



EVENT
Retail Management

Business Simulation Role-Play

INSTRUCTIONAL AREA
Product/Service Management

PARTICIPANT INSTRUCTIONS

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 30 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 15 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 of your notes and event materials when you have completed the role-play.

PERFORMANCE INDICATORS

1. Explain the nature and scope of the product/service management function.
2. Describe strategies used by marketers to position products/businesses.
3. Explain the nature of corporate branding.
4. Describe factors used by businesses to position corporate brands.
5. Compare and contrast buying from domestic sources with that of foreign sources.



EVENT SITUATION

You are to assume the role of director of product development at NEW EXPRESSIONS, a leading specialty store known for being a brand-builder. The president of NEW EXPRESSIONS (judge) has asked you to develop a report describing the advantages and disadvantages of buying from foreign sources. The president (judge) wants a domestic-versus-offshore sourcing recommendation for future merchandise planning.

In the summer of 1969 man took his first walk on the moon, and the first NEW EXPRESSIONS store was opened in Los Angeles. Today, NEW EXPRESSIONS is one of the largest specialty retailers in the country, with a mission to make it easy for its customers to express their personal styles with its trendy, fashion-forward merchandise. Every day the retailer looks for new ways to connect with its customers, to provide value to its shareholders and to make a positive contribution in the communities where it does business. The company wants to make emotional connections with its customers through inspiring designs, unique stores experiences and compelling marketing.

The president's (judge's) vision is to offer private label merchandise that will be specifically produced according to the specifications of NEW EXPRESSIONS. The private label must have original fashion flair and be made with only high-quality materials and workmanship. As mass merchandisers have captured a larger share of retail sales, the president (judge) believes private label goods will help the chain increase its sales volume and maintain its competitive edge. If this vision is to move forward, the company will have to consider contracting with foreign manufacturing plants instead of buying domestically produced merchandise only. Although offshore sourcing may give larger profits to the company, the president (judge) knows that the risks associated with offshore sourcing must be evaluated.

In order to make an informed marketing and management decision, the president (judge) has asked you to develop a report outlining the advantages and disadvantages of offshore sourcing. At the conclusion of the report, you are to recommend a course of action. You are to consider the following when developing the report and recommendation:

- cost/markups
- image/customers
- timelines/shipping
- buyers/buying trips
- communication
- legal issues/economic factors
- financial risks
- diversity/cultures

You will present your report and recommendation to the president (judge) in a meeting to take place in the president's (judge's) office. The president (judge) will begin the meeting by greeting you and asking to hear your ideas. After you have made a recommendation and have answered the president's (judge's) questions, the president (judge) will conclude the meeting 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 NEW EXPRESSIONS, a leading specialty store known for being a brand-builder. You have asked the director of product development (participant) to develop a report describing the advantages and disadvantages of buying from foreign sources. You also want the director (participant) to recommend a course of action for future merchandise planning.

In the summer of 1969 man took his first walk on the moon, and the first NEW EXPRESSIONS store was opened in Los Angeles. Today, NEW EXPRESSIONS is one of the largest specialty retailers in the country with a mission to make it easy for its customers to express their personal styles with its trendy, fashion-forward merchandise. Every day the retailer looks for new ways to connect with its customers, to provide value to its shareholders and to make a positive contribution in the communities where it does business. The company wants to make emotional connections with its customers through inspiring designs, unique stores experiences and compelling marketing.

You envision offering private label merchandise that will be specifically produced according to the specifications of NEW EXPRESSIONS. The private label must have original fashion flair and be made with only high-quality materials and workmanship. As mass merchandisers have captured a larger share of retail sales, you believe private label goods will help the chain increase its sales volume and maintain its competitive edge. If this vision is to move forward, the company will have to consider contracting with foreign manufacturing plants, instead of buying domestically

produced merchandise only. Although offshore sourcing may give larger profits to the company, you know there are risks associated with offshore sourcing that need to be considered.

