



# PERFORMANCE INDICATORS

## MARKETING CAREER CLUSTER

### THE MARKETING CAREER CLUSTER PERFORMANCE INDICATORS ARE USED FOR THE FOLLOWING EVENTS:

ADVERTISING CAMPAIGN **ADC**

APPAREL AND ACCESSORIES MARKETING SERIES **AAM**  
*Merchandising Pathway*

AUTOMOTIVE SERVICES MARKETING SERIES **ASM**  
*Marketing Management Pathway*

BUSINESS SERVICES MARKETING SERIES **BSM**  
*Marketing Management Pathway*

BUYING AND MERCHANDISING TEAM DECISION MAKING **BTDM**

FASHION MERCHANDISING PROMOTION PLAN **FMP**

FOOD MARKETING SERIES **FMS**  
*Marketing Management Pathway*

MARKETING COMMUNICATIONS SERIES **MCS**  
*Marketing Communications Pathway*

MARKETING MANAGEMENT TEAM DECISION MAKING **MTDM**

PROFESSIONAL SELLING **PSE**

RETAIL MERCHANDISING SERIES **RMS**  
*Merchandising Pathway*

SPORTS AND ENTERTAINMENT MARKETING SERIES **SEM**  
*Marketing Management Pathway*

SPORTS AND ENTERTAINMENT MARKETING TEAM DECISION MAKING **STDM**

SPORTS AND ENTERTAINMENT PROMOTION PLAN **SEPP**

Performance indicators are used to define the parameters of the comprehensive written career cluster exam and other activities that are part of the overall competition.

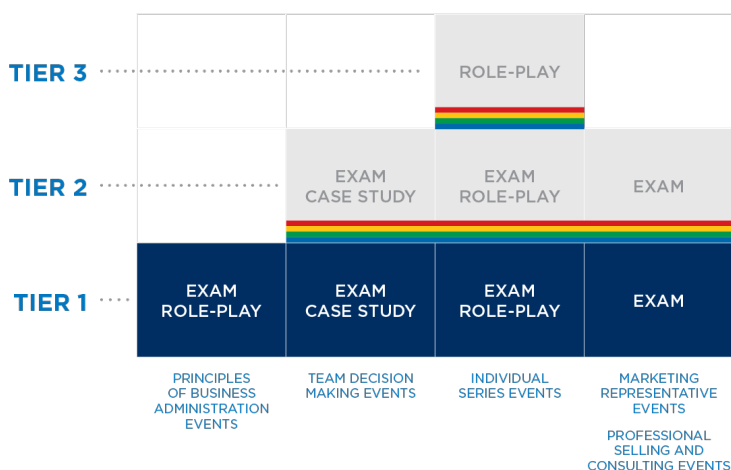
This list was compiled by MBAResearch and Curriculum Center and DECA Inc. and represents efforts to support all DECA competitive events within the overall framework of the National Business Administration Standards. Individual indicators are based on a review of prior research and on extensive review of available online and print literature—both from industry and education.

For additional information on these Performance Indicators, the National Curriculum Framework, or the National Business Administration Standards, please visit the MBAResearch web site at [www.MBAResearch.org](http://www.MBAResearch.org). Questions may be e-mailed to [betho@MBAResearch.org](mailto:betho@MBAResearch.org).

Posted online October 2017 by DECA Inc.

## TABLE OF CONTENTS

Tier 1: Business Administration Core.....	3
Tier 2: Marketing Career Cluster .....	22
Tier 3: Marketing Career Pathways	
Marketing Communications Pathway.....	30
Marketing Management Pathway.....	41
Marketing Research Pathway.....	46
Merchandising Pathway.....	50
Professional Selling Pathway.....	58



### Performance Indicators

- Performance indicators for **PRINCIPLES OF BUSINESS ADMINISTRATION** role-plays and exams will be selected from the business administration core (Tier 1).
- Performance indicators for **TEAM DECISION MAKING** case studies and exams will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2).
- Performance indicators for **INDIVIDUAL SERIES** exams will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2). Performance indicators for the role-plays will be selected from the business administration core (Tier 1), appropriate career cluster (Tier 2) and appropriate pathway (Tier 3).
- Performance Indicators for the exams used for **MARKETING REPRESENTATIVE EVENTS** and **PROFESSIONAL SELLING AND CONSULTING EVENTS** will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2).

### Key

PQ = Prerequisite level performance indicator content develops employability and job-survival skills and concepts, including work ethics, personal appearance, and general business behavior.

CS = Career Sustaining level performance indicator content develops skills and knowledge needed for continued employment in or study of business based on the application of basic academics and business skills.

SP = Specialist level performance indicator content provides in-depth, solid understanding and skill development in all business functions.

*An asterisk (\*) indicates a new performance indicator.*

The **Business Administration Core** performance indicators will be used when preparing for all exams, role-play scenarios, and case studies in the following events:

- Advertising Campaign
- Apparel and Accessories Marketing Series Event
- Automotive Services Marketing Series Event
- Business Services Marketing Series Event
- Buying and Merchandising Team Decision Making Event
- Fashion Merchandising Promotion Plan Event
- Food Marketing Series Event
- Marketing Communications Series Event
- Marketing Management Team Decision Making event
- Professional Selling Event
- Retail Merchandising Series Event
- Sports and Entertainment Marketing Series Event
- Sports and Entertainment Marketing Team Decision Making Event
- Sports and Entertainment Promotion Plan

## **Instructional Area: Business Law (BL)**

**Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

**Performance Element: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.**

**Performance Indicators:**

Comply with the spirit and intent of laws and regulations (BL:163) (CS)\*

Discuss the nature of law and sources of law in the United States (BL:067) (SP)

Describe the United States' judicial system (BL:068) (SP)

Describe methods used to protect intellectual property (BL:051) (SP)

Describe legal issues affecting businesses (BL:001) (SP)

**Performance Element: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.**

**Performance Indicators:**

Identify the basic torts relating to business enterprises (BL:069) (SP)

Describe the nature of legally binding contracts (BL:002) (SP)

**Performance Element: Explore the regulatory environment of United States' businesses to understand the diversity of regulations.**

**Performance Indicators:**

Describe the nature of legal procedure (BL:070) (SP)

Discuss the nature of debtor-creditor relationships (BL:071) (SP)

Explain the nature of agency relationships (BL:072) (SP)

Discuss the nature of environmental law (BL:073) (SP)

Discuss the role of administrative law (BL:074) (SP)

**Performance Element: Apply knowledge of business ownership to establish and continue business operations.**

**Performance Indicators:**

Explain types of business ownership (BL:003) (CS)

**Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.**

**Performance Indicators:**

Explain the nature of import/export law (BL:145) (SP)

Describe the nature of customs regulations (BL:126) (SP)

## Instructional Area: Communication Skills (CO)

**Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information**

**Performance Element: Read to acquire meaning from written material and to apply the information to a task.**

**Performance Indicators:**

Identify sources that provide relevant, valid written material (CO:054) (PQ)

Extract relevant information from written materials (CO:055) (PQ)

Apply written directions to achieve tasks (CO:056) (PQ)

Analyze company resources to ascertain policies and procedures (CO:057) (CS)

**Performance Element: Apply active listening skills to demonstrate understanding of what is being said.**

**Performance Indicators:**

Explain communication techniques that support and encourage a speaker (CO:082) (PQ)

Follow oral directions (CO:119) (PQ)

Demonstrate active listening skills (CO:017) (PQ)

**Performance Element: Apply verbal skills to obtain and convey information.**

**Performance Indicators:**

Explain the nature of effective verbal communications (CO:147) (PQ)

Ask relevant questions (CO:058) (PQ)

Interpret others' nonverbal cues (CO:059) (PQ)

Provide legitimate responses to inquiries (CO:060) (PQ)

Give verbal directions (CO:083) (PQ)

Employ communication styles appropriate to target audience (CO:084) (CS)

Defend ideas objectively (CO:061) (CS)

Handle telephone calls in a businesslike manner (CO:114) (CS)

Participate in group discussions (CO:053) (CS)

Facilitate (lead) group discussions (CO:201) (SP)

Make oral presentations (CO:025) (SP)

**Performance Element: Record information to maintain and present a report of business activity.**

**Performance Indicators:**

Utilize note-taking strategies (CO:085) (CS)

Organize information (CO:086) (CS)

Select and use appropriate graphic aids (CO:087) (CS)

**Performance Element: Write internal and external business correspondence to convey and obtain information effectively.****Performance Indicators:**

- Explain the nature of effective written communications (CO:016) (CS)
- Select and utilize appropriate formats for professional writing (CO:088) (CS)
- Edit and revise written work consistent with professional standards (CO:089) (CS)
- Write professional emails (CO:090) (CS)
- Write business letters (CO:133) (CS)
- Write informational messages (CO:039) (CS)
- Write inquiries (CO:040) (CS)
- Write persuasive messages (CO:031) (SP)
- Write executive summaries (CO:091) (SP)
- Prepare simple written reports (CO:094) (SP)
- Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)
- Adapt written correspondence to targeted audiences (CO:203) (SP)
- Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)

**Performance Element: Use social media to communicate with a business's stakeholders.****Performance Indicators:**

- Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)
- Distinguish between using social media for business and personal purposes (CO:206) (CS)

