore chain. The president (judge) has asked you to analyze a potential safety issue affecting employees and customers.

E-Connection operates a chain of electronic superstores and is considered a leader in the sale of consumer electronics, computer hardware and software, and household appliances. The chain has become a customer favorite because of the breadth and depth of merchandise carried, the competitive pricing, and an avalanche of sales promotions.

Without question, one of the single biggest revenue days for E-Connection is Black Friday—the day following Thanksgiving in the United States that marks the official beginning of the Christmas shopping season. On Black Friday, E-Connection, like many other retailers, offers “doorbuster specials” and low prices on many other items. E-Connection opens their doors at 5:00 a.m., often to long lines of customers ready to take advantage of the “doorbuster specials.”

Unfortunately, Black Friday has not gone on without incident in many retail stores around the country. Tussles and broken bones are common as doors open on Black Friday. A few years back, an employee was trampled to death by the surge of customers pushing through the entrance to a discount department store. At a toy retailer, customers fought with each other, disagreeing over their place in line, resulting in one person being sent to a hospital. And of course, with all of the people and confusion comes loss of inventory due to shoplifting and broken merchandise.

The president (judge) of E-Connection is well aware of the problems caused by aggressive shoppers on Black Friday and is determined to ensure the safety of employees and customers at all E-Connection locations. The president (judge) has requested a meeting with you to analyze and make recommendations regarding possible proactive measures to be implemented on Black Friday. Specifically, your presentation must address:

- The reason to open E-Connection stores at 5:00 a.m. on Black Friday.
- The frenzy associated with Black Friday as it impacts customers and employees.
- Recommendation(s) that would help to ensure the safety of customers and employees on Black Friday.

You will present to the president (judge) in a role-play to take place in the president’s (judge’s) office. The president (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented and have answered the president’s (judge’s) questions, the president (judge) will conclude the role-play by thanking you for your work.
JUDGE’S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE’S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization
   Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge’s Evaluation Instructions
6. Judge’s Evaluation Form
   Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of president of E-CONNECTION, an electronic superstore chain. You have asked your vice-president (participant) of merchandising and operations to analyze a potential safety issue affecting employees and customers.

E-CONNECTION operates a chain of electronic superstores and is considered a leader in the sale of consumer electronics, computer hardware and software, and household appliances. Without question, one of the single biggest revenue days for E-CONNECTION is Black Friday—the day following Thanksgiving in the United States that marks the official beginning of the Christmas shopping season. On Black Friday, E-CONNECTION, like many other retailers, offers “doorbuster specials” and low prices on many other items. E-CONNECTION opens their doors at 5:00 a.m., often to long lines of customers ready to take advantage of the “doorbuster specials.”

Unfortunately, Black Friday has not gone on without incident in many retail stores around the country. Tussles and broken bones are common to employees and customers as doors open early on Black Friday morning. A few years back, an employee was trampled to death by the surge of customers pushing through the entrance to a discount department store. At a toy retailer, customers fought with each other, disagreeing over their place in line, resulting in one person being sent to a hospital. And of course, with all of the people and confusion comes loss of inventory due to shoplifting and broken merchandise.
You are well aware of the problems caused by aggressive shoppers on Black Friday, and are determined
to ensure the safety of employees and customers at all E-CONNECTION locations.

You have requested a meeting with your vice-president (participant) of merchandising and operations to
analyze and make recommendations regarding possible proactive measures to be implemented on Black
Friday. Specifically, the presentation must address:

• The reason to open E-CONNECTION stores at 5:00 a.m. on Black Friday.
• The frenzy associated with Black Friday as it impacts customers and employees.
• Recommendation(s) that would help to ensure the safety of customers and employees on Black Friday.

The vice-president (participant) of merchandising and operations will present to you in a role-play to take
place in your office. You will begin the role-play by greeting the vice-president (participant) and asking to
hear about his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. What is the reason that a retailer would intentionally maintain limited inventory levels on a
   product that is in high customer demand?

