

Sports and Entertainment Marketing Individual Series Event

Performance Indicators

Performance Indicators 2007-2008 DECA Competitive Events

Performance Indicators for this competitive event are used to define the parameters of the written exam, role-plays, case studies and other activities that are part of the overall competition.

This list was compiled by MarkED and represents its preliminary efforts to support all DECA competitive events within the overall framework of the National Marketing Education Standards. Individual indicators are based on a review of prior MarkED research and on extensive review of available online and print literature—both from industry and education. Over the next year, MarkED will refine the list, edit, and evaluate individual indicators and validate the entire list with the national business community.

For additional information on these Performance Indicators, the National Curriculum Framework, or the National Marketing Education Standards, please visit the MarkED web site at www.Mark-ED.org. Questions may be e-mailed to betho@mark-ed.com.

Instructional Area**BUSINESS LAW****Performance Element**

Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Performance Indicators

Describe legal issues affecting businesses
Describe the nature of legally binding contracts

Performance Element

Adhere to commerce laws and regulations to establish and continue business operations.

Performance Indicators

Explain types of business ownership
Explain the nature of trade regulations
Explain the nature of environmental regulations

Performance Element

Understand human-resource laws and regulations to facilitate business operations.

Performance Indicators

Explain the nature of personnel regulations
Explain the nature of workplace regulations (including OSHA, ADA)

Performance Element

Additional specialized performance indicators

Performance Indicators

Describe the role of governing bodies in the sport industry
Describe legal issues affecting the marketing of sport/event products

Instructional Area**COMMUNICATION SKILLS****Performance Element**

Read to acquire meaning from written material and to apply the information to a task.

Performance Indicators

Analyze company resources to ascertain policies and procedures

Performance Element

Apply verbal skills to obtain and convey information.

Performance Indicators

Defend ideas objectively
Handle telephone calls in a businesslike manner
Participate in group discussions
Make oral presentations

Performance Element**Write effectively to convey information.****Performance Indicators**

Explain the nature of effective written communications
 Write business letters
 Write informational messages
 Write inquiries
 Write persuasive messages
 Prepare simple written reports
 Prepare complex written reports
 Write proposals

Performance Element**Communicate with staff to clarify workplace objectives.****Performance Indicators**

Explain the nature of staff communication
 Participate in a staff meeting
 Provide directions for completing job tasks
 Conduct a staff meeting

Instructional Area**ECONOMICS****Performance Element****Acquire an understanding of fundamental economic concepts to obtain a foundation for employment in business.****Performance Indicators**

Distinguish between economic goods and services
 Explain the concept of economic resources
 Describe the concepts of economic scarcity and economic activities
 Determine economic utilities created by business activities
 Explain the principles of supply and demand
 Describe the concept of price

Performance Element**Recognize the nature of business to understand its contributions to society.****Performance Indicators**

Explain the role of business in society
 Describe types of business activities

Performance Element**Differentiate among economic systems to understand the environments in which businesses function.****Performance Indicators**

Explain the types of economic systems
 Determine the relationship between government and business
 Describe the nature of taxes
 Explain the concept of private enterprise
 Identify factors affecting a business's profit
 Determine factors affecting business risk
 Explain the concept of competition
 Describe businesses' market structures

Performance Element**Analyze cost/profit relationships to guide business decision-making.****Performance Indicators**

Explain the concept of productivity
 Analyze the effects of government expenditures and tax policies on productivity
 Analyze impact of specialization/division of labor on productivity
 Explain the concept of organized labor and business
 Explain the impact of the law of diminishing returns
 Describe the concept of economies of scale
 Describe the nature of cost/benefit analysis
 Determine relationships among total revenue, marginal revenue, output, and profit

Performance Element**Identify economic indicators to measure economic trends and conditions.****Performance Indicators**

Explain measures used to analyze economic conditions
 Describe the concept of price stability as an economic measure
 Discuss the measure of consumer spending as an economic indicator
 Discuss the impact of a nation's unemployment rates
 Describe the economic impact of inflation on business
 Explain the economic impact of interest-rate fluctuations
 Determine the impact of business cycles on business activities

Performance Element**Determine international trade's impact on business decision-making.****Performance Indicators**

Explain the nature of international trade
 Discuss the impact of cultural and social environments on world trade

Performance Element**Additional specialized performance indicators****Performance Indicators**

Describe the impact of unions on the sport/event industries
 Explain international trade considerations for sport/event industries (customs, exchange rates, use of financial institutions, trade regulations, foreign distributors, government regulation, cultural/value differences)

Instructional Area**EMOTIONAL INTELLIGENCE****Performance Element****Exhibit techniques to manage emotional reactions to people and situations.****Performance Indicators**

Lead change
 Explain the nature of stress management

Performance Element

Understand others' feelings, needs, and concerns to enhance interpersonal relations.