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

- Explain the nature of staff communication (CO:014) (CS)
- Choose and use appropriate channel for workplace communication (CO:092) (CS)
- Participate in a staff meeting (CO:063) (CS)
- Participate in problem-solving groups (CO:067) (CS)

## **Instructional Area: Customer Relations (CR)**

**Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers**

**Performance Element: Foster positive relationships with customers to enhance company image.**

**Performance Indicators:**

Explain the nature of positive customer relations (CR:003) (CS)

Demonstrate a customer-service mindset (CR:004) (CS)

Develop rapport with customers (CR:029) (CS)

Reinforce service orientation through communication (CR:005) (CS)

Respond to customer inquiries (CR:006) (CS)

Adapt communication to the cultural and social differences among clients (CR:019) (CS)

Interpret business policies to customers/clients (CR:007) (CS)

Build and maintain relationships with customers (CR:030) (SP)

**Performance Element: Resolve conflicts with/for customers to encourage repeat business.**

**Performance Indicators:**

Handle difficult customers (CR:009) (CS)

Handle customer/client complaints (CR:010) (CS)

**Performance Element: Reinforce company's image to exhibit the company's brand promise.**

**Performance Indicators:**

Identify company's brand promise (CR:001) (CS)

Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

**Performance Element: Understand the nature of customer relationship management to show its contributions to a company.**

**Performance Indicators:**

Discuss the nature of customer relationship management (CR:016) (SP)

Explain the role of ethics in customer relationship management (CR:017) (SP)

Describe the use of technology in customer relationship management (CR:018) (SP)

## Instructional Area: Economics (EC)

**Standard: Understands the economic principles and concepts fundamental to business operations**

**Performance Element: Understand fundamental economic concepts to obtain a foundation for employment in business.**

**Performance Indicators:**

- Distinguish between economic goods and services (EC:002) (CS)
- Explain the concept of economic resources (EC:003) (CS)
- Describe the concepts of economics and economic activities (EC:001) (CS)
- Determine economic utilities created by business activities (EC:004) (CS)
- Explain the principles of supply and demand (EC:005) (CS)
- Describe the functions of prices in markets (EC:006) (CS)

**Performance Element: Understand the nature of business to show its contributions to society.**

**Performance Indicators:**

- Explain the role of business in society (EC:070) (CS)
- Describe types of business activities (EC:071) (CS)
- Describe types of business models (EC:138) (SP)
- Explain the organizational design of businesses (EC:103) (SP)
- Discuss the global environment in which businesses operate (EC:104) (SP)
- Describe factors that affect the business environment (EC:105) (SP)
- Explain the nature of business ethics (EC:106) (SP)
- Explain how organizations adapt to today's markets (EC:107) (SP)

**Performance Element: Understand economic systems to be able to recognize the environments in which businesses function.**

**Performance Indicators:**

- Explain the types of economic systems (EC:007) (CS)
- Identify the impact of small business/entrepreneurship on market economies (EC:065) (CS)
- Explain the concept of private enterprise (EC:009) (CS)
- Identify factors affecting a business's profit (EC:010) (CS)
- Determine factors affecting business risk (EC:011) (CS)
- Explain the concept of competition (EC:012) (CS)

**Performance Element: Acquire knowledge of the impact of government on business activities to make informed economic decisions.**

**Performance Indicators:**

- Determine the relationship between government and business (EC:008) (CS)
- Describe the nature of taxes (EC:072) (SP)



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

Explain the concept of productivity (EC:013) (CS)

Analyze impact of specialization/division of labor on productivity (EC:014) (SP)

Explain the concept of organized labor and business (EC:015) (SP)

Explain the impact of the law of diminishing returns (EC:023) (SP)

**Performance Element: Understand economic indicators to recognize economic trends and conditions.****Performance Indicators:**

Discuss the measure of consumer spending as an economic indicator (EC:081) (SP)

Describe the economic impact of inflation on business (EC:083) (SP)

Explain the concept of Gross Domestic Product (GDP) (EC:017) (SP)

Discuss the impact of a nation's unemployment rates (EC:082) (SP)

Explain the economic impact of interest-rate fluctuations (EC:084) (SP)

Determine the impact of business cycles on business activities (EC:018) (SP)

**Performance Element: Understand global trade's impact to aid business decision-making.****Performance Indicators:**

Explain the nature of global trade (EC:016) (SP)

Discuss the impact of globalization on business (EC:109) (SP)

Describe the determinants of exchange rates and their effects on the domestic economy (EC:100) (SP)

Explain cultural considerations that impact global business relations (EC:110) (SP)

Discuss the impact of cultural and social environments on global trade (EC:045) (SP)

Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (EC:111) (SP)

Explain the impact of major trade alliances on business activities (EC:112) (SP)

Describe the impact of the political environment on world trade (EC:113) (SP)

Explain the impact of geography on world trade (EC:114) (SP)

Describe the impact of a country's history on world trade (EC:115) (SP)

Explain the impact of a country's economic development on world trade (EC:116) (SP)

Discuss the impact of bribery and foreign monetary payments on business (EC:140) (SP)

Identify requirements for international business travel (e.g., passport, visa, proof of citizenship, immunizations, and sponsorship letters) (EC:141) (SP)

## Instructional Area: Emotional Intelligence (EI)

**Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others**

**Performance Element: Foster self-understanding to recognize the impact of personal feelings on others.**

**Performance Indicators:**

- Describe the nature of emotional intelligence (EI:001) (PQ)
- Explain the concept of self-esteem (EI:016) (PQ)
- Recognize and overcome personal biases and stereotypes (EI:017) (PQ)
- Assess personal strengths and weaknesses (EI:002) (PQ)
- Assess personal behavior and values (EI:126) (PQ)\*

**Performance Element: Develop personal traits to foster career advancement.**

**Performance Indicators:**

- Identify desirable personality traits important to business (EI:018) (PQ)
- Exhibit self-confidence (EI:023) (PQ)
- Demonstrate interest and enthusiasm (EI:020) (PQ)
- Demonstrate initiative (EI:024) (PQ)

**Performance Element: Apply ethics to demonstrate trustworthiness.**

**Performance Indicators:**

- Demonstrate honesty and integrity (EI:022) (PQ)
- Demonstrate responsible behavior (EI:021) (PQ)
- Demonstrate fairness (EI:127) (PQ)\*
- Assess risks of personal decisions (EI:091) (PQ)\*
- Demonstrate ethical work habits (EI:004) (PQ)
- Take responsibility for decisions and actions (EI:075) (PQ)
- Build trust in relationships (EI:128) (CS)\*
- Describe the nature of ethics (EI:123) (CS)\*
- Explain reasons for ethical dilemmas (EI:124) (CS)\*
- Recognize and respond to ethical dilemmas (EI:125) (CS)\*
- Manage commitments in a timely manner (EI:077) (CS)
- Develop tolerance for ambiguity (EI:092) (CS)\*

**Performance Element: Exhibit techniques to manage emotional reactions to people and situations.**

**Performance Indicators:**

- Exhibit a positive attitude (EI:019) (PQ)
- Demonstrate self-control (EI:025) (PQ)
- Explain the use of feedback for personal growth (EI:003) (PQ)
- Adjust to change (EI:026) (PQ)

**Performance Element: Identify with others' feelings, needs, and concerns to enhance interpersonal relations.****Performance Indicators:**

- Respect the privacy of others (EI:029) (PQ)
- Show empathy for others (EI:030) (PQ)
- Maintain the confidentiality of others (EI:103) (CS)
- Exhibit cultural sensitivity (EI:033) (CS)
- Leverage personality types in business situations (EI:104) (SP)

**Performance Element: Use communication skills to foster open, honest communications.****Performance Indicators:**

- Explain the nature of effective communications (EI:007) (PQ)
- Explain ethical considerations in providing information (EI:038) (SP)
- Foster open, honest communication (EI:129) (SP)\*
- Collaborate with others (EI:130) (SP)\*
- Solicit feedback (EI:106) (SP)
- Use social media to solicit new ideas and solutions (EI:107) (SP)

**Performance Element: Use communication skills to influence others.****Performance Indicators:**

- “Sell” ideas to others (EI:108) (SP)
- Persuade others (EI:012) (SP)
- Demonstrate negotiation skills (EI:062) (SP)

**Performance Element: Manage stressful situations to minimize potential negative impact.****Performance Indicators:**

- Use appropriate assertiveness (EI:008) (PQ)
- Use conflict-resolution skills (EI:015) (CS)
- Explain the nature of office politics (EI:109) (CS)
- Overcome problems and difficulties associated with office politics/turf wars (EI:095) (CS)
- Explain the nature of stress management (EI:028) (SP)

**Performance Element: Implement teamwork techniques to accomplish goals.****Performance Indicators:**

- Participate as a team member (EI:045) (CS)
- Use consensus-building skills (EI:011) (SP)
- Motivate team members (EI:059) (SP)