2. What do you believe is the one most important consideration in the pricing of a product?
   Please explain.

Once the vice-president (participant) has presented and has answered your questions, you will conclude
the role-play by thanking the vice-president (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.
**JUDGE’S EVALUATION INSTRUCTIONS**

**Evaluation Form Information**

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge’s Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

**Evaluation Form Interpretation**

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

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# JUDGE’S EVALUATION FORM

**RMS**

**DID THE PARTICIPANT:**

1. **Devise/Enact merchandise security measures to minimize inventory shrinkage?**
   - **Little/No Value**: 0, 1, 2, 3, 4, 5
     - Attempts at devising security measures were weak or inadequate.
   - **Below Expectations**: 6, 7, 8, 9, 10, 11
     - Adequately devised security measures to minimize inventory shrinkage.
   - **Meets Expectations**: 12, 13, 14, 15
     - Effectively devised security measures to minimize inventory shrinkage.
   - **Exceeds Expectations**: 16, 17, 18
     - Very effectively devised security measures to minimize inventory shrinkage.

2. **Plan special events?**
   - **Little/No Value**: 0, 1, 2, 3, 4, 5
     - Attempts at planning special events were inadequate or weak.
   - **Below Expectations**: 6, 7, 8, 9, 10, 11
     - Adequately planned special events.
   - **Meets Expectations**: 12, 13, 14, 15
     - Effectively planned special events.
   - **Exceeds Expectations**: 16, 17, 18
     - Very effectively planned special events.

3. **Plan store/department for special event?**
   - **Little/No Value**: 0, 1, 2, 3, 4, 5
     - Attempts to plan store/department for special event were inadequate or weak.
   - **Below Expectations**: 6, 7, 8, 9, 10, 11
     - Adequately planned store/department for special event.
   - **Meets Expectations**: 12, 13, 14, 15
     - Effectively planned store/department for special event.
   - **Exceeds Expectations**: 16, 17, 18
     - Very effectively planned store/department for special event.

4. **Coordinate activities in the promotional mix?**
   - **Little/No Value**: 0, 1, 2, 3, 4, 5
     - Attempts to coordinate activities in the promotional mix were inadequate or weak.
   - **Below Expectations**: 6, 7, 8, 9, 10, 11
     - Adequately coordinated activities in the promotional mix.
   - **Meets Expectations**: 12, 13, 14, 15
     - Effectively coordinated activities in the promotional mix.
   - **Exceeds Expectations**: 16, 17, 18
     - Very effectively coordinated activities in the promotional mix.

5. **Maintain a safe work environment?**
   - **Little/No Value**: 0, 1, 2, 3, 4, 5
     - Attempts to maintain a safe work environment were inadequate or weak.
   - **Below Expectations**: 6, 7, 8, 9, 10, 11
     - Adequately maintained a safe work environment.
   - **Meets Expectations**: 12, 13, 14, 15
     - Effectively maintained a safe work environment.
   - **Exceeds Expectations**: 16, 17, 18
     - Very effectively maintained a safe work environment.

6. **Overall impression and response to the judge’s questions.**
   - **Little/No Value**: 0, 1
     - Demonstrated few skills; could not answer the judge’s questions.
   - **Below Expectations**: 2, 3, 4
     - Demonstrated limited ability to link some skills; answered the judge’s questions adequately.
   - **Meets Expectations**: 5, 6, 7
     - Demonstrated the specified skills; answered the judge’s questions effectively.
   - **Exceeds Expectations**: 8, 9, 10
     - Demonstrated skills confidently and professionally; answered the judge’s questions very effectively and thoroughly.

**Judge’s Initials _______________**

**TOTAL SCORE _____________**
PROCEDURES

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.

2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).

3. You will be evaluated on how well you meet the performance indicators of this event.

4. Turn in all your notes and event materials when you have completed the role-play.

PERFORMANCE INDICATORS

1. Explain the concept of marketing strategies.

2. Explain the nature of channels of distribution.

3. Describe the use of technology in the channel management function.

4. Explain the relationship between customer service and channel management.

5. Analyze the impact of technology on retailing.
EVENT SITUATION

You are to assume the role of vice-president of merchandising at S.E. Johnson’s, a national department store chain. The chief executive officer (judge) has asked you to analyze and recommend whether a new technology should be brought into the stores.

Johnson’s is a popular priced national department store chain selling clothing, footwear, bedding, furniture, jewelry, electronics and housewares. Started in 1970, Johnson’s now operates 850 stores, most of which are in suburban, freestanding buildings. Last year, Johnson’s had sales totaling more than $14 billion and boasted an efficient $288 sales per square foot. (Their closest competitor recorded $254.) While Johnson’s does have a presence online, only 4% of total sales come from their website.