Performance Indicators

Explain the nature of positive customer/client relations
 Demonstrate a customer-service mindset
 Develop cultural sensitivity
 Explain the impact of political relationships within an organization
 Explain management's role in customer relations

Performance Element

Manage internal and external business relationships to foster positive interactions.

Performance Indicators

Foster positive working relationships
 Explain the concept of leadership
 Participate as a team member
 Use consensus-building skills
 Persuade others
 Explain ethical considerations in providing information
 Reinforce service orientation through communication
 Respond to customer inquiries
 Use conflict-resolution skills
 Handle difficult customers
 Interpret business policies to customers/clients
 Handle customer/client complaints
 Encourage team building
 Recognize/Reward others for their efforts and contributions
 Coach others

Instructional Area**FINANCIAL ANALYSIS****Performance Element**

Acquire an understanding of the fundamental principles of money needed to make financial exchanges.

Performance Indicators

Explain the nature and scope of financing
 Explain the time value of money
 Explain the purposes and importance of credit
 Explain legal responsibilities associated with financial exchanges

Performance Element

Analyze financial needs and goals to determine financial requirements.

Performance Indicators

Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)
 Set financial goals
 Develop personal budget
 Determine profitability of business services

Performance Element**Manage personal finances to achieve financial goals.****Performance Indicators**

Maintain financial records
 Read and reconcile bank statements
 Demonstrate the wise use of credit
 Validate credit history
 Protect against identity theft
 Prepare personal income tax forms

Performance Element**Acquire foundational knowledge of financial-services providers to understand their role in financial-goal achievement.****Performance Indicators**

Describe types of financial-services providers
 Discuss considerations in selecting a financial-services provider

Performance Element**Understand the need for investing to ensure financial well being.****Performance Indicators**

Explain types of investments
 Establish investment goals and objectives

Performance Element**Understand potential business threats and opportunities to protect a business's financial well being.****Performance Indicators**

Describe the concept of insurance

Performance Element**Understand accounting's role and function in business to track money flow and to determine financial status.****Performance Indicators**

Explain the concept of accounting
 Explain the need for accounting standards (GAAP)
 Prepare invoices
 Maintain petty cash records
 Maintain daily financial transactions
 Record and report sales tax
 Describe the nature of cash flow statements
 Prepare cash flow statements
 Explain the nature of balance sheets
 Describe the nature of profit-and-loss statements

Performance Element**Understand payroll requirements to facilitate the payroll process.****Performance Indicators**

Explain issues associated with the payroll process

Performance Element**Manage financial resources to ensure solvency.****Performance Indicators**

Forecast sales
 Calculate financial ratios
 Describe the nature of budgets
 Explain the nature of operating budgets
 Develop company's/department's budget
 Analyze cash-flow patterns
 Conduct break-even analysis
 Interpret financial statements

Instructional Area**HUMAN RESOURCE MANAGEMENT****Performance Element****Employ skills needed to organize and facilitate work efforts.****Performance Indicators**

Describe ethics in personnel issues
 Explain the nature of wage and benefit programs

Performance Element**Utilize techniques to staff an organization or a department within an organization.****Performance Indicators**

Determine hiring needs
 Screen job applications/resumes
 Interview job applicants
 Select and hire new employees
 Conduct exit interviews
 Dismiss/fire employees
 Maintain personnel records

Performance Element**Lead staff growth and development to increase productivity and employee satisfaction.****Performance Indicators**

Orient new employees
 Orient new employees (management's role)
 Explain the role of training and human resource development
 Explain the nature of management/supervisory training
 Coach employees
 Recognize/reward employees
 Handle employee complaints and grievances
 Ensure equitable opportunities for employees
 Assess employee performance
 Explain the nature of remedial action

Instructional Area**INFORMATION MANAGEMENT****Performance Element**

Maintain business records to facilitate business operations.

Performance Indicators

Describe the nature of business records
Maintain customer records

Performance Element

Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators

Demonstrate collaborative/groupware applications

Performance Element

Acquire information to guide business decision-making.

Performance Indicators

Describe current business trends
Monitor internal records for business information
Conduct an environmental scan to obtain business information

Performance Element

Additional specialized performance indicators

Performance Indicators

Identify sport/event trends

Instructional Area**MARKETING****Performance Element**

Acquire an understanding of marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators

Explain marketing and its importance in a global economy
Describe marketing functions and related activities

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain the nature of sport marketing
Describe the nature of event marketing

Instructional Area**OPERATIONS****Performance Element**

Evaluate safety issues needed to protect employees.

