



Marketing
SAMPLE ROLE PLAY 2

PARTICIPANT INSTRUCTIONS

- You have 20 minutes to review the information and prepare your presentation. You can take notes for the presentation.
- During preparation, give an ID label to your adult assistant.
- Your presentation is 7 minutes long. You'll get a 1-minute warning when the timekeeper holds up a colored card. When time is up, the timekeeper will hold up a colored card, and you must stop immediately.
- After the presentation, you have up to 3 minutes to answer the judge's questions.
- Every team member must participate in both the presentation and answering questions.
- Turn in all notes and materials when you're done.

PERFORMANCE INDICATORS

- Identify the ethical implications of manufacturing practices on environmental sustainability.
- Analyze the conflict between cost reduction strategies and environmental responsibility.
- Evaluate the impact of corporate environmental decisions on multiple stakeholder groups.
- Develop environmentally conscious business strategies that maintain financial viability.
- Recommend authentic approaches to environmental marketing and corporate responsibility.

SAMPLE

CASE STUDY SITUATION

You are to assume the roles of sustainability consultants for NATUREWEAR APPAREL, a mid-sized clothing company that has built its brand on eco-friendly values. You have been hired by the company's CEO (judge) to address a significant ethical dilemma regarding the company's manufacturing practices.

NATUREWEAR APPAREL was founded eight years ago with a mission to create "sustainable fashion for conscious consumers." The company markets itself as an environmentally responsible alternative to fast fashion, using terms like "eco-friendly," "green," and "sustainable" throughout its branding. This positioning has resonated strongly with millennial and Gen-Z consumers, helping the company grow to \$200 million in annual revenue with 500 employees.

However, rising costs for organic materials and ethical manufacturing have severely impacted profit margins. Two years ago, facing financial pressure from investors, company leadership quietly shifted 60% of production to overseas factories that use conventional (non-organic) materials and standard industry practices. The company continued to use the same eco-friendly marketing language, reasoning that 40% sustainable production was still better than most competitors. The packaging and marketing materials were adjusted to be technically accurate but remained intentionally vague, with phrases like "committed to sustainability" rather than specific claims.

Last month, an environmental advocacy group published a detailed report exposing the gap between NATUREWEAR's marketing claims and actual practices. The report included factory audits, material sourcing documentation, and carbon footprint analysis. The story gained national media attention, and social media campaigns calling for boycotts have gone viral. Customer complaints have flooded the company's social media channels, with many long-time customers expressing feelings of betrayal.

The situation is complicated by several factors. First, returning to 100% sustainable practices would require raising prices by 35-40%, which market research suggests would lose 50% of current customers. Second, investors are threatening to pull funding if profitability doesn't improve. Third, several competitors also exaggerate their environmental credentials, making this a common industry practice. Fourth, the company's employees—many of whom joined because of the mission—are demoralized and some are considering resignation.

The CEO (judge) has asked your team to recommend an ethical path forward that addresses the credibility crisis while ensuring the company's survival.

You must address the following in your presentation:

- What the ethical violations are and why they damage stakeholder relationships
- The tension between authentic sustainability and business profitability
- Proposed solutions that restore credibility and align practices with values
- How you will rebuild trust with customers and employees while maintaining financial stability

Your team will present the strategy to the CEO (judge) in a meeting at the company headquarters. The CEO (judge) will begin the presentation by greeting your team and asking to hear the strategy. After the strategy has been presented and you have answered the CEO's (judge's) questions, the CEO (judge) will conclude the meeting by thanking you for your work.

JUDGE'S INSTRUCTIONS

You are to assume the role of CEO of NATUREWEAR APPAREL, a mid-sized clothing company that has built its brand on eco-friendly values. You have hired a team of sustainability consultants (participant team) to address a significant ethical dilemma regarding the company's manufacturing practices.

NATUREWEAR APPAREL was founded eight years ago with a mission to create "sustainable fashion for conscious consumers." The company markets itself as an environmentally responsible alternative to fast fashion, using terms like "eco-friendly," "green," and "sustainable" throughout its branding. This positioning has resonated strongly with millennial and Gen-Z consumers, helping the company grow to \$200 million in annual revenue with 500 employees.

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You have asked the team of sustainability consultants (participant team) to recommend an ethical path forward that addresses the credibility crisis while ensuring the company's survival.

The sustainability consultants (participant team) should address the following in their presentation:

- What the ethical violations are and why they damage stakeholder relationships
- The tension between authentic sustainability and business profitability
- Proposed solutions that restore credibility and align practices with values
- How they will rebuild trust with customers and employees while maintaining financial stability

The consultants (participants) will present the strategy to you in a meeting to be held at the company headquarters. You are to begin the presentation by greeting the consultants (participants) and asking to hear the strategy.