**Performance Element: Employ leadership skills to achieve workplace objectives.****Performance Indicators:**

- Explain the concept of leadership (EI:009) (CS)
- Explain the nature of ethical leadership (EI:131) (CS)\*
- Model ethical behavior (EI:132) (CS)\*
- Determine personal vision (EI:063) (CS)
- Inspire others (EI:133) (CS)\*
- Demonstrate adaptability (EI:006) (CS)
- Develop an achievement orientation (EI:027) (CS)
- Challenge the status quo (EI:134) (CS)\*
- Lead change (EI:005) (CS)
- Enlist others in working toward a shared vision (EI:060) (CS)
- Coach others (EI:041) (CS)
- Use power appropriately (EI:135) (SP)\*
- Recognize/Reward others for their efforts and contributions (EI:014) (SP)\*

**Performance Element: Manage internal and external business relationships to foster positive interactions.****Performance Indicators:**

- Treat others with dignity and respect (EI:036) (PQ)
- Foster positive working relationships (EI:037) (CS)
- Consider conflicting viewpoints (EI:136) (CS)\*
- Assess long-term value and impact of actions on others (EI:137) (SP)\*
- Maintain collaborative partnerships with colleagues (EI:061) (SP)
- Explain the impact of political relationships within an organization (EI:034) (SP)
- Explain the nature of organizational culture (EI:064) (SP)
- Interpret and adapt to a business's culture (EI:112) (SP)

**Instructional Area: Entrepreneurship (EN)****Standard: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture****Performance Element: Understand fundamental factors about entrepreneurship to recognize its role and importance in the economy****Performance Indicators:**

- Describe the nature of entrepreneurship (EN:039) (SP)
- Explain the role requirements of entrepreneurs and owners (EN:040) (SP)
- Describe small-business opportunities in international trade (EN:041) (SP)

## Instructional Area: Financial Analysis (FI)

**Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources**

**Performance Element: Understand the fundamental principles of money needed to make financial exchanges.**

**Performance Indicators:**

Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)

Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)

Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)

Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)

Explain the time value of money (FI:062) (CS)

Explain the purposes and importance of credit (FI:002) (CS)

Explain legal responsibilities associated with financial exchanges (FI:063) (CS)

**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.) (FI:064) (CS)

Explain the need to save and invest (FI:270) (CS)

Set financial goals (FI:065) (CS)

Develop personal budget (FI:066) (CS)

Determine personal net worth (FI:562) (CS)\*

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

**Performance Indicators:**

Explain the nature of tax liabilities (FI:067) (PQ)

Interpret a pay stub (FI:068) (PQ)

Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (FI:560) (PQ)

Maintain financial records (FI:069) (PQ)

Read and reconcile bank statements (FI:070) (PQ)

Calculate the cost of credit (FI:782) (CS)\*

Demonstrate the wise use of credit (FI:071) (CS)

Validate credit history (FI:072) (CS)

Make responsible financial decisions (FI:783) (CS)\*

Protect against identity theft (FI:073) (CS)

Pay bills (FI:565) (CS)\*  
Apply for a consumer loan (FI:625) (SP)\*  
Control debt (FI:568) (CS)\*  
Prepare personal income tax forms (i.e., 1040 EZ form) (FI:074) (CS)  
Discuss the nature of retirement planning (FI:569) (CS)\*  
Explain the nature of estate planning (FI:572) (CS)\*

**Performance Element: Understand the use of financial-services providers to aid in financial-goal achievement.**

**Performance Indicators:**

Describe types of financial-services providers (FI:075) (CS)  
Discuss considerations in selecting a financial-services provider (FI:076) (CS)

**Performance Element: Use investment strategies to ensure financial well-being.**

**Performance Indicators:**

Explain types of investments (FI:077) (CS)

**Performance Element: Use risk management products to protect a business's financial well-being.**

**Performance Indicators:**

Describe the concept of insurance (FI:081) (CS)

**Performance Element: Acquire a foundational knowledge of accounting to understand its nature and scope.**

**Performance Indicators:**

Describe the need for financial information (FI:579) (CS)  
Explain the concept of accounting (FI:085) (CS)  
Discuss the role of ethics in accounting (FI:351) (SP)  
Explain the use of technology in accounting (FI:352) (SP)  
Explain legal considerations for accounting (FI:353) (SP)

**Performance Element: Implement accounting procedures to track money flow and to determine financial status.**

**Performance Indicators:**

Describe the nature of cash flow statements (FI:091) (SP)  
Explain the nature of balance sheets (FI:093) (SP)  
Describe the nature of income statements (FI:094) (SP)

**Performance Element: Acquire a foundational knowledge of finance to understand its nature and scope.**

**Performance Indicators:**

Explain the role of finance in business (FI:354) (CS)

Discuss the role of ethics in finance (FI:355) (SP)

Explain legal considerations for finance (FI:356) (SP)

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

**Performance Indicators:**

Describe the nature of budgets (FI:106) (SP)

## **Instructional Area: Human Resources Management (HR)**

**Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources**

**Performance Element: Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.**

**Performance Indicators:**

Discuss the nature of human resources management (HR:410) (CS)

Explain the role of ethics in human resources management (HR:411) (SP)

Describe the use of technology in human resources management (HR:412) (SP)

**Performance Element: Manage staff growth and development to increase productivity and employee satisfaction.**

**Performance Indicators:**

Orient new employees (HR:360) (CS)

## **Instructional Area: Marketing (MK)**

**Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives**

**Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.**

**Performance Indicators:**

Explain marketing and its importance in a global economy (MK:001) (CS)

Describe marketing functions and related activities (MK:002) (CS)

**Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.**

**Performance Indicators:**

Explain factors that influence customer/client/business buying behavior (MK:014) (SP)

Discuss actions employees can take to achieve the company's desired results (MK:015) (SP)

Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019) (SP)

## Instructional Area: Information Management (NF)

**Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making**

**Performance Element: Use information literacy skills to increase workplace efficiency and effectiveness.**

**Performance Indicators:**

- Assess information needs (NF:077) (CS)
- Obtain needed information efficiently (NF:078) (CS)
- Evaluate quality and source of information (NF:079) (CS)
- Draw conclusions based on information analysis (NF:278) (CS)\*
- Apply information to accomplish a task (NF:080) (CS)
- Store information for future use (NF:081) (CS)

**Performance Element: Acquire a foundational knowledge of information management to understand its nature and scope.**

**Performance Indicators:**

- Discuss the nature of information management (NF:110) (CS)
- Explain the role of ethics in information management (NF:111) (SP)
- Explain legal issues associated with information management (NF:076) (SP)

**Performance Element: Utilize information-technology tools to manage and perform work responsibilities.**

**Performance Indicators:**

- Identify ways that technology impacts business (NF:003) (PQ)
- Explain the role of information systems (NF:083) (PQ)
- Discuss principles of computer systems (NF:084) (PQ)
- Use basic operating systems (NF:085) (PQ)
- Describe the scope of the Internet (NF:086) (PQ)
- Demonstrate basic e-mail functions (NF:004) (PQ)
- Demonstrate personal information management/productivity applications (NF:005) (PQ)
- Demonstrate basic web-search skills (NF:006) (PQ)
- Demonstrate basic word processing skills (NF:007) (PQ)
- Demonstrate basic presentation applications (NF:008) (PQ)
- Demonstrate basic database applications (NF:009) (PQ)
- Demonstrate basic spreadsheet applications (NF:010) (PQ)
- Use an integrated business software application package (NF:088) (CS)
- Demonstrate collaborative/groupware applications (NF:011) (CS)
- Create and post basic web page (NF:042) (CS)
- Collaborate on and aggregate complex internal documents to create a common voice (NF:215) (SP)



**Performance Element: Maintain business records to facilitate business operations.**

**Performance Indicators:**

Describe the nature of business records (NF:001) (SP)

Maintain customer records (NF:002) (SP)

**Performance Element: Acquire information to guide business decision-making.**

**Performance Indicators:**

Describe current business trends (NF:013) (SP)

Monitor internal records for business information (NF:014) (SP)

Conduct an environmental scan to obtain business information (NF:015) (SP)

Interpret statistical findings (NF:093) (SP)

Translate research findings into actionable business recommendations (NF:216) (SP)

**Performance Element: Create and access databases to acquire information for business decision-making.**

**Performance Indicators:**

Explain the principles of data analysis (NF:139) (SP)

Explain the nature of tools that can be used to access information in the database system (NF:140) (SP)

Access information in the database system (NF:141) (SP)

**Performance Element: Apply data mining methods to acquire pertinent information for business decision-making.**

**Performance Indicators:**

Discuss the nature of data mining (NF:148) (CS)

Describe data mining tools and techniques (NF:149) (SP)

Discuss the importance of ethics in data mining (NF:150) (SP)

Demonstrate basic data mining techniques (NF:151) (SP)

Interpret data mining findings (NF:152) (SP)

## **Instructional Area: Operations (OP)**

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Understand operation's role and function in business to value its contribution to a company.**

**Performance Indicators:**

Explain the nature of operations (OP:189) (CS)

Discuss the role of ethics in operations (OP:190) (SP)

Describe the use of technology in operations (OP:191) (SP)

**Performance Element: Adhere to health and safety regulations to support a safe work environment.**

**Performance Indicators:**

Describe health and safety regulations in business (OP:004) (PQ)

Report noncompliance with business health and safety regulations (OP:005) (PQ)

**Performance Element: Implement safety procedures to minimize loss.**

**Performance Indicators:**

Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)

