



CAREER CLUSTER
Marketing

CAREER PATHWAY
Merchandising

INSTRUCTIONAL AREA
Distribution

RETAIL MERCHANDISING SERIES EVENT

PARTICIPANT INSTRUCTIONS

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 relationship between customer service and distribution.
2. Explain distribution issues and trends.
3. Ensure timely delivery of advertised merchandise.
4. Explain stock-handling techniques used in receiving deliveries.
5. Explain the nature of warehousing.

EVENT SITUATION

You are to assume the role of manager at CABANA FLORAL. The shop's owner (judge) has asked you to help decide if and when to switch floral wholesalers.

CABANA FLORAL is a local floral shop located in a medium-sized community. The shop is one of 3 florists in the area. The shop has been the top florist in the community for over 20 years. Customers praise the freshness and long bloom time of flowers purchased from CABANA FLORAL. Customers also value the quality customer service from the staff.

CABANA FLORAL has always purchased inventory from a local floral wholesaler with a large warehouse located in the same city. The sales representative from the wholesaler visits the store each week to deliver the order, inspect each stem, give tips and help place the order for the next week. While there have been no issues with the quality of inventory, prices have steadily increased with the local wholesaler. Once again, prices have increased drastically this spring, with prom, Mother's Day and the wedding season around the corner.

The owner of CABANA FLORAL (judge) has received information about an Internet floral wholesaler. Prices from the Internet company appear to be much less than the local wholesaler. Orders for inventory are placed online every 3 weeks and are delivered via the postal system via overnight delivery.

The owner of CABANA FLORAL (judge) is in the process of deciding if they should start using the Internet floral wholesaler or continue to order from the local wholesaler. The owner (judge) has asked for your opinion in making the best business decision for the company.

You will explain your decisions 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 completed your presentation 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 CABANA FLORAL. You have asked the shop manager (participant) for help in deciding if and when to switch floral wholesalers.

CABANA FLORAL is a local floral shop located in a medium-sized community. The shop is one of 3 florists in the area. The shop has been the top florist in the community for over 20 years. Customers praise the freshness and long bloom time of flowers purchased from CABANA FLORAL. Customers also value the quality customer service from the staff.

CABANA FLORAL has always purchased inventory from a local floral wholesaler with a large warehouse located in the same city. The sales representative from the wholesaler visits the store each week to deliver the order, inspect each stem, give tips and help place the order for the next week. While there have been no issues with the quality of inventory, prices have steadily increased with the local wholesaler. Once again, prices have increased drastically this spring, with prom, Mother's Day and the wedding season around the corner.

You have received information about an Internet floral wholesaler. Prices from the Internet company appear to be much less than the local wholesaler. Orders for inventory are placed online every 3 weeks and are delivered via the postal system via overnight delivery.

You are in the process of deciding if the company should start using the Internet floral wholesaler or continue to order from the local wholesaler. You have asked the shop's manager (participant) for an opinion in making the best business decision for the company.

The shop manager (participant) will explain the decisions to you in a role-play to take place in your office. You will begin the role-play by greeting the participant and asking to hear the presentation.

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

1. If we make the switch, what's the best way to evaluate customer satisfaction?
2. If we do not make the switch, how can we cope with the increased prices of our local wholesaler?
3. Why does the timing of switching wholesalers matter so much?

Once the shop manager (participant) has explained the decisions and has answered your questions, you will conclude the role-play by thanking the shop 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

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.

Level of Evaluation	Interpretation Level
Exceeds Expectations	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.
Meets Expectations	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 th percentile of business personnel performing this performance indicator.
Below Expectations	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 th percentile of business personnel performing this performance indicator.
Little/No Value	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 th percentile of business personnel performing this performance indicator.

JUDGE'S EVALUATION FORM
RMS

DID THE PARTICIPANT:

1. Explain the relationship between customer service and distribution?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at explaining the relationship between customer service and distribution were inadequate or weak.	Adequately explained the relationship between customer service and distribution.	Effectively explained the relationship between customer service and distribution.	Very effectively explained the relationship between customer service and distribution.

2. Explain distribution issues and trends?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at explaining distribution issues and trends were inadequate or weak.	Adequately explained distribution issues and trends.	Effectively explained distribution issues and trends.	Very effectively explained distribution issues and trends.