Presentation Procedure

- Participants receive 20 minutes of preparation time prior to presenting. Presentations will be scheduled at 10–15 minute intervals.
- Please place the participant team's name and ID number in the upper right-hand corner of the Evaluation Form.
- During the first 7 minutes, the team presents their analysis, recommendations, and rationale. Allow them to complete this portion without interruption unless a question is required. Timekeeper will provide a 1-minute warning and indicate when time is up.
- During the next 3 minutes, ask questions to determine understanding. Each team member should respond to at least one question. Ask the same standard questions to all teams, then any team-specific questions.
- After questioning, conclude by thanking the participants and complete the Evaluation Form, recording scores for all categories. The maximum score is 100 points.

JUDGING THE PRESENTATION

Judge Responsibilities

- Listen to the full presentation without interruption.
- Ask the standard questions provided (plus any team-specific questions).
- Score the participants using the **Response Criteria**, **Performance Indicators**, and **Presentation Criteria**.
- Conclude the meeting by thanking participants

Response Criteria

Evaluate the participant's ability to analyze the business situation and develop strategic recommendations using the following criteria:

- Demonstrates understanding of the role play and defines the business objectives
- Identifies logical solution and develops implementation plan

Performance Indicators

Ensure that the scores reflect the participant's understanding and application of the performance indicators:

- Identify the ethical implications of manufacturing practices on environmental sustainability.
- Analyze the conflict between cost reduction strategies and environmental responsibility.
- Evaluate the impact of corporate environmental decisions on multiple stakeholder groups.
- Develop environmentally conscious business strategies that maintain financial viability.
- Recommend authentic approaches to environmental marketing and corporate responsibility.

Presentation Criteria

Evaluate the quality of the presentation itself using the following presentation criteria:

- Statements are well-organized and clearly stated; demonstrates preparedness
- Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection
- Demonstrates the ability to effectively answer the judges' questions

Standard Questions

After the initial presentation you are to ask the following questions of each participant team:

- Is it ethical to continue operations as-is if we simply make our marketing more transparent about the 40/60 split between sustainable and conventional production?
- Should we prioritize saving jobs and keeping the company financially stable, even if it means maintaining current practices temporarily?
- How do we handle the reality that competitors who greenwash their products are more profitable than companies that are genuinely sustainable?
- What do we owe to customers who purchased our products specifically because they believed our sustainability claims?

Scoring Definitions

1. **Exceeds Expectations:** Information is presented effectively and creatively; nothing more could be expected.
2. **Meets Expectations:** Information is presented well; minor problems or omissions may exist but are not significant. Creativity may be limited.
3. **Below Expectations:** Presentation does not meet minimum standards of acceptability.
4. **Little/No Value:** Major flaw or omission significantly reduces effectiveness, or the information presented is of no value.

JUDGE'S EVALUATION FORM

Event: Business Ethics Role Play

Response Criteria	Exceeds Expectations	Meets Expectations	Below Expectations	Little/No Value	Judged Score
Demonstrates understanding of the role play and defines the business objectives	10-9	8-7-6	5-4-3	2-1-0	_____
Identifies logical solution and develops implementation plan	10-9	8-7-6	5-4-3	2-1-0	_____

Case Analysis & Response Subtotal: _____ / 20

Performance Indicator <i>Did the Participant:</i>	Exceeds Expectations	Meets Expectations	Below Expectations	Little/No Value	Judged Score
Identify the ethical implications of manufacturing practices on environmental sustainability.	10-9	8-7-6	5-4-3	2-1-0	_____
Analyze the conflict between cost reduction strategies and environmental responsibility.	10-9	8-7-6	5-4-3	2-1-0	_____
Evaluate the impact of corporate environmental decisions on multiple stakeholder groups.	10-9	8-7-6	5-4-3	2-1-0	_____
Develop environmentally conscious business strategies that maintain financial viability.	10-9	8-7-6	5-4-3	2-1-0	_____
Recommend authentic approaches to environmental marketing and corporate responsibility.	10-9	8-7-6	5-4-3	2-1-0	_____

Performance Indicators Subtotal: _____ / 50

Presentation Criteria	Exceeds Expectations	Meets Expectations	Below Expectations	Little/No Value	Judged Score
Statements are well-organized and clearly stated; demonstrates preparedness?	10-9	8-7-6	5-4-3	2-1-0	_____
Consistently displays confidence, poised body language, engaging eye contact, and effective voice projection?	10-9	8-7-6	5-4-3	2-1-0	_____
Demonstrates the ability to effectively answer the judges' questions?	10-9	8-7-6	5-4-3	2-1-0	_____

Presentation Subtotal: _____ / 30

Total Points: _____ / 100