



**CAREER CLUSTER**

Marketing

**INSTRUCTIONAL AREA**

Market Planning

**BUYING AND MERCHANDISING  
TEAM DECISION MAKING EVENT**

**PARTICIPANT INSTRUCTIONS**

- The event will be presented to you through your reading of the 21<sup>st</sup> Century Skills, Performance Indicators and Case Study Situation. You will have up to 30 minutes to review this information and prepare your presentation. You may make notes to use during your presentation.
- You will have up to 10 minutes to make your presentation to the judge (you may have more than one judge), followed by up to 5 minutes to answer the judge's questions. All members of the team must participate in the presentation, as well as answer the questions.
- Turn in all of your notes and event materials when you have completed the event.

**21<sup>st</sup> CENTURY SKILLS**

- Critical Thinking – Reason effectively and use systems thinking.
- Problem Solving – Make judgments and decisions, and solve problems.
- Communication and Collaboration – Communicate clearly and show evidence of collaboration.
- Creativity and Innovation – Show evidence of creativity.

**PERFORMANCE INDICATORS**

- Explain the nature of marketing plans.
- Explain the concept of marketing strategies.
- Explain the concept of market and market identification.
- Explain the role of situation analysis in the marketing planning process.
- Determine factors affecting business risk.
- Explain the concept of competition.
- Explain factors that influence customer/client/business buying behavior.

## CASE STUDY SITUATION

You are to assume the roles of vice president of marketing and vice president of branding for CARSON-ROBBINS, a consumer retail company that sells kitchenware and home furnishings under three different brands. The senior vice president (judge) wants you to determine how to remarket one of the company's brands to attract Millennials without harming the sales of a sister brand.

CARSON-ROBBINS has three brands operating in its portfolio: CARSON, CLAY SHED and EAST BIRCH. Each brand sells kitchenware and home furnishings but has different styles and quality of merchandise to target different markets. CARSON stores are high-end, located in upscale shopping centers within major metropolitan areas. CLAY SHED stores target the middle to upper-middle class and have the most locations of all the brands. CLAY SHED is a favorite among Baby Boomers and Generation X. EAST BIRCH is the youngest brand, starting in 2002. There are only 80 physical store locations, but a wildly popular website. This brand is favored by Millennials.

Since the brand was introduced in 1985, CLAY SHED has always been the company's top performer. Until recently, CLAY SHED had only seen a decline in sales during the recession; otherwise the brand consistently outperformed sales forecasts. Customers loved the rustic yet traditional home furnishings and favored the brand's large assortment of eight-piece dining tables and king-sized sleigh beds.

Over the last year, CLAY SHED has seen a decline in sales. During the last three months, there has been a 1.4% decline in comparable sales, which marks the fourth consecutive quarter of decreases. It seems customers with buying power, Millennials, feel the merchandise CLAY SHED offers is not for them. Millennials are now preferring smaller living spaces with minimal belongings, meaning there is no need or room for an eight-piece dining table or a king-sized sleigh bed. Millennials feel that CLAY SHED is too expensive and does not fit their lifestyle.

On the other hand, Millennials do feel that EAST BIRCH fits their lifestyle with simpler patterns, tones and reasonably priced merchandise. EAST BIRCH is the only CARSON-ROBBINS brand that has seen quarter after quarter of growth, thanks to Millennials. Even with only 80 physical store locations, the retailer tops the other brands due to its online presence and affordability.

The senior vice president (judge) wants Millennials to be customers of both EAST BIRCH and CLAY SHED. CLAY SHED sells other kitchenware and home furnishings besides large and bulky pieces for which they are known. The senior vice president (judge) wants your help in targeting Millennials in a marketing plan that will encourage them to shop at both EAST BIRCH and CLAY SHED. The senior vice president (judge) wants you to ensure CLAY SHED'S Baby Boomer and Generation X loyal customers are not alienated by the marketing plan.