Because the stores average approximately 76,000 square feet, Johnson’s is limited in what it can offer and is often reduced to carrying only the most popular sizes and brands. Store managers report that on an average day, their department managers will place between 15-30 web orders per store for customers unable to find an item in the store. The chief executive officer (judge) was recently approached by a technology company claiming it can increase Johnson’s web sales by installing touch-screen Internet kiosks inside every store. Customers could then order “unavailable merchandise” from Johnson’s website while still in the store and have it shipped directly to their home.

The chief executive officer (judge) is considering having three Internet kiosks installed in every store at a cost of $4,100 per kiosk. Before committing to a significant expenditure, the chief executive officer (judge) is seeking your analysis and recommendation regarding the technology addition. Specifically:

• Since customers can already order from Johnson’s website at home, why make the same type of access available in all the stores?
• Is there any incentive Johnson’s could offer to customers to encourage them to order from the website in the store instead of from home?
• Identify the advantages and disadvantages to Johnson’s of installing the kiosks.
• A recommendation on whether Johnson’s should acquire the kiosks for all its stores.

You will present to the chief executive officer (judge) in a role-play to take place in the chief executive’s (judge’s) office. The chief executive officer (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented and have answered the chief executive officer’s (judge’s) questions, the chief executive officer (judge) will conclude the role-play by thanking you for your work.
JUDGE’S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE’S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
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   Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge’s Evaluation Instructions
6. Judge’s Evaluation Form
   Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of chief executive officer of S.E. JOHNSON’s, a national department store chain. You have asked your vice-president of merchandising (participant) to analyze and recommend whether a new technology should be brought into the stores.

JOHNSON’s is a popular priced national department store chain selling clothing, footwear, bedding, furniture, jewelry, electronics and housewares. Started in 1970, JOHNSON’s now operates 850 stores, most of which are in suburban, freestanding buildings. Last year, JOHNSON’s had sales totaling more than $14 billion and boasted an efficient $288 sales per square foot. (Their closest competitor recorded $254.) While JOHNSON’s does have a presence online, only 4% of total sales come from their website.

Because the stores average approximately 76,000 square feet, JOHNSON’s is limited in what it can offer and is often reduced to carrying only the most popular sizes and brands. Store managers report that on an average day, their department managers will place between 15-30 web orders per store for customers unable to find an item in the store. You were recently approached by a technology company claiming it can increase JOHNSON’s web sales by installing touch-screen Internet kiosks inside every store. Customers could then order “unavailable merchandise” from JOHNSON’s website while still in the store and have it shipped directly to their home.
You are considering having three Internet kiosks installed in every store at a cost of $4,100 per kiosk. Before committing to a significant expenditure, you are seeking an analysis and recommendation from the vice-president of merchandising (participant) regarding the possible technology addition. Specifically:

- Since customers can already order from JOHNSON’s website at home, why make the same type of access available in all the stores?
- Is there any incentive JOHNSON’s could offer to customers to encourage them to order from the website in the store instead of from home?
- Identifying the advantages and disadvantages to JOHNSON’s of installing the kiosks.
- A recommendation on whether JOHNSON’s should acquire the kiosks for all its stores.

The vice-president of merchandising (participant) will present to you in a role-play to take place in your office. You will begin the role-play by greeting the vice-president and asking to hear about his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. How might the presence of the kiosks in the store affect JOHNSON’s excellent sales per square foot rating?

2. If we decide to adopt the kiosk system, how could we make customers aware of the new systems?

Once the vice-president of merchandising (participant) has presented and has answered your questions, you will conclude the role-play by thanking the vice-president of merchandising (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.
JUDGE’S EVALUATION INSTRUCTIONS

Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge’s Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

<table>
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<th>Level of Evaluation</th>
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<tbody>
<tr>
<td>Exceeds Expectations</td>
<td>Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89th percentile of business personnel performing this performance indicator.</td>
</tr>
<tr>
<td>Below Expectations</td>
<td>Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69th percentile of business personnel performing this performance indicator.</td>
</tr>
<tr>
<td>Little/No Value</td>
<td>Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49th percentile of business personnel performing this performance indicator.</td>
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# JUDGE’S EVALUATION FORM

## RMS

### DID THE PARTICIPANT:

1. **Explain the concept of marketing strategies?**
   - **Little/No Value**
   - **Below Expectations**
   - **Meets Expectations**
   - **Exceeds Expectations**
   - Attempts to explain the concept of marketing strategies were inadequate or weak.
   - Adequately explained the concept of marketing strategies.
   - Effectively explained the concept of marketing strategies.
   - Very effectively explained the concept of marketing strategies.