Follow safety precautions (OP:007) (PQ)

Maintain a safe work environment (OP:008) (CS)

Explain procedures for handling accidents (OP:009) (CS)

Handle and report emergency situations (OP:010) (CS)

**Performance Element: Implement security policies/procedures to minimize chance for loss.**

**Performance Indicators:**

Explain routine security precautions (OP:013) (CS)

Follow established security procedures/policies (OP:152) (CS)

Protect company information and intangibles (OP:153) (CS)

**Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.**

**Performance Indicators:**

Explain information privacy, security, and confidentiality considerations in business (OP:441) (CS)

Maintain data security (OP:064) (CS)

**Performance Element: Utilize project-management skills to improve workflow and minimize costs.**

**Performance Indicators:**

Plan project (OP:519) (CS)\*

Monitor projects and take corrective actions (OP:520) (CS)\*

Evaluate project success (OP:521) (CS)\*

Explain the nature of project management (OP:158) (SP)

Identify resources needed for project (OP:003) (SP)

Develop project plan (OP:001) (SP)

Apply project-management tools to monitor and communicate project progress (OP:002) (SP)

Evaluate project results (OP:159) (SP)

**Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.**

**Performance Indicators:**

- Explain the nature and scope of purchasing (OP:015) (CS)
- Place orders/reorders (OP:016) (CS)
- Maintain inventory of supplies (OP:031) (CS)
- Discuss the importance of utilizing ethical purchasing methods (OP:246) (SP)
- Explain the impact of the purchasing process on productivity (OP:247) (SP)
- Manage the bid process in purchasing (OP:160) (SP)
- Select vendors (OP:161) (SP)
- Evaluate vendor performance (OP:162) (SP)

**Performance Element: Understand production's role and function in business to recognize its need in an organization.**

**Performance Indicators:**

- Explain the concept of production (OP:017) (CS)

**Performance Element: Implement quality-control processes to minimize errors and to expedite workflow.**

**Performance Indicators:**

- Identify quality-control measures (OP:163) (SP)
- Utilize quality control methods at work (OP:164) (SP)
- Describe crucial elements of a quality culture (OP:019) (SP)

**Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.**

**Performance Indicators:**

- Explain the nature of overhead/operating costs (OP:024) (SP)
- Explain employee's role in expense control (OP:025) (SP)

**Performance Element: Maintain property and equipment to facilitate ongoing business activities.**

**Performance Indicators:**

- Comply with policies and procedures for use of property and equipment (OP:442) (CS)

**Performance Element: Understand supply chain management role to recognize its need in business.**

**Performance Indicators:**

- Explain the concept of supply chain (OP:443) (CS)
- Explain the benefits of supply chain collaboration (OP:444) (SP)

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

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

**Performance Indicators:**

Maintain appropriate personal appearance (PD:002) (PQ)

Demonstrate systematic behavior (PD:009) (PQ)

Set personal goals (PD:018) (CS)

Balance personal and professional responsibilities (PD:179) (SP)

**Performance Element: Understand and follow company rules and regulations to maintain employment.**

**Performance Indicators:**

Adhere to company protocols and policies (PD:250) (CS)

Follow rules of conduct (PD:251) (CS)

Follow chain of command (PD:252) (CS)

**Performance Element: Achieve organizational goals to contribute to company growth.**

**Performance Indicators:**

Determine the nature of organizational goals (PD:254) (SP)

Ascertain employee's role in meeting organizational goals (PD:255) (SP)

**Performance Element: Utilize critical-thinking skills to determine best options/outcomes.**

**Performance Indicators:**

Explain the need for innovation skills (PD:126) (CS)

Make decisions (PD:017) (CS)

Demonstrate problem-solving skills (PD:077) (CS)

Demonstrate appropriate creativity (PD:012) (SP)

Use time-management skills (PD:019) (SP)

**Performance Element: Participate in career planning to enhance job-success potential.**

**Performance Indicators:**

Assess personal interests and skills needed for success in business (PD:013) (PQ)

Analyze employer expectations in the business environment (PD:020) (PQ)

Explain the rights of workers (PD:021) (PQ)

Identify sources of career information (PD:022) (CS)

Identify tentative occupational interest (PD:023) (CS)

Explain employment opportunities in business (PD:025) (CS)

Explain career opportunities in entrepreneurship (PD:066) (CS)

**Performance Element: Implement job-seeking skills to obtain employment.****Performance Indicators:**

Utilize job-search strategies (PD:026) (PQ)

Complete a job application (PD:027) (PQ)

Interview for a job (PD:028) (PQ)

Write a follow-up letter after job interviews (PD:029) (CS)

Write a letter of application (PD:030) (CS)

Prepare a résumé (PD:031) (CS)

Use networking techniques to identify employment opportunities (PD:037) (SP)

**Performance Element: Utilize career-advancement activities to enhance professional development.****Performance Indicators:**

Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ)

Explain the need for ongoing education as a worker (PD:033) (PQ)

Explain possible advancement patterns for jobs (PD:034) (PQ)

Identify skills needed to enhance career progression (PD:035) (SP)

Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036) (SP)

**Instructional Area: Strategic Management (SM)****Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department****Performance Element: Recognize management's role to understand its contribution to business success.****Performance Indicators:**

Explain the concept of management (SM:001) (CS)

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

Explain the nature of risk management (SM:075) (SP)

Conduct a risk assessment of an event (SM:076) (SP)

The **Marketing Career Cluster** performance indicators will be used when preparing for all exams, role-play scenarios, and case studies for the following events:

- Advertising Campaign
- Apparel and Accessories Marketing Series Event
- Automotive Services Marketing Series Event
- Business Services Marketing Series Event
- Buying and Merchandising Team Decision Making Event
- Fashion Merchandising Promotion Plan Event
- Food Marketing Series Event
- Marketing Communications Series Event
- Marketing Management Team Decision Making event
- Professional Selling Event
- Retail Merchandising Series Event
- Sports and Entertainment Marketing Series Event
- Sports and Entertainment Marketing Team Decision Making Event
- Sports and Entertainment Promotion Plan

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Understand responsibilities in marketing to demonstrate ethical/legal behavior.**

**Performance Indicators:**

Explain the need for professional and ethical standards in marketing (PD:137) (SP)

**Performance Element: Participate in career planning to enhance job-success potential.**

**Performance Indicators:**

Explain employment opportunities in marketing (PD:024) (CS)

## **Instructional Area: Channel Management (CM)**

**Standard: Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels**

**Performance Element: Acquire foundational knowledge of channel management to understand its role in marketing.**

**Performance Indicators:**

Explain the nature and scope of channel management (CM:001) (CS)

Explain the nature of channels of distribution (CM:003) (CS)

Describe the use of technology in the channel management function (CM:004) (CS)

Explain legal considerations in channel management (CM:005) (SP)

Describe ethical considerations in channel management (CM:006) (SP)

**Performance Element: Manage channel activities to minimize costs and to determine distribution strategies.**

**Performance Indicators:**

Coordinate channel management with other marketing activities (CM:007) (SP)

Explain the nature of channel-member relationships (CM:008) (SP)

Explain the nature of affinity partner relationships (CM:021) (SP)

## Instructional Area: Marketing-Information Management (IM)

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Acquire foundational knowledge of marketing-information management to understand its nature and scope.**

**Performance Indicators:**

Describe the need for marketing data (IM:012) (CS)

Identify data monitored for marketing decision making (IM:184) (SP)

Explain the nature and scope of the marketing-information management function (IM:001) (SP)

Explain the role of ethics in marketing-information management (IM:025) (SP)

Describe the use of technology in the marketing-information management function (IM:183) (SP)

Describe the regulation of marketing-information management (IM:419) (SP)

**Performance Element: Understand marketing-research activities to show command of their nature and scope.**

**Performance Indicators:**

Explain the nature of marketing research (IM:010) (SP)

Discuss the nature of marketing research problems/issues (IM:282) (SP)

**Performance Element: Understand marketing-research design considerations to evaluate their appropriateness for the research problem/issue.**

**Performance Indicators:**

Describe methods used to design marketing research studies (i.e., descriptive, exploratory, and causal) (IM:284) (SP)

Describe options businesses use to obtain marketing research data (i.e., primary and secondary research) (IM:281) (SP)

Discuss the nature of sampling plans (i.e., who, how many, how chosen) (IM:285) (SP)

**Performance Element: Understand data-collection methods to evaluate their appropriateness for the research problem/issue.**

**Performance Indicators:**

Describe data-collection methods (e.g., observations, mail, diaries, telephone, Internet, discussion groups, interviews, scanners, tracking tools) (IM:289) (SP)

Explain characteristics of effective data-collection instruments (IM:418) (SP)



**Performance Element: Interpret marketing information to test hypotheses and/or to resolve issues.**

**Performance Indicators:**

Explain techniques for processing marketing data (IM:062) (SP)

Monitor/measure customer “buzz” (IM:469) (SP)

Explain the use of descriptive statistics in marketing decision making (IM:191) (SP)

**Performance Element: Evaluate marketing research procedures and findings to assess their credibility.**

**Performance Indicators:**

Identify sources of error in a research project (e.g., response errors, interviewer errors, non-response errors, sample design) (IM:292) (SP)