You will present your marketing plan to the senior vice president (judge) in a meeting to take place in the senior vice president's (judge's) office. The senior vice president (judge) will begin the meeting by greeting you and asking to hear your ideas. After you have presented your plan and have answered the senior vice president's (judge's) questions, the senior vice president (judge) will conclude the meeting by thanking you for your work.

## JUDGE'S INSTRUCTIONS

You are to assume the role of senior vice president for CARSON-ROBBINS, a consumer retail company that sells kitchenware and home furnishings under three different brands. You want the vice president of marketing and vice president of branding (participant team) to determine how to remarket one of the company's brands to attract Millennials without harming the sales of a sister brand.

CARSON-ROBBINS has three brands operating in its portfolio: CARSON, CLAY SHED and EAST BIRCH. Each brand sells kitchenware and home furnishings but has different styles and quality of merchandise to target different markets. CARSON stores are high-end, located in upscale shopping centers within major metropolitan areas. CLAY SHED stores target the middle to upper middle class and have the most locations of all the brands. CLAY SHED is a favorite among Baby Boomers and Generation X. EAST BIRCH is the youngest brand, starting in 2002. There are only 80 physical store locations, but a wildly popular website. This brand is favored by Millennials.

Since the brand was introduced in 1985, CLAY SHED has always been the company's top performer. Until recently, CLAY SHED had only seen a decline in sales during the recession, otherwise the brand consistently outperformed sales forecasts. Customers loved the rustic yet traditional home furnishings and favored the brand's large assortment of eight-piece dining tables and king-sized sleigh beds.

Over the last year, CLAY SHED has seen a decline in sales. During the last three months, there has been a 1.4% decline in comparable sales, which marks the fourth consecutive quarter of decreases. It seems customers with buying power, Millennials, feel the merchandise CLAY SHED offers is not for them. Millennials are now preferring smaller living spaces with minimal belongings, meaning there is no need or room for an eight-piece dining table or a king-sized sleigh bed. Millennials feel that CLAY SHED is too expensive and does not fit their lifestyle.

On the other hand, Millennials do feel that EAST BIRCH fits their lifestyle with simpler patterns, tones and reasonably priced merchandise. EAST BIRCH is the only CARSON-ROBBINS brand that has seen quarter after quarter of growth, thanks to Millennials. Even with only 80 physical store locations, the retailer tops the other brands due to its online presence and affordability.

You want Millennials to be customers of both EAST BIRCH and CLAY SHED. CLAY SHED sells other kitchenware and home furnishings besides large and bulky pieces for which they are known. You want the vice president of marketing's and vice president of branding's (participant team's) help in targeting Millennials in a marketing plan that will encourage them to shop at both EAST BIRCH and CLAY SHED. You want the vice president of marketing and vice president of branding (participant team) to ensure CLAY SHED'S Baby Boomer and Generation X loyal customers are not alienated by the marketing plan.

After the vice president of marketing and vice president of branding (participant team) have presented the plan, you are to ask the following questions of each participant team:

1. If your plan is successful, how will you ensure EAST BIRCH'S sales will not decline?

2. How will your marketing strategies affect CLAY SHED'S image?
3. Will your plan attract new shoppers or simply shift existing shoppers?

Once the vice president of marketing and vice president of branding (participant team) have answered your questions, you will conclude the meeting by thanking them for their work.

You are not to make any comments after the event is over except to thank the participants.

## JUDGING THE PRESENTATION

Team members, assuming the role of a management team for the business represented, will analyze a case situation related to the chosen occupational area. The team will make decisions regarding the situation, and then make an oral presentation to the judge. The role of the judge is that of an executive for the business.

Participants will be evaluated according to the Evaluation Form.

Please place the name and identification number label on the Scantron sheet (unless it has already been done for you).

Participants will have a 30-minute preparation period and may make notes to use during the role-play.

During the first 10 minutes of the presentation (after introductions), the team will present their analysis, their decisions and the rationale behind the decisions. Allow the teams to complete this portion without interruption, unless you are asked to respond.