3. Ensure timely delivery of advertised merchandise?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at ensuring timely delivery of advertised merchandise were weak or incorrect.	Adequately ensured timely delivery of advertised merchandise.	Effectively ensured timely delivery of advertised merchandise.	Very effectively ensured timely delivery of advertised merchandise.

4. Explain stock-handling techniques used in receiving deliveries?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at explaining stock-handling techniques used in receiving deliveries were inadequate or unclear.	Adequately explained stock-handling techniques used in receiving deliveries.	Effectively explained stock-handling techniques used in receiving deliveries.	Very effectively explained stock-handling techniques used in receiving deliveries.

5. Explain the nature of warehousing?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at explaining the nature of warehousing were inadequate or weak.	Adequately explained the nature of warehousing.	Effectively explained the nature of warehousing.	Very effectively explained the nature of warehousing.

6. Overall impression and response to the judge's questions.

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1	2, 3, 4	5, 6, 7	8, 9, 10
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.

Judge's Initials _____

TOTAL SCORE _____



CAREER CLUSTER
Marketing

CAREER PATHWAY
Merchandising

INSTRUCTIONAL AREA
Product/Service Management

RETAIL MERCHANDISING SERIES EVENT

PARTICIPANT INSTRUCTIONS

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

PERFORMANCE INDICATORS

1. Explain the nature of merchandise plans (budgets).
2. Create/maintain daily sales plan.
3. Establish reorder points.
4. Plan reductions (e.g., anticipated markdowns, employee/other discounts, stock shortages).
5. Scan marketplace to identify factors that could influence merchandising decisions.

EVENT SITUATION

You are to assume the role of manager at ALL SEASONS GREETINGS. The owner of the store (judge) has asked you to develop a plan for managing inventory turnover.

ALL SEASONS GREETINGS is a small independent shop that sells greeting cards for all occasions. The shop has done exceptionally well during the first ten years of operation. However, competition has created issues that must be addressed on a regular basis.

At the end of the current fiscal year, the owner of ALL SEASONS GREETINGS (judge) was concerned with the store's low inventory turnover ratio. Reports reflect that the store is doing a poor job of managing and selling the inventory it currently has on hand. Over 50% of the store's greeting card inventory from the past fiscal year was left unsold. With such a large inventory, funds are limited for purchasing new inventory. Other financial considerations are at risk as well.

The store's policy has been to order greeting cards on a quarterly basis. Specialty cards for holidays and events are ordered within a month to six weeks of the holiday or event. The current policy was developed to ensure that cards are well-stocked before the season. The owner (judge) feels that with over 50% of inventory left from previous orders, a new plan needs to be in place to manage and reorder inventory.

The owner (judge) has asked you to develop a new plan for managing the store's inventory. The owner (judge) would like the plan to be low risk, yet make the most financial sense for the store's success. To help develop a plan, the numbers from last fiscal year are listed below:

General occasion cards

Quantity ordered: 5000

Price per unit: \$2.00

Total cost: \$10,000

Amount left in inventory: 2600

Seasonal cards

Quantity ordered: 10,000

Price per unit: \$2.00

Total cost: \$20,000

Amount left in inventory: 6,000

You will present your plan 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 your plan 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 ALL SEASONS GREETINGS. You have asked the store manager (participant) to develop a better plan for managing inventory turnover.

ALL SEASONS GREETINGS is a small independent shop that sells greeting cards for all occasions. The shop has done exceptionally well during the first ten years of operation. However, competition has created issues that must be addressed on a regular basis.

At the end of the current fiscal year, you were concerned with the store's low inventory turnover ratio. Reports reflect that the store is doing a poor job of managing and selling the inventory it currently has on hand. Over 50% of the store's greeting card inventory from the past fiscal year was left unsold. With such a large inventory, funds are limited for purchasing new inventory. Other financial considerations are at risk as well.

The store's policy has been to order greeting cards on a quarterly basis. Specialty cards for holidays and events are ordered within a month to six weeks of the holiday or event. The current policy was developed to ensure that cards are well-stocked before the season. You feel that with over 50% of inventory left from previous orders, a new plan needs to be in place to manage and reorder inventory.