Performance Indicators

Follow safety precautions
 Maintain a safe work environment
 Explain procedures for handling accidents
 Handle and report emergency situations

Performance Element

Analyze security issues to protect employees and to minimize loss.

Performance Indicators

Explain routine security precautions

Performance Element

Analyze purchasing activities implemented to obtain business supplies and equipment.

Performance Indicators

Explain the nature and scope of purchasing
 Place orders/reorders

Performance Element

Acquire an understanding of production's role and function in business to recognize its need in an organization.

Performance Indicators

Explain the concept of production
 Describe production activities

Performance Element

Utilize business systems to expedite workflow and enhance a business's image.

Performance Indicators

Describe crucial elements of a quality culture
 Describe the role of management in the achievement of quality
 Analyze business systems and procedures

Performance Element

Implement organizational skills to improve efficiency and workflow.

Performance Indicators

Use time-management principles
 Develop project plan
 Manage projects
 Schedule employees

Performance Element

Implement expense-control strategies to enhance a business's financial well being.

Performance Indicators

Explain the nature of overhead/operating costs
 Explain employee's role in expense control
 Control use of supplies
 Negotiate service and maintenance contracts

Performance Indicators

Negotiate lease or purchase of facility
 Develop expense-control plans
 Use budgets to control operations

Performance Element

Perform activities to facilitate ongoing business operations.

Performance Indicators

Maintain inventory of supplies
 Identify resources needed for project
 Identify routine activities for maintaining business facilities and equipment

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain the need for sport/event insurance
 Conduct risk assessment of an event
 Develop contingency plans for events (personnel, weather, power outage, damage control)
 Schedule tournaments
 Develop production schedules for events

Instructional Area**PROFESSIONAL DEVELOPMENT****Performance Element**

Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Performance Indicators

Determine vision
 Set personal goals
 Make decisions
 Demonstrate negotiation skills
 Demonstrate appropriate creativity

Performance Element

Participate in career-planning to enhance job-success potential.

Performance Indicators

Identify sources of career information
 Identify tentative occupational interest
 Explain employment opportunities in business

Performance Element

Implement job-seeking skills to obtain employment.

Performance Indicators

Write a follow-up letter after job interviews
 Write a letter of application
 Prepare a resume

Performance Element	Utilize career-advancement activities to enhance professional development.
Performance Indicators	Identify skills needed to enhance career progression Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) Use networking techniques for professional growth
Performance Element	Additional specialized performance indicators
Performance Indicators	Discuss the nature of the sport/event industries Describe the impact of sports/events on communities Explain career opportunities in sport/event marketing
Instructional Area	STRATEGIC MANAGEMENT
Performance Element	Recognize management's role to understand its contribution to business success.
Performance Indicators	Explain the concept of management Explain the nature of managerial ethics Explain the nature of organizational culture
Performance Element	Control an organization's/department's activities to encourage growth and development.
Performance Indicators	Describe the nature of managerial control (control process, types of control, what is controlled) Analyze operating results in relation to budget/industry
Performance Element	Utilize planning tools to guide organization's/department's activities.
Performance Indicators	Explain the nature of business plans Explain external planning considerations
Instructional Area	DISTRIBUTION
Performance Element	Acquire foundational knowledge of distribution to understand its role in marketing.
Performance Indicators	Explain the nature and scope of distribution Explain the relationship between customer service and distribution Explain the nature of channels of distribution Describe the use of technology in the distribution function Explain legal considerations in distribution Describe ethical considerations in distribution

Performance Element

Manage distribution activities to minimize costs and to determine distribution strategies.

Performance Indicators

Coordinate distribution with other marketing activities
 Explain the nature of channel-member relationships
 Explain the nature of channel strategies
 Select channels of distribution
 Evaluate channel members

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain distribution systems for the sport/event industries
 Explain the nature of ticket distribution systems
 Select vending locations

Instructional Area**MARKETING-INFORMATION MANAGEMENT****Performance Element**

Acquire foundational knowledge of marketing-information management to understand its nature and scope.

Performance Indicators

Describe the need for marketing information
 Explain the nature and scope of the marketing-information management function
 Explain the role of ethics in marketing-information management
 Describe the use of technology in the marketing-information management function
 Assess marketing-information needs
 Develop marketing-information management system

Performance Element

Collect marketing information to ensure accuracy and adequacy of data for decision-making.

Performance Indicators

Identify information monitored for marketing decision making
 Collect marketing information from others
 Explain the nature of marketing research in a marketing-information management system

Performance Element

Process marketing information to test hypotheses and/or to resolve issues.