Evaluate questionnaire design (e.g., types of questions, question wording, routing, sequencing, length, layout) (IM:293) (SP)

Assess appropriateness of marketing research for the problem/issue (e.g., research methods, sources of information, timeliness of information, etc.) (IM:428) (SP)

## **Instructional Area: Market Planning (MP)**

**Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience**

**Performance Element: Develop marketing strategies to guide marketing tactics.**

**Performance Indicators:**

Explain the concept of marketing strategies (MP:001) (CS)

**Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).**

**Performance Indicators:**

Explain the concept of market and market identification (MP:003) (CS)

**Performance Element: Employ marketing-information to plan marketing activities.**

**Performance Indicators:**

Explain the nature of marketing planning (MP:006) (SP)

Explain the nature of marketing plans (MP:007) (SP)

Explain the role of situation analysis in the marketing planning process (MP:008) (SP)

Explain the nature of sales forecasts (MP:013) (SP)

## Instructional Area: Pricing (PI)

**Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value**

**Performance Element: Develop a foundational knowledge of pricing to understand its role.**

**Performance Indicators:**

Explain the nature and scope of the pricing function (PI:001) (SP)

Describe the role of business ethics in pricing (PI:015) (SP)

Explain the use of technology in the pricing function (PI:016) (SP)

Explain legal considerations for pricing (PI:017) (SP)

Explain factors affecting pricing decisions (PI:002) (SP)

## Instructional Area: Product/Service Management (PM)

**Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities**

**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 (PM:001) (SP)

Identify the impact of product life cycles on marketing decisions (PM:024) (SP)

Describe the use of technology in the product/service management function (PM:039) (SP)

Explain business ethics in product/service management (PM:040) (SP)

**Performance Element: Generate product ideas to contribute to ongoing business success.**

**Performance Indicators:**

Identify product opportunities (PM:134) (SP)

Identify methods/techniques to generate a product idea (PM:127) (SP)

Generate product ideas (PM:128) (SP)

**Performance Element: Apply quality assurances to enhance product/service offerings.**

**Performance Indicators:**

Describe the uses of grades and standards in marketing (PM:019) (CS)

Explain warranties and guarantees (PM:020) (CS)

Identify consumer protection provisions of appropriate agencies (PM:017) (SP)

**Performance Element: Employ product-mix strategies to meet customer expectations.**

**Performance Indicators:**

Explain the concept of product mix (PM:003) (SP)

Describe the nature of product bundling (PM:041) (SP)

**Performance Element: Position company to acquire desired business image.**

**Performance Indicators:**

Explain the nature of corporate branding (PM:206) (SP)

Describe factors used by businesses to position corporate brands (PM:207) (SP)

Identify customer touch points (PM:277) (SP)

**Performance Element: Position products/services to acquire desired business image.**

**Performance Indicators:**

Describe factors used by marketers to position products/services (PM:042) (SP)

Explain the nature of product/service branding (PM:021) (SP)

Describe the role of customer voice in branding (PM:276) (SP)

## **Instructional Area: Promotion (PR)**

**Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome**

**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 (PR:001) (CS)

Explain the types of promotion (i.e., institutional, product) (PR:002) (CS)

Identify the elements of the promotional mix (PR:003) (SP)

Describe the use of business ethics in promotion (PR:099) (SP)

Describe the use of technology in the promotion function (PR:100) (SP)

Describe the regulation of promotion (PR:101) (SP)

**Performance Element: Understand promotional channels used to communicate with targeted audiences.**

**Performance Indicators:**

Explain types of advertising media (PR:007) (SP)

Describe word-of-mouth channels used to communicate with targeted audiences (PR:247) (SP)

Explain the nature of direct marketing channels (PR:089) (SP)

Identify communications channels used in sales promotion (PR:249) (SP)

Explain communications channels used in public-relations activities (PR:250) (SP)

**Performance Element: Understand the use of an advertisement's components to communicate with targeted audiences.**

**Performance Indicators:**

Explain the components of advertisements (PR:014) (SP)

Explain the importance of coordinating elements in advertisements (PR:251) (SP)

**Performance Element: Understand the use of public-relations activities to communicate with targeted audiences.**

**Performance Indicators:**

Identify types of public-relations activities (PR:252) (SP)

Discuss internal and external audiences for public-relations activities (PR:253) (SP)

## **Instructional Area: Selling (SE)**

**Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities**

**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 (SE:017) (CS)

Explain the role of customer service as a component of selling relationships (SE:076) (CS)

Explain key factors in building a clientele (SE:828) (SP)

Explain company selling policies (SE:932) (CS)

Explain legal and ethical considerations in selling (SE:106) (SP)

Describe the use of technology in the selling function (SE:107) (SP)

Describe the nature of selling regulations (SE:108) (SP)

**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 (SE:062) (CS)

Analyze product information to identify product features and benefits (SE:109) (SP)

**Performance Element: Understand sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.**

**Performance Indicators:**

Explain the selling process (SE:048) (CS)

Discuss motivational theories that impact buying behavior (SE:359) (SP)

The **Marketing Pathway** performance indicators will be used when preparing for the role-play scenarios for the following events:

- Apparel and Accessories Marketing Series Event (Merchandising Pathway, pp. 50-57)
- Automotive Services Marketing Series Event (Marketing Management Pathway, pp. 41-45)
- Business Services Marketing Series Event (Marketing Management Pathway, pp. 41-45)
- Food Marketing Series Event (Marketing Management Pathway, pp. 41-45)
- Marketing Communications Series Event (Marketing Communications Pathway, pp. 30-40)
- Retail Merchandising Series Event (Merchandising Pathway, pp. 50-57)
- Sports and Entertainment Marketing Series Event (Marketing Management Pathway, pp. 41-45)

## **Instructional Area: Business Law (BL)**

**Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

**Performance Element: Acquire information about business laws and regulations to show command of their nature and scope.**

**Performance Indicators:**

Explain the nature of contract exclusivity (BL:050) (SP)

Explain regulations impacting digital marketing (BL:138) (SP)

## **Instructional Area: Communication Skills (CO)**

**Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information**

**Performance Element: Apply verbal skills to obtain and convey information.**

**Performance Indicators:**

Make client presentations (includes strategies and research findings) (CO:174) (SP)

**Performance Element: Write internal and external business correspondence to convey and obtain information effectively.**

**Performance Indicators:**

Prepare contact reports (CO:175) (SP)

Maintain day-to-day content on social platforms (CO:193) (SP)

Write white papers (CO:178) (SP)

Write pitch/sales letters (CO:179) (SP)

Write new-business pitches (CO:177) (SP)

**Performance Element: Manage communications efforts to protect brand viability.**

**Performance Indicators:**

Explain the nature of communications plans (CO:195) (SP)

Implement a communications plan (CO:196) (SP)

Monitor communications plan (CO:197) (SP)

Develop communications plan (CO:198) (SP)

Adjust communications plan (CO:199) (SP)

## **Instructional Area: Customer Relations (CR)**

**Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers**

**Performance Element: Foster positive relationships with customers to enhance sales.**

**Performance Indicators:**

Use social media to enhance customer post-sales experience (CR:028) (SP)

## **Instructional Area: Emotional Intelligence (EI)**

**Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others**

**Performance Element: Use communication skills to foster ethical interactions.**

**Performance Indicators:**

Apply ethics to digital communications (EI:073) (CS)

Gain commitment from client (EI:068) (SP)

**Performance Element: Manage stressful situations to minimize negative workplace situations.**

**Performance Indicators:**

Maintain composure when receiving/delivering bad news (EI:069) (SP)

**Performance Element: Manage internal and external business relationships to foster positive interactions.**

**Performance Indicators:**

Determine and respond appropriately to personality types (EI:066) (SP)

Foster client-agency relationship (EI:067) (SP)

Build rapport with suppliers (EI:065) (SP)

## **Instructional Area: Financial Analysis (FI)**

**Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources**

**Performance Element: Implement accounting procedures to track money flow and to determine financial status.**

**Performance Indicators:**

Verify accuracy of bills (FI:327) (CS)

## **Instructional Area: Human Resources Management (HR)**

**Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources**

**Performance Element: Implement organizational skills to facilitate others' work efforts.**

**Performance Indicators:**

Act as a liaison (e.g., between agency and others, between creative department/agency)  
(HR:395) (SP)

## **Instructional Area: Marketing (MK)**

**Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives**

**Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.**

**Performance Indicators:**

Differentiate between service marketing and product marketing (MK:008) (CS)  
Discuss the relationship between promotion and marketing (MK:018) (CS)

## **Instructional Area: Information Management (NF)**

**Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making**

**Performance Element: Acquire information to guide business decision-making.**

**Performance Indicators:**

Describe current issues/trends in marketing communications (NF:206) (SP)  
Identify trends in social-media space (NF:210) (SP)



**Performance Element: Utilize information-technology tools to manage and perform marketing-communications responsibilities.**