You have asked the store manager (participant) to develop a new plan for managing the store's inventory. You would like the plan to be low risk, yet make the most financial sense for the store's success. To help develop a plan, the numbers from last fiscal year are listed below:

General occasion cards

Quantity ordered: 5000
 Price per unit: \$2.00
 Total cost: \$10,000
 Amount left in inventory: 2600

Seasonal cards

Quantity ordered: 10,000
 Price per unit: \$2.00
 Total cost: \$20,000
 Amount left in inventory: 6,000

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

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

1. Should we worry more about over-stocked or under-stocked inventory?
2. How often should we evaluate our inventory reorder quantities?
3. Is it smart to order more seasonal cards than general occasion cards?

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

Level of Evaluation**Interpretation Level**

Exceeds Expectations

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.

Meets Expectations

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.

Below Expectations

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.

Little/No Value

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.



CAREER CLUSTER
Marketing

CAREER PATHWAY
Merchandising

INSTRUCTIONAL AREA
Promotion/Selling

RETAIL MERCHANDISING SERIES EVENT

PARTICIPANT INSTRUCTIONS

PROCEDURES

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

PERFORMANCE INDICATORS

1. Explain key factors in building a clientele.
2. Discuss motivational theories that impact buying behavior.
3. Explain the nature of a promotional plan.
4. Coordinate activities in the promotional mix.
5. Describe word-of-mouth channels used to communicate with targeted audiences.

EVENT SITUATION

You are to assume the role of manager at **BOOK IT**, a locally owned bookstore. The owner of the bookstore (judge) has asked you to create a plan for the bookstore to compete with other booksellers.

BOOK IT opened in 1990, several years before the Internet became a phenomenon. With its location in a historic building on a street full of quaint shops and its helpful, book-loving staff, **BOOK IT** quickly became a favorite shop. Since that time, several factors have developed that have affected the sales margin. The shop next door to **BOOK IT** has closed, leaving the space vacant. With a high employee turnover rate, many of the staff are no longer "true book-lovers." Large box stores, the Internet and new technology have caused major competition when it comes to the price of books.

An Internet website devoted specifically to selling books at discounted prices and a chain big-box store have been involved in a book price war for the last year. To outsell each other, both entities keep dropping prices seemingly overnight. **BOOK IT** cannot compete with the heavily discounted prices. While **BOOK IT** still has a solid customer base, last year's sales dropped significantly.

The owner of the bookstore (judge) has asked you to create a plan to compete with the discount booksellers. Your plan should include recognizing loyal customers as well as bringing in new customers, while keeping profitability and margins in mind.

You will present your plan 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 your plan 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
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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 **BOOK IT**, a locally owned bookstore. You have asked the store manager (participant) to create a plan for the bookstore to compete with other booksellers.

BOOK IT opened in 1990, several years before the Internet became a phenomenon. With its location in a historic building on a street full of quaint shops and its helpful, book-loving staff, **BOOK IT** quickly became a favorite shop. Since that time, several factors have developed that have affected the sales margin. The shop next door to **BOOK IT** has closed, leaving the space vacant. With a high employee turnover rate, many of the staff are no longer "true book-lovers." Large box stores, the Internet and new technology have caused major competition when it comes to the price of books.

An Internet website devoted specifically to selling books at discounted prices and a chain big-box store have been involved in a book price war for the last year. To outsell each other, both entities keep dropping prices seemingly overnight. **BOOK IT** cannot compete with the heavily discounted prices. While **BOOK IT** still has a solid customer base, last year's sales dropped significantly.

You have asked the store manager (participant) to create a plan to compete with the discount booksellers. The plan should include recognizing loyal customers as well as bringing in new customers, while keeping profitability and margins in mind.

The store manager (participant) will present the plan to you in a role-play to take place in your office. You will begin the role-play by greeting the 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 do we have that the competition doesn't?
2. Does hiring a book-loving staff help our sales?

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

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.

Level of Evaluation	Interpretation Level
Exceeds Expectations	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.
Meets Expectations	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 th percentile of business personnel performing this performance indicator.
Below Expectations	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 th percentile of business personnel performing this performance indicator.
Little/No Value	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 th percentile of business personnel performing this performance indicator.