Performance Indicators

Describe techniques for processing marketing information
 Explain the use of databases in organizing marketing data
 Interpret descriptive statistics for marketing decision making

Performance Element

Employ marketing information to plan marketing activities.

Performance Indicators

Explain the concept of marketing strategies
 Explain the concept of market and market identification
 Explain the nature of marketing planning

Performance Indicators

Explain the nature of marketing plans
 Explain the role of situational analysis in the marketing-planning process
 Explain the nature of sales forecasts
 Identify considerations in implementing international marketing strategies
 Identify market segments
 Select target market
 Conduct market analysis
 Conduct SWOT analysis for use in marketing planning process
 Assess global trends and opportunities
 Conduct competitive analysis
 Set marketing goals and objectives
 Set a marketing budget
 Develop marketing plan
 Describe measures used to control marketing planning
 Monitor and evaluate performance of marketing plan

Performance Element**Additional specialized performance indicators****Performance Indicators**

Explain the need for sport/event marketing information
 Explain sources of secondary sport/event information
 Search the Internet for sport/event marketing information
 Monitor internal records for marketing information
 Maintain a database of competitor information
 Explain types of primary sport/event market information
 Describe the nature of target marketing in sport/event marketing
 Identify ways to segment sport/event markets
 Collect marketing information from others
 Use database for information analysis
 Interpret descriptive statistics for marketing decision making
 Write marketing reports
 Present report findings and recommendations
 Establish and maintain sport/event marketing information system
 Measure economic impact of sport/event
 Identify sport/event target-market segments
 Select target market
 Conduct market analysis (market size, area, potential, etc.)
 Forecast sales

Instructional Area**PRICING****Performance Element**

Develop a foundational knowledge of pricing to understand its role in marketing.

Performance Indicators

Explain the nature and scope of the pricing function
 Describe the role of business ethics in pricing
 Explain the use of technology in the pricing function
 Explain legal considerations for pricing

Performance Element

Employ pricing strategies to determine prices.

Performance Indicators

Explain factors affecting pricing decisions

Performance Element

Additional specialized performance indicators

Performance Indicators

Identify factors affecting pricing of sport/event products (lead time, market demand, market segmentation, smoothing, responding to competitors)
Describe pricing issues associated with sport/event products (cost, value, objectives)
Establish price objectives for sport/event products
Calculate break-even point
Select pricing strategies
Set ticket/event prices

Instructional Area**PRODUCT/SERVICE MANAGEMENT****Performance Element**

Acquire a foundational knowledge of product/service management to understand its nature and scope.

Performance Indicators

Explain the nature and scope of the product/service management function
Identify the impact of product life cycles on marketing decisions
Describe the use of technology in the product/service management function
Explain business ethics in product/service management

Performance Element

Generate product ideas to contribute to ongoing business success.

Performance Indicators

Identify product opportunities
Identify methods/techniques to generate a product idea
Generate product ideas
Determine initial feasibility of product idea
Create processes for ongoing opportunity recognition

Performance Element

Develop an understanding of quality assurances to enhance product/service knowledge.

Performance Indicators

Describe the uses of grades and standards in marketing
Explain warranties and guarantees
Identify consumer protection provisions of appropriate agencies
Evaluate customer experience

Performance Element

Employ product-mix strategies to meet customer expectations.

Performance Indicators

Explain the concept of product mix
Describe the nature of product bundling
Identify product to fill customer need
Plan product mix
Determine services to provide customers

Performance Element

Position products/services to acquire desired business image.

Performance Indicators

Describe factors used by marketers to position products/businesses
Explain the nature of branding
Explain the role of customer service in positioning/image
Develop strategies to position product/business
Build brand

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain elements of the sport/event product
Explain the nature of sport/event brand/branding
Explain the use of licensing in sport/event marketing
Explain the role of endorsements in sport/event marketing
Explain the use of naming rights in sport/event marketing
Explain the role of agents in sports
Identify elements that enhance venue attractiveness (facility—accessibility, trade area/drawing radius, parking; surrounding area—design/layout, amenities, personnel, sense of security)
Conduct site inspections
Determine merchandising opportunities for a sport/event
Determine goods and services required for an event
Assess “product” readiness for sport/event
Bundle/Package extra amenities with tickets
Develop pre-season booking strategy
Develop ticket-sales program
Select hospitality options
Obtain endorsements for sports/events
Select admission and seating plans
Develop a licensing program
Develop co-op sponsorship opportunities
Develop customer-service program to attract sport/event customers
Develop sport/event product positioning strategies
Identify strategies to create value for sponsors
Build sport/event brand equity
Evaluate sponsorship proposals
Develop RFPs (requests for proposal)
Select venues
Evaluate event credibility

Instructional Area**PROMOTION****Performance Element**

Acquire a foundational knowledge of promotion to understand its nature and scope.