During the next 5 minutes, you may ask questions of the team to determine their understanding of the situation presented. Each member of each team should respond to at least one question. To ensure fairness, you must ask each team the same questions. After asking the standard questions, you may ask other questions for clarification specific to the current team.

After the questioning period, please thank the team and state that they will be notified of your decision soon. Then complete the Evaluation Form, making sure to record a score for all categories. The maximum score for the evaluation is 100 points. The presentation will be weighted at twice (2 times) the value of the exam scores.

A maximum score of “Exceeds Expectations” in any category means that, in your opinion, the information is presented effectively and creatively; nothing more could be expected of an employee.

A “Meets Expectations” rating means that the information is present well. Though there may be a few minor problems or omissions, they are not significant. Creativity, however, is not shown to any great degree. A combined total score of 70 or better on the written and presentation sections will earn the participant team DECA’s Certificate of Excellence at the international conference.

A “Below Expectations” score means that the information presented does not meet minimum standards of acceptability.

A “Little/No Value” score means either that some major flaw has been noted that damages the effectiveness of the presentation (this may be a major omission, a serious misstatement or any other major flaw) or that the information presented is of no value (does not help the presentation at all).

We hope you are impressed by the quality of the work of these potential managers. If you have any suggestions for improving the event, please mention them to your series director.

*We thank you for your help.*



**BUYING AND MERCHANDISING TEAM  
DECISION MAKING, 2018**

**JUDGE'S EVALUATION FORM  
SAMPLE**

**INSTRUCTIONAL AREA**

Market Planning

Participant: \_\_\_\_\_

Participant: \_\_\_\_\_

I.D. Number: \_\_\_\_\_

| Did the participant team:             |   | Little/No Value | Below Expectations | Meets Expectations | Exceeds Expectations | Judged Score |
|---------------------------------------|---|-----------------|--------------------|--------------------|----------------------|--------------|
| <b>PERFORMANCE INDICATORS</b>         |   |                 |                    |                    |                      |              |
| 1.                                    | Explain the nature of marketing plans?                                    | 0-1-2-3         | 4-5-6              | 7-8                | 9-10                 |              |
| 2.                                    | Explain the concept of marketing strategies?                              | 0-1-2-3         | 4-5-6              | 7-8                | 9-10                 |              |
| 3.                                    | Explain the concept of market and market identification?                  | 0-1-2-3         | 4-5-6              | 7-8                | 9-10                 |              |
| 4.                                    | Explain the role of situation analysis in the marketing planning process? | 0-1-2-3         | 4-5-6              | 7-8                | 9-10                 |              |
| 5.                                    | Determine factors affecting business risk?                                | 0-1-2-3         | 4-5-6              | 7-8                | 9-10                 |              |
| 6.                                    | Explain the concept of competition?                                       | 0-1-2-3         | 4-5-6              | 7-8                | 9-10                 |              |
| 7.                                    | Explain factors that influence customer/client/business buying behavior?  | 0-1-2-3         | 4-5-6              | 7-8                | 9-10                 |              |
| <b>21<sup>st</sup> CENTURY SKILLS</b> |   |                 |                    |                    |                      |              |
| 8.                                    | Reason effectively and use systems thinking?                              | 0-1             | 2-3                | 4                  | 5-6                  |              |
| 9.                                    | Make judgments and decisions, and solve problems?                         | 0-1             | 2-3                | 4                  | 5-6                  |              |
| 10.                                   | Communicate clearly and show evidence of collaboration?                   | 0-1             | 2-3                | 4                  | 5-6                  |              |
| 11.                                   | Show evidence of creativity?  | 0-1             | 2-3                | 4                  | 5-6                  |              |
| 12.                                   | Overall impression and responses to the judge's questions                 | 0-1             | 2-3                | 4                  | 5-6                  |              |
| <b>TOTAL SCORE</b>                    |   |                 |                    |                    |                      |              |