CAREER CLUSTER
Marketing

CAREER PATHWAY
Merchandising

INSTRUCTIONAL AREA
Economics

RETAIL MERCHANDISING SERIES EVENT

PARTICIPANT INSTRUCTIONS

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

PERFORMANCE INDICATORS

1. Identify emerging trends.
2. Explain how organizations adapt to today's markets.
3. Describe factors that affect the business environment.
4. Identify factors affecting a business's profit.
5. Demonstrate connections between company actions and results.

EVENT SITUATION

You are to assume the role of a department store consultant who has been hired by SIMON'S DEPARTMENT STORE. The CEO for SIMON'S (judge) has asked you to develop strategies for increasing sales and managing operating costs.

SIMON'S DEPARTMENT STORE is a well established department store with locations in the three largest cities of your state. The department store company has been a successful family operation for 80 years and is well recognized as a leader in the communities served. The personal service and professional image of the store has portrayed a positive image for the company. SIMON'S still represents the original department store concept with seven floors of merchandise, ranging from high quality clothing to furniture. The stores are located in popular shopping malls. All SIMON'S DEPARTMENT STORES have a bakery and restaurant.

Success for retailers depends upon having the right product at an appealing price when the customer needs it. Location plays an important role in the success for retailers. Major shopping malls charge large rental prices, while smaller strip malls charge much lower rent. In addition, stores that carry high-end designer brands now face competition from popular outlet malls located throughout the United States.

Currently SIMON'S is feeling the pressure from large national department store chains and nearby outlet malls that sell similar merchandise at drastically reduced prices. Because of the shopping mall locations, SIMON'S pays high rent costs for their location. The CEO for SIMON'S (judge) is highly concerned about declining profits and rising costs of operating the department stores in major malls.

SIMON'S has hired you to make recommendations to deal with current challenges. Because of the positive image of the store and successful operation over the past 80 years, the company has maintained their original marketing and sales strategies. The CEO (judge) would like your ideas in developing new and emerging strategies to reflect a positive profit margin without downsizing store sizes or moving locations.

You will present your ideas to the CEO for SIMON'S (judge) in a role-play that will take place in the CEO's (judge) office. The CEO (judge) will begin the role-play by greeting you and asking to hear your presentation for improving SIMON'S position in a highly competitive market.

After you have described your plan and have answered the CEO's (judge's) questions, the CEO for SIMON'S (judge) will conclude the role-play by thanking you for your work.

JUDGE'S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

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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 CEO for SIMON'S DEPARTMENT STORE. You have recently hired a department store consultant (participant) to develop strategies for increasing sales and managing operating costs.

SIMON'S DEPARTMENT STORE is a well established department store with locations in the three largest cities of your state. The department store has been a successful family operation for 80 years and is well recognized as a leader in the communities served. SIMON'S still represents the original department store concept with seven floors of merchandise, ranging from high quality clothing to furniture. The stores are located in popular shopping malls. All SIMON'S DEPARTMENT STORES have a bakery and restaurant.

Success for retailers depends upon having the right product at an appealing price when the customer needs it. Location plays an important role in the success for retailers. Major shopping malls charge large rental prices, while smaller strip malls charge much lower rent. In addition, stores that carry high-end designer brands now face competition from popular outlet malls located throughout the United States.

Currently SIMON'S is feeling the pressure from large national department store chains and nearby outlet malls that sell similar merchandise at drastically reduced prices. Because of the shopping mall locations, SIMON'S pays high rent costs for their location. You are highly concerned about declining profits and rising costs of operating the department stores in major malls.

You have hired a department store consultant (participant) to make recommendations to deal with current challenges. Because of the positive image of the store and successful operation over the past 80 years, the company has maintained their original marketing and sales strategies. You would like the consultant's (participant's) ideas for developing new and emerging strategies to reflect a positive profit margin without downsizing store sizes or moving locations.

The department store consultant (participant) will make the presentation to you in a role-play to take place in your office. You will begin the role-play by greeting the consultant (participant) and asking to hear the presentation for improving SIMON'S position in a highly competitive market.

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

1. How can we use our mall locations to increase sales?
2. What can we do to influence "outlet mall shoppers" to shop at SIMON'S DEPARTMENT STORES instead of outlet malls?
3. We are proud of our past 80 years of experience. How can we use this to strengthen sales image?

Once the department store consultant (participant) has completed the presentation and has answered your questions, you will conclude the role-play by thanking the consultant (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

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Little/No Value	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 th percentile of business personnel performing this performance indicator.