Performance Indicators

Explain the role of promotion as a marketing function
 Explain the types of promotion
 Identify the elements of the promotional mix
 Describe the use of business ethics in promotion
 Describe the use of technology in the promotion function
 Describe the regulation of promotion

Performance Element

Advertise to communicate promotional messages to targeted audiences.

Performance Indicators

Explain the types of advertising media
 Explain components of advertisements
 Explain the nature of direct advertising strategies
 Describe considerations in using databases in advertising

Performance Element

Manage promotional activities to maximize return on promotional efforts.

Performance Indicators

Explain the nature of a promotional plan
 Coordinate activities in the promotional mix

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain the nature of sponsorship in the sport/event industries
 Explain advertising media used in the sport/event industries
 Explain the nature of online advertisements
 Describe the nature of e-mail marketing
 Write promotional messages that appeal to targeted markets
 Write content for use on the Internet
 Describe sport/event industries' utilization of electronic media
 Write direct-mail letters
 Develop a direct mail offer for sport/event products
 Execute targeted e-mails
 Determine advertising reach of sport/event media
 Calculate media costs
 Select advertising media
 Choose appropriate media vehicles for sport/event
 Buy ad space/time
 Evaluate effectiveness of advertising
 Write a press release
 Develop and generate sport/event newsletter
 Explain media relations in the sport/event industries
 Develop a media guide
 Establish and cultivate relationship with media
 Plan a media day

Performance Indicators

Identify “out-of-the-box” sales promotion ideas for sports/events
 Implement ticket sales campaign (Internet, contests/giveaways, pre-promotion of campaign, video scoreboard announcements, sports/sponsorship partnerships)
 Explain venue signage
 Select event signage
 Design program for event
 Create and issue script for game-day promotions
 Maximize/Capitalize on celebrity’s appearance at event
 Design logo for sport/event
 Design tickets
 Select strategies for maintaining/building fan support
 Coordinate community outreach projects
 Identify ambush strategies to use at other events
 Develop viral sport/event marketing strategies
 Explain considerations in using special events as a sales-promotion strategy
 Plan special events for sports/events
 Explain considerations in designing a frequency/loyalty marketing program
 Design frequency/loyalty marketing program
 Develop promotional calendar of events
 Assess community-relations opportunities for sport/event
 Create a public-relations campaign for a sport/event
 Develop a public-relations plan
 Analyze use of specialty promotions
 Develop a sales-promotion plan
 Use past advertisements to aid in promotional planning
 Prepare promotional budget
 Manage promotional allowances
 Explain the use of advertising agencies
 Assess need to use promoters
 Set sponsorship objectives
 Write/Prepare sponsorship proposal
 Prepare sponsorship agreement
 Develop an advertising campaign
 Develop promotional plan for a business

Instructional Area**SELLING****Performance Element**

Acquire a foundational knowledge of selling to understand its nature and scope.

Performance Indicators

Explain the nature and scope of the selling function
 Explain the role of customer service as a component of selling relationships
 Explain key factors in building a clientele
 Explain company selling policies
 Explain business ethics in selling
 Describe the use of technology in the selling function
 Describe the nature of selling regulations

Performance Element	Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.
Performance Indicators	Acquire product information for use in selling Analyze product information to identify product features and benefits
Performance Element	Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
Performance Indicators	Explain the selling process
Performance Element	Manage sales activities to meet sales goals/objectives.
Performance Indicators	Explain the nature of sales management
Performance Element	Additional specialized performance indicators
Performance Indicators	Explain ticketing and seating arrangements Determine sport/event features and benefits Process telephone orders Identify sales methodologies used in sport/event marketing Prepare for the sales presentation Establish relationships with sport/event clients/customer/fans Describe factors that motivate people to participate in/attend sports/events Sell tickets (ticket plans, new season, etc.) Sell advertising space in printed and electronic materials (e.g., program, yearbook, media guide, fan guide, team photo cards, etc.) Sell venue Cultivate group sales Sell sport/event sponsorships Negotiate sport/event sponsorship contract Solicit grant/foundation money Follow up with potential corporate sponsors Prospect for corporate sponsors Develop proof-of-performance packages for sponsors Service sponsors Establish barter agreements (vendors, media, etc.) Establish relationship with customer Determine customer needs Recommend specific product Convert customer objections into selling points Close the sale Demonstrate suggestion selling