In order to make an informed marketing and management decision, you have asked the director of product development (participant) to develop a report outlining the advantages and disadvantages of offshore sourcing. At the conclusion of the report, the director (participant) is to recommend a course of action. You have asked him/her to consider the following when developing the report and recommendation:

- cost/markups
- image/customers
- timelines/shipping
- buyers/buying trips
- communication
- legal issues/economic factors
- financial risks
- diversity/cultures

The director of product development (participant) will present the report and course of action to you in a meeting to take place in your office. You will begin the meeting 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. Why is there generally more profit in private label goods?
2. How does advance buying benefit both the retailer and the manufacturer?
3. What are U.S. manufacturers doing to encourage retailers to source domestically?

Once the director (participant) has answered your questions, you will conclude the meeting by thanking the director (participant) for his/her 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. Please note that an overall score of 70% indicates a *minimum level of acceptable performance*.

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 Demonstration	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
RETAIL MANAGEMENT
SAMPLE

DID THE PARTICIPANT:**1. Explain the nature and scope of the product/service management function?**

Little/No Demonstration 0, 1, 2, 3 Attempts at explaining the nature and scope of the p/s management function were inadequate or unclear.	Below Expectations 4, 5, 6, 7, 8, 9 Adequately explained the nature and scope of the product/service management function.	Meets Expectations 10, 11, 12, 13, 14 Effectively explained the nature and scope of the product/service management function.	Exceeds Expectations 15, 16, 17, 18 Very effectively explained the nature and scope of the product/service management function.
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2. Describe strategies used by marketers to position products/businesses?

Little/No Demonstration 0, 1, 2, 3 Attempts at describing strategies used by marketers to position products were inadequate or unclear.	Below Expectations 4, 5, 6, 7, 8, 9 Adequately described strategies used by marketers to position products/businesses.	Meets Expectations 10, 11, 12, 13, 14 Effectively described strategies used by marketers to position products/businesses.	Exceeds Expectations 15, 16, 17, 18 Very effectively described strategies used by marketers to position products/businesses.
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3. Explain the nature of corporate branding?

Little/No Demonstration 0, 1, 2, 3 Attempts at explaining the nature of corporate branding were inadequate or unclear.	Below Expectations 4, 5, 6, 7, 8, 9 Adequately explained the nature of corporate branding.	Meets Expectations 10, 11, 12, 13, 14 Effectively explained the nature of corporate branding.	Exceeds Expectations 15, 16, 17, 18 Very effectively explained the nature of corporate branding.
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4. Describe factors used by businesses to position corporate brands?

Little/No Demonstration 0, 1, 2, 3 Attempts at describing factors used by businesses to position corporate brands were inadequate or unclear.	Below Expectations 4, 5, 6, 7, 8, 9 Adequately described factors used by businesses to position corporate brands.	Meets Expectations 10, 11, 12, 13, 14 Effectively described factors used by businesses to position corporate brands.	Exceeds Expectations 15, 16, 17, 18 Very effectively described factors used by businesses to position corporate brands.
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5. Compare and contrast buying from domestic sources with that of foreign sources?

Little/No Demonstration 0, 1, 2, 3 Attempts at comparing and contrasting buying from domestic sources with that of foreign sources were inadequate or unclear.	Below Expectations 4, 5, 6, 7, 8, 9 Adequately compared and contrasted buying from domestic sources with that of foreign sources.	Meets Expectations 10, 11, 12, 13, 14 Effectively compared and contrasted buying from domestic sources with that of foreign sources.	Exceeds Expectations 15, 16, 17, 18 Very effectively compared and contrasted buying from domestic sources with that of foreign sources.
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6. Overall impression and response to the judge's questions

Little/No Demonstration 0, 1 Demonstrated few skills; could not answer the judge's questions.	Below Expectations 2, 3, 4 Demonstrated limited ability to link 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.
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Judge's Initials _____

TOTAL SCORE _____

Tiebreaker: 2, 5, 4, 3, 1, 6