2. **Explain the nature of channels of distribution?**
   - **Little/No Value**
   - **Below Expectations**
   - **Meets Expectations**
   - **Exceeds Expectations**
   - Attempts to explain channels of distribution were inadequate or weak.
   - Adequately explained the nature of channels of distribution.
   - Effectively explained the nature of channels of distribution.
   - Very effectively explained the nature of channels of distribution.

3. **Describe the use of technology in the channel management function?**
   - **Little/No Value**
   - **Below Expectations**
   - **Meets Expectations**
   - **Exceeds Expectations**
   - Attempts to describe the use of technology in the channel management function were inadequate or weak.
   - Adequately described the use of technology in the channel management function.
   - Effectively described the use of technology in the channel management function.
   - Very effectively described the use of technology in the channel management function.

4. **Explain the relationship between customer service and channel management?**
   - **Little/No Value**
   - **Below Expectations**
   - **Meets Expectations**
   - **Exceeds Expectations**
   - Attempts to explain the relationship between customer service and channel management weak or inadequate.
   - Adequately explained the relationship between customer service and channel management.
   - Effectively explained the relationship between customer service and channel management.
   - Very effectively explained the relationship between customer service and channel management.

5. **Analyze the impact of technology on retailing?**
   - **Little/No Value**
   - **Below Expectations**
   - **Meets Expectations**
   - **Exceeds Expectations**
   - Attempts to analyze the impact of technology were weak or inadequate.
   - Adequately analyzed the impact of technology on retailing.
   - Effectively analyzed the impact of technology on retailing.
   - Very effectively analyzed the impact of technology on retailing.

6. **Overall impression and response to the judge’s questions.**
   - **Little/No Value**
   - **Below Expectations**
   - **Meets Expectations**
   - **Exceeds Expectations**
   - Demonstrated few skills; could not answer the judge’s questions.
   - Demonstrated limited ability to link some skills; answered the judge’s questions adequately.
   - Demonstrated the specified skills; answered the judge’s questions effectively.
   - Demonstrated skills confidently and professionally; answered the judge’s questions very effectively and thoroughly.

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**Judge’s Initials**

**TOTAL SCORE**

22
PROCEDURES

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.

2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).

3. You will be evaluated on how well you meet the performance indicators of this event.

4. Turn in all your notes and event materials when you have completed the role-play.

PERFORMANCE INDICATORS

1. Explain the concept of marketing strategies.


3. Discuss motivational theories that impact buying behavior.


5. Convert customer/client objections into selling points.
EVENT SITUATION

You are to assume the role of general manager of Tower Computer, a retail computer store. The owner (judge) has asked for your analysis and recommendations regarding a strategy to successfully close the store.

Tower Computer is a retailer of computer hardware, software, supplies, and services. Started in 1986, Tower directed all of its resources into its one store, refusing to expand to other locations. Over the years, the retailer had gained the reputation for being among the first to offer the latest computer technologies. Customer service was also given major emphasis as only associates having computer expertise and prior sales experience were hired. The cutting-edge merchandise and customer service produced success; but also positioned the retailer as high-priced in its market.

The past five years have not been good for Tower Computer. The retailer has watched as its market share is chipped away by “big box” electronic chains and discount stores. A maturing computer industry has also been a factor. This morning, at a store meeting, the owner (judge) announced that Tower Computer would be closing.

The liquidation process is expected to take six months. While the owner (judge) is concerned about how to effectively move the merchandise; an even bigger concern is the reluctance customers may have to purchasing big ticket items from a business that will not be around six months from now. The owner (judge) has requested a meeting with you to obtain your analysis and recommendations on successfully closing the store and liquidating merchandise. Specifically:

- Strategies that Tower Computer can utilize to successfully close the store.
- The reluctance on the part of customers to buy from a retailer going out of business. Is this a legitimate issue?
- Recommending a plan to close the store that will maximize margins while providing confidence to customers.

You will present your strategies and ideas to the owner (judge) in a role-play to take place in the owner’s (judge’s) office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented and have answered the owner’s (judge’s) questions, the owner (judge) will conclude the role-play by thanking you for your work.
JUDGE’S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE’S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures

2. Performance Indicators

3. Event Situation

4. Judge Role-play Characterization
   Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.

5. Judge’s Evaluation Instructions

6. Judge’s Evaluation Form
   Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of owner of Tower Computer, a retail computer store. You have asked your general manager (participant) for his/her analysis and recommendations to successfully close the store.