**Performance Indicators:**

- Explain ways that technology impacts marketing communications (NF:100) (SP)
- Compare the capabilities of SMS with MMS (NF:096) (SP)
- Explain the capabilities of tools used in web-site creation (NF:053) (SP)
- Discuss considerations in using mobile technology for promotional activities (NF:097) (SP)
- Demonstrate effective use of audiovisual aids (NF:037) (SP)
- Describe considerations in using databases in marketing communications (NF:115) (SP)
- Maintain databases of information for marketing communications (NF:101) (SP)
- Mine databases for information useful in marketing communications (NF:103) (SP)
- Use analytical tracking tools for marketing communications (NF:208) (SP)
- Demonstrate basic desktop publishing functions to prepare promotional materials (NF:038) (SP)
- Integrate software applications to prepare promotional materials (NF:039) (SP)
- Explain how to effectively incorporate video into multimedia (NF:099) (SP)
- Evaluate the impact of mobile-device capabilities and usage patterns on social-media effectiveness (NF:209) (SP)

## **Instructional Area: Operations (OP)**

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Determine technology security issues to protect customer information and company image.**

**Performance Indicators:**

- Explain security considerations in marketing communications (OP:193) (SP)
- Maintain marketing communications data security (OP:445) (SP)

**Performance Element: Implement organizational skills in marketing communications to improve efficiency and workflow.**

**Performance Indicators:**

- Develop schedule for marketing communications assignment (OP:171) (SP)

**Performance Element: Analyze vendor performance to choose vendors providing the best service materials for use in marketing communications.**

**Performance Indicators:**

- Evaluate vendors' services (OP:109) (SP)
- Negotiate terms with vendors (OP:039) (SP)

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Acquire information about the marketing communications industry to aid in making career choices.**

**Performance Indicators:**

Describe traits important to the success of employees in marketing communications (PD:045) (CS)

Describe employment opportunities in the marketing communications industry (structure, jobs in, structures in different size agencies, key departments in) (PD:052) (SP)

Explain factors affecting the growth and development of the marketing communications industry (PD:118) (SP)

Discuss the economic and social effects of marketing communications (PD:113) (SP)

Analyze marketing communications careers to determine careers of interest (PD:159) (SP)

**Performance Element: Utilize career-advancement activities to enhance professional development in marketing communications.**

**Performance Indicators:**

Conduct self-assessment of marketing-communications skill set (PD:127) (SP)

Identify requirements for professional certifications in marketing communications (PD:142) (SP)

Assess the services of professional organizations in marketing communications (PD:145) (SP)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Collect marketing information to ensure accuracy and adequacy of data for decision-making in marketing communications.**

**Performance Indicators:**

Gather brand information (IM:361) (SP)

Conduct pre-campaign testing (IM:323) (SP)

Track performance of promotional activities (IM:410) (SP)

Monitor competitors' promotional efforts (IM:429) (SP)

Monitor daily social-media analytics (IM:468) (SP)

Monitor online brand and reputation (IM:430) (SP)

Track trends (e.g., social, buying, social media, advertising agency, etc.) (IM:411) (SP)

Analyze customer behavior (e.g., media-consumption, buying, etc.) (IM:299) (SP)

**Performance Element: Process marketing information to test hypotheses and/or to resolve issues.**

**Performance Indicators:**

Interpret qualitative research findings (IM:371) (SP)

## **Instructional Area: Market Planning (MP)**

**Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience**

**Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).**

**Performance Indicators:**

Identify ways to segment markets for marketing communications (MP:028) (SP)

Describe the nature of target marketing in marketing communications (MP:029) (SP)

## **Instructional Area: Product/Service Management (PM)**

**Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities**

**Performance Element: Understand product/service management activities to demonstrate in-depth understanding of their nature and scope.**

**Performance Indicators:**

Explain the concept of “product” in marketing communications (PM:091) (SP)

Describe services offered by the marketing-communications industry (PM:220) (SP)

**Performance Element: Generate marketing-communications ideas to contribute to ongoing marketing communications success.**

**Performance Indicators:**

Generate marketing communications ideas (PM:187) (SP)

**Performance Element: Employ product-mix strategies to meet customer expectations.**

**Performance Indicators:**

Explain the nature of product extension in services marketing (PM:082) (SP)

**Performance Element: Position products/services to acquire desired business image.**

**Performance Indicators:**

Identify opportunities in the social-media space (PM:275) (SP)

Establish credibility with Internet users (PM:274) (SP)

## **Instructional Area: Promotion (PR)**

**Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome**

**Performance Element: Understand promotion activities to show an in-depth understanding of their nature and scope.**

**Performance Indicators:**

Explain considerations affecting global promotion (PR:117) (SP)

Explain the marketing-communications development process (PR:316) (SP)

**Performance Element: Utilize word-of-mouth strategies to build brand and to promote products.**

**Performance Indicators:**

Explain the nature of word-of-mouth (WOM) strategies (PR:319) (SP)

Discuss the role of customer voice in word-of-mouth strategies (PR:363) (SP)

Explain the nature of buzz-marketing (PR:317) (SP)

Explain considerations in developing viral marketing campaigns (PR:312) (SP)

Describe considerations in developing customer evangelists (PR:273) (SP)

Explain the use of celebrities/influencers as a WOM strategy (PR:321) (SP)

Describe referral programs that can be used to build brand/promote products (PR:277) (SP)

**Performance Element: Use product placement to build brand and to promote products.**

**Performance Indicators:**

Explain the use of product placement (PR:323) (SP)

**Performance Element: Understand the use of direct marketing to attract attention and to build brand.**

**Performance Indicators:**

Discuss types of direct mail tactics (PR:301) (SP)

Explain the nature of online advertising (e.g., advergaming, virtual worlds, display ads, banner ads, pop-up ads, pay-per-click ads, etc.) (PR:164) (SP)

Explain the nature of email marketing tactics (PR:165) (SP)

Explain the role of business websites in digital marketing (PR:364) (SP)

Explain the use of social media for digital marketing (PR:365) (SP)

Describe the use of blogging for marketing communications (PR:281) (SP)

Explain the use of RSS feeds (PR:324) (SP)

Discuss the use of podcasts/webcasts (PR:298) (SP)

Discuss the use of social bookmarking/tagging (PR:300) (SP)

Explain the use of video/images for digital marketing (PR:366) (SP)

Describe mobile marketing tactics (PR:276) (SP)

Explain mobile marketing applications (PR:367) (SP)

Discuss the use of search-engine optimization tactics for digital marketing (PR:299) (SP)

**Performance Element: Develop content for use in marketing communications to create interest in product/business/idea.**

**Performance Indicators:**

- Identify effective advertising headlines (PR:330) (SP)
- Explain the use of storytelling in marketing (PR:388) (SP)
- Describe the nature of copy strategies (PR:126) (SP)
- Write copy for advertisements (PR:368) (SP)
- Discuss the nature of effective direct-mail copy (PR:294) (SP)
- Write direct-mail letters (PR:122) (SP)
- Describe the nature of effective Internet ad copy (PR:279) (SP)
- Write e-mail marketing copy (PR:362) (SP)
- Execute targeted emails (PR:166) (SP)
- Write content for use on the website (PR:370) (SP)
- Write content for use in social media (PR:371) (SP)
- Maintain a consistent brand voice in social content (PR:389) (SP)
- Develop and package content for social distribution (PR:390) (SP)
- Explain the nature of effective mobile ad copy (PR:318) (SP)
- Write mobile marketing content (PR:372) (SP)
- Repurpose content for use in multiple platforms (PR:373) (SP)

**Performance Element: Understand design principles to be able to communicate needs to designers.**

**Performance Indicators:**

- Describe the use of color in advertisements (PR:123) (SP)
- Describe the elements of design (PR:222) (SP)
- Explain the use of illustrations in advertisements (PR:322) (SP)
- Discuss the nature of typography (PR:295) (SP)
- Explain type styles used in advertisements (PR:326) (SP)
- Describe effective advertising layouts (PR:275) (SP)
- Identify types of drawing media (PR:334) (SP)
- Explain the impact of color harmonies on composition (PR:314) (SP)
- Describe digital color concepts (PR:274) (SP)

**Performance Element: Critique advertisements to ensure achievement of marketing communications goals/objectives.**

**Performance Indicators:**

- Check advertising proofs (PR:130) (SP)

**Performance Element: Understand how a website presence can be used to promote business/product.**

**Performance Indicators:**

- Explain website-development process (PR:328) (SP)

Identify strategies for attracting targeted audience to website (PR:333) (SP)

**Performance Element: Manage media planning and placement to enhance return on marketing investment.**

**Performance Indicators:**

Determine advertising reach of media (PR:225) (SP)

Read media schedule (PR:348) (SP)

Calculate media costs (PR:009) (SP)

Choose appropriate media outlets (PR:230) (SP)

Negotiate terms with media owner (PR:340) (SP)

Schedule ads and commercials (PR:131) (SP)

Select placement of advertisements (PR:132) (SP)

Buy ad space/time (PR:104) (SP)

Identify techniques to increase ad response time (PR:231) (SP)

**Performance Element: Utilize publicity to inform stakeholders of business activities.**

**Performance Indicators:**

Explain the impact of digital techniques on public relations practices (PR:376) (SP)

Write a press release (PR:057) (SP)

Create a public-service announcement (PR:268) (SP)

Create a press kit (PR:226) (SP)

Cultivate media relationships (PR:185) (SP)

