



**CAREER CLUSTER**

Marketing

**INSTRUCTIONAL AREA**

Product/Service Management

**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 product/service branding.
- Explain the nature of corporate branding.
- Describe factors used by businesses to position corporate brands.
- Identify customer touch points.
- Explain the nature of channels of distribution.
- Explain the relationship between customer service and channel management.
- Determine factors affecting business risk.

## CASE STUDY SITUATION

You are to assume the roles of vice president of merchandising and vice president of branding for CAROUSEL, a department store chain founded in 1896. The CEO (judge) has asked your team to analyze several options regarding popular CAROUSEL brands that could help the struggling company and to make a final recommendation.

At one time, CAROUSEL was the largest and most recognized department store in the continent. CAROUSEL first began as a small retailer that sold farming equipment and seeds for gardening through mail-order catalogs. Soon small physical stores popped up in large towns. Each year the retailer began broadening its inventory, adding items such as apparel, accessories, automotive equipment and service, large and small appliances, home furnishings, camping and hunting equipment, electronics and toys.

Above all else, CAROUSEL's most recognizable merchandise is its exclusive brands of appliances and tools. CAROUSEL exclusively produces and sells the *Aloft* brand of household appliances such as: ovens, refrigerators, dishwashers, microwaves, washing machines, dryers and hot water heaters. CAROUSEL also exclusively produces and sells the *Infinity* brand of handheld tools and power tools. Both *Aloft* and *Infinity* are consistently ranked as the most trusted brands in their fields.

Since the early 2000s, CAROUSEL's sales have plummeted. The apparel and accessories are considered outdated, other merchandise is considered overpriced and the company has not invested any funds to the upkeep of the stores. Sadly, over half of CAROUSEL stores have closed, leaving just 400 stores, all in bad repair and lacking in customers. *Aloft* and *Infinity* are the only reason CAROUSEL stays afloat. If it weren't for those two brands, CAROUSEL would not make it.

With another twenty CAROUSEL stores scheduled to close this year, the CEO (judge) feels that it is time to make a major change. The CEO (judge) has come up with two options and would like you to analyze each option and determine which is the best for CAROUSEL. If you feel neither option is ideal, the CEO (judge) welcomes your ideas.

**OPTION 1: Reduce Size/Eliminate Inventory** - As the leases expire for CAROUSEL stores, rather than renewing in the current large mall anchor spots, smaller locations will be considered, either inside the mall or in a completely different location. CAROUSEL can drastically reduce its inventory and services only providing the products and brands that are profitable.

**OPTION 2: Close Stores/Sell Brands** – CAROUSEL will close all existing stores and sell its *Aloft* brand to a home improvement retailer and the *Infinity* brand to an automotive parts retailer. Many retailers have been trying to buy the brands from CAROUSEL for years.

You will present your analysis and recommendation to the CEO (judge) in a meeting to take place in the CEO's (judge's) office. The CEO (judge) will begin the meeting by greeting you and asking to hear your ideas. After you have presented your recommendations and 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 CAROUSEL, a department store chain founded in 1896. You have asked the vice president of merchandising and vice president of branding (participant team) to analyze several options regarding popular CAROUSEL brands that could help the struggling company and make a final recommendation.

At one time, CAROUSEL was the largest and most recognized department store in the continent. CAROUSEL first began as a small retailer that sold farming equipment and seeds for gardening through mail-order catalogs. Soon small physical stores popped up in large towns. Each year the retailer began broadening its inventory, adding items such as apparel, accessories, automotive equipment and service, large and small appliances, home furnishings, camping and hunting equipment, electronics and toys.

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With another twenty CAROUSEL stores scheduled to close this year, you feel that it is time to make a major change. You have come up with two options and would like the vice president of merchandising and vice president of branding (participant team) to analyze each option and determine which is the best for CAROUSEL. If the team feels neither option is ideal, you welcome other ideas.

**OPTION 1: Reduce Size/Eliminate Inventory** - As the leases expire for CAROUSEL stores, rather than renewing in the current large mall anchor spots, smaller locations will be considered, either inside the mall or in a completely different location. CAROUSEL can drastically reduce its inventory and services only providing the products and brands that are profitable.

**OPTION 2: Close Stores/Sell Brands** – CAROUSEL will close all existing stores and sell its *Aloft* brand to a home improvement retailer and the *Infinity* brand to an automotive parts retailer. Many retailers have been trying to buy the brands from CAROUSEL for years.

The vice president of merchandising and vice president of branding (participant team) will present an analysis and recommendation to you in a meeting to take place in your office. You will begin the meeting by greeting the vice president of merchandising and vice president of branding (participant team) and asking to hear about their analysis.

After the vice president of merchandising and vice president of branding (participant team) have presented the analysis and recommendations you are to ask the following questions of each participant team:

1. Which option do you think is the worst? Why?
2. How will your recommendation affect our image?
3. Why do you think fewer people are shopping at department stores?

Once the vice president of merchandising 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, 2017**

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

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

**JUDGE'S EVALUATION FORM  
SAMPLE**

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

**INSTRUCTIONAL AREA  
Product/Service Management**

Did the participant team:

		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
<b>PERFORMANCE INDICATORS</b>						
1.	Explain the nature of product/service branding?	0-1-2-3	4-5-6	7-8	9-10	
2.	Explain the nature of corporate branding?	0-1-2-3	4-5-6	7-8	9-10	
3.	Describe factors used by businesses to position corporate brands?	0-1-2-3	4-5-6	7-8	9-10	
4.	Identify customer touch points?	0-1-2-3	4-5-6	7-8	9-10	
5.	Explain the nature of channels of distribution?	0-1-2-3	4-5-6	7-8	9-10	
6.	Explain the relationship between customer service and channel management?	0-1-2-3	4-5-6	7-8	9-10	
7.	Determine factors affecting business risk?	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>						