Tower Computer is a retailer of computer hardware, software, supplies, and services. Started in 1986, Tower directed all of its resources into its one store, refusing to expand to other locations. Over the years, the retailer had gained the reputation for being among the first to offer the latest computer technologies. Customer service was also given major emphasis as only associates having computer expertise and prior sales experience were hired. The cutting-edge merchandise and customer service produced success; but also positioned the retailer as high-priced in its market.

The past five years have not been good for Tower Computer. The retailer has watched as its market share is chipped away by “big box” electronic chains and discount stores. A maturing computer industry has also been a factor. This morning, at a store meeting, you announced that Tower Computer would be closing.

The liquidation process is expected to take six months. While you are concerned about how to effectively move the merchandise; an even bigger concern is the reluctance customers may have to purchasing big ticket items from a business that will not be around six months from now. You have requested a meeting with your general manager (participant) to obtain his/her analysis and recommendations to successfully close the store and liquidate merchandise. Specifically:
• Strategies that **Tower Computer** can utilize to successfully close the store.
• The reluctance on the part of customers to buy from a retailer going out of business. Is this a legitimate issue?
• Recommendations for a plan to close the store that will maximize margins while providing confidence to customers.

The general manager (participant) will present to you in a role-play to take place in your office. You will begin the role-play by greeting the general manager (participant) and asking to hear about his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. What effect does a “maturing computer industry” have on **Tower Computers’** ability to compete?

2. Should a retailer that has announced it is going out of business continue to purchase merchandise? Explain.

Once your general manager (participant) has presented and has answered your questions, you will conclude the role-play by thanking the general manager (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.
JUDGE’S EVALUATION INSTRUCTIONS

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JUDGE’S EVALUATION FORM
RMS

DID THE PARTICIPANT:

1. Explain the concept of marketing strategies?
   Little/No Value  | Below Expectations  | Meets Expectations  | Exceeds Expectations
   0, 1, 2, 3, 4, 5 | Adequately explained the concept of marketing strategies. | Effectively explained the concept of marketing strategies. | Very effectively explained the concept of marketing strategies.

2. Plan follow-up strategies for use in selling?
   Little/No Value  | Below Expectations  | Meets Expectations  | Exceeds Expectations
   0, 1, 2, 3, 4, 5 | Adequately planned follow-up strategies for use in selling. | Effectively planned follow-up strategies for use in selling. | Very effectively planned follow-up strategies for use in selling.

3. Discuss motivational theories that impact buying behavior?
   Little/No Value  | Below Expectations  | Meets Expectations  | Exceeds Expectations
   0, 1, 2, 3, 4, 5 | Adequately discussed motivational theories that impact buying behavior. | Effectively discussed motivational theories that impact buying behavior. | Very effectively discussed motivational theories that impact buying behavior.

4. Establish relationship with customer/client?
   Little/No Value  | Below Expectations  | Meets Expectations  | Exceeds Expectations
   0, 1, 2, 3, 4, 5 | Adequately provided recommendations to establish relationships with customers/clients. | Effectively provided recommendations to establish relationships with customers/clients. | Very effectively provided recommendations to establish relationships with customers/clients.

5. Convert customer/client objections into selling points?
   Little/No Value  | Below Expectations  | Meets Expectations  | Exceeds Expectations
   0, 1, 2, 3, 4, 5 | Adequately converted customer/client objections into selling points. | Effectively converted customer/client objections into selling points. | Very effectively converted customer/client objections into selling points.

6. Overall impression and response to the judge’s questions.
   Little/No Value  | Below Expectations  | Meets Expectations  | Exceeds Expectations
   0, 1 | Demonstrated limited ability to link some skills; answered the judge’s questions adequately. | Demonstrated the specified skills; answered the judge’s questions effectively. | Demonstrated skills confidently and professionally; answered the judge’s questions very effectively and thoroughly.

Judge’s Initials ________________ TOTAL SCORE __________
This publication is designed to assist DECA members and their local chapter advisors in preparing for the Individual Series events. This booklet will be useful in preparing students for local, state and international competition by familiarizing them with the format, structure and evaluation tools used in competition.

DECA Images offers a full range of competitive event preparation materials including:

- Comprehensive Exams
- Sample Role Plays & Case Studies
- Instructor’s Guides
- Bell Ringer Activities
- Written Event Winners
- Flash Cards

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