**Performance Element: Utilize publicity/public-relations activities to create goodwill with stakeholders.**

**Performance Indicators:**

Analyze costs/benefits of company participation in community activities (PR:056) (SP)

Explain current issues/trends in public relations (PR:313) (SP)

Describe the use of crisis management in public relations (PR:282) (SP)

**Performance Element: Employ sales-promotion activities to inform or remind customers of business/product.**

**Performance Indicators:**

Create promotional signage (PR:391) (SP)

Collaborate in the design of slogans/taglines (PR:266) (SP)

Collaborate in the design of collateral materials to promote frequency/loyalty marketing program (PR:233) (SP)

Participate in the design of collateral materials to promote special event (PR:234) (SP)

Set up cross-promotions (PR:235) (SP)

Explain how businesses can use trade-show/exposition participation to communicate with targeted audiences (PR:254) (SP)

Participate in trade shows/expositions (PR:236) (SP)

Explain considerations used to evaluate whether to participate in trade shows/expositions (PR:255) (SP)

**Performance Element: Develop marketing/creative briefs to apprise staff and client of promotional strategy.**

**Performance Indicators:**

Discuss the use of marketing/creative briefs (PR:297) (SP)

**Performance Element: Work with advertising agency to create marketing communications.**

**Performance Indicators:**

Explain the use of advertising agencies (PR:081) (SP)

**Performance Element: Plan marketing communications to maximize effectiveness and to minimize costs.**

**Performance Indicators:**

Explain the nature of a promotional plan (PR:073) (SP)

Coordinate activities in the promotional mix (PR:076) (SP)

**Performance Element: Implement and monitor promotional activities to maximize return on promotional efforts.**

**Performance Indicators:**

Monitor user-generated content (UGC) (PR:393) (SP)

Moderate social chats (PR:394) (SP)

Leverage social networks for customer engagement (PR:379) (SP)

Implement strategies to grow social-media following (PR:395) (SP)

Implement digital marketing campaign (PR:381) (SP)

## **Instructional Area: Selling (SE)**

**Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities**

**Performance Element: Acquire product knowledge to be equipped to solve customer/client's problems.**

**Performance Indicators:**

Acquire knowledge of client's products/brands (SE:360) (CS)

**Performance Element: Utilize sales processes and techniques to determine and satisfy customer needs.**

**Performance Indicators:**

Pitch marketing communications idea to client (SE:347) (SP)

Present an advertising campaign to clients (SE:395) (SP)

**Performance Element: Utilize sales-support activities to increase customer satisfaction.**

**Performance Indicators:**

Provide service after the sale (SE:398) (SP)



## **Instructional Area: Emotional Intelligence (EI)**

**Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others**

**Performance Element: Manage internal and external business relationships to foster positive interactions.**

**Performance Indicators:**

Explain the impact of business customs and practices on global trade (EI:082) (SP)

Describe the nature of business customs and practices in the North American market (EI:083) (SP)

Explain the nature of business customs and practices in Western Europe (EI:084) (SP)

Explain the nature of business customs and practices in Eastern Europe (EI:117) (SP)

Explain the nature of business customs and practices in Latin America (EI:085) (SP)

Describe the nature of business customs and practices in the Pacific Rim (EI:086) (SP)

Discuss the nature of business customs and practices in the Middle East (EI:087) (SP)

Explain the nature of business customs and practices in South Asia (EI:118) (SP)

Describe the nature of business customs and practices in Northern Africa (EI:119) (SP)

Discuss the nature of business customs and practices in Sub-Saharan Africa (EI:120) (SP)

## **Instructional Area: Information Management (NF)**

**Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making**

**Performance Element: Utilize information-technology tools to manage and perform work responsibilities.**

**Performance Indicators:**

Analyze the impact of technology on marketing (NF:094) (SP)

Use software to automate services (NF:106) (SP)

Use analytical tracking tools (NF:205) (SP)

**Performance Element: Acquire information to guide business decision-making.**

**Performance Indicators:**

Use analytical software (e.g., SPSS, SAS, Excel, etc.) (NF:214) (SP)

## **Instructional Area: Operations (OP)**

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.**

**Performance Indicators:**

Determine sources of relevant, new marketing data (OP:434) (SP)

Evaluate options to purchase or sell marketing data (OP:435) (SP)

**Performance Element: Determine technology security issues to protect customer information and company image.**

**Performance Indicators:**

Maintain security of marketing data (OP:429) (SP)

Explain security considerations in marketing management (OP:173) (SP)

**Performance Element: Apply operational policies to perform procedures and activities that ensure marketing's efficiency and effectiveness.**

**Performance Indicators:**

Cleanse existing marketing data to maintain relevancy (OP:430) (SP)

Apply marketing analytics (OP:431) (SP)

**Performance Element: Implement organizational skills to improve efficiency and work flow.**

**Performance Indicators:**

Coordinate activities with those of other departments (OP:196) (SP)

**Performance Element: Utilize business systems to expedite workflow and enhance a business's image.**

**Performance Indicators:**

Document marketing processes (OP:437) (SP)

**Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.**

**Performance Indicators:**

Track invoices (OP:184) (CS)

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Utilize career-advancement activities to enhance professional development in marketing.**

**Performance Indicators:**

Assess the services of professional organizations in marketing (PD:144) (SP)

Utilize professional development opportunities in marketing (e.g., continuing education courses, certifications, journals, online activities/courses) (PD:147) (SP)

Employ career-advancement strategies in marketing (PD:132) (SP)

**Performance Element: Acquire information about marketing management to aid in making career choices.**

**Performance Indicators:**

Explain the nature of marketing management (PD:136) (SP)

Explain career opportunities in marketing management (PD:133) (SP)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Employ marketing-information to aid in making and evaluating channel-management decisions.**

**Performance Indicators:**

Track channel management cost data (IM:470) (SP)

Collect product quality data to aid in making channel-management decisions (IM:485) (SP)

Obtain and track information about domestic and foreign suppliers/manufacturers (IM:380) (SP)

**Performance Element: Report findings to communicate research information to others.**

**Performance Indicators:**

Display data in charts/graphs or in tables (IM:347) (SP)

Provide sales analysis reports (IM:394) (SP)

Prepare and use presentation software to support reports (IM:386) (SP)

Prepare written reports for decision-making (IM:390) (SP)

**Performance Element: Manage marketing information to guide and assess promotional activities.**

**Performance Indicators:**

Measure media audience (IM:374) (SP)

Leverage data to recommend personalized, relevant campaigns (IM:472) (SP)

Leverage data to support real-time customization of customer interactions (IM:473) (SP)

## **Instructional Area: Product/Service Management (PM)**

**Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities**

**Performance Element: Apply quality assurances to enhance product/service offerings.**

**Performance Indicators:**

Determine the impact of product standards' issues associated with global business (PM:278) (SP)

**Performance Element: Employ product-development processes to maintain up-to-date product pipeline.**

**Performance Indicators:**

Explain new product-development processes (PM:241) (SP)

**Performance Element: Assess product packaging to improve its function and to improve its brand recognition.**

**Performance Indicators:**

Assess product-packaging requirements (PM:213) (SP)

Evaluate graphic design on packages (PM:236) (SP)

Evaluate adequacy of product packaging (PM:233) (SP)

**Performance Element: Position products/services to acquire desired business image.**

**Performance Indicators:**

Develop positioning concept for a new product idea (PM:228) (SP)

Communicate core values of product/service (PM:214) (SP)

Identify product's/service's competitive advantage (PM:246) (SP)

## **Instructional Area: Promotion (PR)**

**Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome**

**Performance Element: Understand design principles to be able to communicate needs to designers.**

**Performance Indicators:**

- Describe the use of color in advertisements (PR:123) (SP)
- Describe the elements of design (PR:222) (SP)
- Explain the use of illustrations in advertisements (PR:322) (SP)
- Discuss the nature of typography (PR:295) (SP)
- Explain type styles used in advertisements (PR:326) (SP)
- Describe effective advertising layouts (PR:275) (SP)
- Identify types of drawing media (PR:334) (SP)
- Explain the impact of color harmonies on composition (PR:314) (SP)
- Describe digital color concepts (PR:274) (SP)

**Performance Element: Participate in company's community outreach involvement to foster a positive company image and to meet other professionals.**

**Performance Indicators:**

- Explain the importance of company involvement in community activities (PR:315) (SP)
- Propose community issues for company involvement (PR:347) (SP)
- Participate in community outreach activities (PR:341) (SP)

**Performance Element: Plan marketing communications to maximize effectiveness and to minimize costs.**

**Performance Indicators:**

- Explain the nature of a promotional plan (PR:073) (SP)
- Coordinate activities in the promotional mix (PR:076) (SP)

**Performance Element: Utilize outside agency/consultant to aid in promotional planning and development.**

**Performance Indicators:**

- Create written briefs for outside agencies/consultants (PR:271) (SP)

**Performance Element: Evaluate long-term and short-term results of promotional efforts.**

**Performance Indicators:**

- Identify ways to track marketing-communications activities (PR:335) (SP)

## **Instructional Area: Information Management (NF)**

**Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making**

**Performance Element: Utilize information-technology tools to manage and perform work responsibilities.**

**Performance Indicators:**

Assess the impact of technology on marketing research (NF:095) (SP)

Use analytical tracking tools (NF:205) (SP)

**Performance Element: Acquire information to guide business decision-making.**

**Performance Indicators:**

Identify emerging customer trends through social networking (NF:213) (SP)

Use analytical software (e.g., SPSS, SAS, Excel, etc.) (NF:214) (SP)

## **Instructional Area: Operations (OP)**

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Determine technology security issues to protect customer information and company image.**

**Performance Indicators:**

Maintain security of marketing data (OP:429) (SP)

Explain security considerations in marketing research (OP:174) (SP)

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Acquire information about the marketing research industry to aid in making career choices.**

**Performance Indicators:**

Identify career opportunities in marketing research (PD:140) (SP)

Explain the role and responsibilities of marketing researchers (PD:139) (SP)

**Performance Element: Utilize career-advancement activities to enhance professional development in marketing research.**

**Performance Indicators:**

Determine professional certification requirements in marketing research (PD:129) (SP)

Assess the services of professional organizations in marketing research (PD:143) (SP)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Monitor business data to stay abreast of trends and changes that could impact business decision-making.**

**Performance Indicators:**

Obtain information from customer databases (IM:381) (SP)

Maintain information on marketing partners' activities (e.g., vendors, others in supply/distribution channels) (IM:432) (SP)

Identify challenges with the use of unstructured data (IM:474) (SP)

Obtain marketing information from online sources (e.g., search engines, online databases, blogs, forums, listserves, web analytics, social media, geolocation services, etc.) (IM:382) (SP)

Conduct sentiment analysis (IM:433) (SP)

Obtain marketing information from publications (e.g., newspapers; magazines--current trends, regulations, consumer issues) (IM:434) (SP)

Collect product quality data (e.g., customer complaints, returns, quality control) (IM:311) (SP)

Data mine clickstream data using web analytics for marketing information (IM:333) (SP)

Track environmental changes that impact a business (e.g., technological changes, consumer trends, economic changes, regulatory changes, etc.) (IM:409) (SP)

Monitor and mine sales data (by volume, product, territory, channel, time period, etc.) (IM:379) (SP)

Identify transactional data through electronic means (e.g., bar coding, optical scanners, automatic replenishment systems, electronic data interchange [EDI], and reader-sorters) (IM:368) (SP)

Monitor competitors' activities (IM:435) (SP)

Develop insights using trends occurring in other industries (IM:475) (SP)

Measure market size and composition (IM:373) (SP)

**Performance Element: Determine the need for and value of marketing research to optimize use of business resources.**

**Performance Indicators:**

Explain the nature of actionable research (IM:359) (SP)

Compare business objectives with the expected use of the marketing-research outcomes (IM:312) (SP)

**Performance Element: Determine who and how many respondents are needed for marketing research findings to adequately represent the population's views.**

**Performance Indicators:**

Explain the nature of the sampling design process (IM:436) (SP)

Explain the nature of sample sources (e.g., MR sampling companies, general list brokers, customer lists) (IM:478) (SP)

Select sample sources in marketing research (IM:437) (SP)

Discuss sampling issues with international marketing research projects (IM:438) (SP)

Explain sampling techniques for probability and non-probability samples (IM:439) (SP)

Discuss sampling techniques and issues associated with Internet sampling (IM:440) (SP)

Describe statistical concepts associated with sampling (IM:441) (SP)

**Performance Element: Develop data-collection instruments to facilitate data-collection process.**

**Performance Indicators:**

Describe types of rating scales (including Likert scales, semantic differential scales, behavior intention scales, etc.) (IM:286) (SP)

**Performance Element: Collect marketing-research data to answer research questions or to resolve issues.**

**Performance Indicators:**

Apply approaches to increase participant cooperation with data collection (IM:450) (SP)

Administer questionnaires (IM:297) (SP)

Conduct telephone interviews (IM:328) (SP)

Employ techniques to assess ongoing behavior (e.g., business records; manual record sheets; electronic recording devices for telephone, personal, and computer interviewing; smart cards; video recording) (IM:349) (SP)

Test alternatives (e.g., web pages, ads, appeals, etc.) (IM:463) (SP)

Conduct in-depth interviews (IM:322) (SP)

**Performance Element: Process data to translate marketing information into useful insights/knowledge.**

**Performance Indicators:**

Edit/clean research data (IM:348) (SP)

Code research data (IM:362) (SP)

Apply methods to treat missing data (IM:451) (SP)

Conduct error detection/edit routines (IM:318) (SP)

Transcribe conversations/interviews (IM:452) (SP)

Tabulate data (IM:402) (SP)



Create data matrix (IM:331) (SP)

Select and use appropriate data support systems (IM:397) (SP)

Analyze narrative text (e.g., sorting, classifying/categorizing, identifying patterns, interpreting, selecting mechanical analysis approaches) (IM:304) (SP)

**Performance Element: Apply statistical methods and software systems to aid in data interpretation.**

**Performance Indicators:**

Set confidence levels (IM:400) (SP)

Test for relationships (IM:404) (SP)

Test for associations (IM:403) (SP)

Test for significant differences (IM:405) (SP)

Use statistical inferences to make estimates or to test hypotheses (IM:412) (SP)

Identify types of modeling techniques (IM:369) (SP)

Apply mathematical modeling techniques (IM:308) (SP)

**Performance Element: Interpret research data into information for decision-making.**

**Performance Indicators:**

Interpret descriptive statistics for marketing decision making (IM:416) (SP)

Interpret correlations (IM:370) (SP)

**Performance Element: Report findings to communicate research information to others.**

**Performance Indicators:**

Display data in charts/graphs or in tables (IM:347) (SP)

Write executive summary of research report (IM:414) (SP)

Prepare and use presentation software to support reports (IM:386) (SP)

Present findings orally (IM:391) (SP)

Prepare written reports for decision-making (IM:390) (SP)

Post marketing research results electronically (IM:383) (SP)

**Performance Element: Manage marketing information to guide and assess promotional activities.**

**Performance Indicators:**

Pre-test promotional campaign (e.g., advertising, direct marketing, etc.) (IM:392) (SP)

Measure media audience (IM:374) (SP)

Measure response rates (IM:375) (SP)

Conduct advertising tracking studies (IM:313) (SP)

## **Instructional Area: Economics (EC)**

**Standard: Understands the economic principles and concepts fundamental to business operations**

**Performance Element: Understand global trade's impact to aid business decision-making.**

**Performance Indicators:**

Identify the effects of global trade on retailing (EC:094) (SP)

Explain current retail trends driven by global trade (EC:102) (SP)

## **Instructional Area: Marketing (MK)**

**Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives**

**Performance Element: Acquire an understanding of marketing's role and function in business to facilitate work among departments.**

**Performance Indicators:**

Distinguish between retailing and marketing (MK:003) (CS)

Explain the importance of merchandising to retailers (MK:020) (CS)

## **Instructional Area: Information Management (NF)**

**Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making**

**Performance Element: Utilize information-technology tools to manage and perform merchandising responsibilities.**

**Performance Indicators:**

Analyze the impact of technology on retailing (NF:041) (SP)

Utilize merchandising software (NF:107) (SP)

Obtain information from retail databases to aid in product planning and control (NF:104) (SP)

**Performance Element: Maintain marketing information to facilitate merchandising activities.**

**Performance Indicators:**

Maintain purchase orders (NF:102) (SP)

Maintain order logs (NF:108) (SP)

## Instructional Area: Operations (OP)

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Implement security policies/procedures to minimize chance for loss.**

**Performance Indicators:**

Explain policies/procedures for handling shoplifters (OP:122) (CS)

Devise/Enact merchandise security measures to minimize inventory shrinkage (OP:172) (SP)

**Performance Element: Implement organizational skills to improve efficiency and work flow.**

**Performance Indicators:**

Follow up orders (OP:040) (CS)

Coordinate activities with those of other departments (OP:196) (SP)

**Performance Element: Prepare registers/terminals for sales operations.**

**Performance Indicators:**

Prepare cash drawers/banks (OP:194) (CS)

Open/Close register/terminal (OP:195) (CS)

**Performance Element: Acquire foundational knowledge of distribution to understand its role and function.**

**Performance Indicators:**

Explain the nature and scope of distribution (OP:522) (CS)\*

Explain the relationship between customer service and distribution (OP:523) (CS)\*

Describe the use of technology in distribution (OP:524) (SP)\*

Explain legal considerations in distribution (OP:525) (SP)\*

Describe ethical considerations in distribution (OP:526) (SP)\*

Explain distribution issues and trends (OP:377) (SP)

Discuss the use of electronic data interchange (EDI) (OP:378) (SP)

**Performance Element: Utilize order-fulfillment processes to move product through the supply chain.**

**Performance Indicators:**

Use an information system for order fulfillment (OP:380) (CS)

Fulfill orders (OP:381) (CS)

**Performance Element: Implement receiving processes to ensure accuracy and quality of incoming shipments.**

**Performance Indicators:**

Explain the receiving process (OP:384) (CS)

Explain stock-handling techniques used in receiving deliveries (OP:385) (CS)

Process incoming merchandise (OP:386) (CS)

Resolve problems with incoming shipments (OP:387) (CS)

**Performance Element: Utilize stock-handling procedures to process incoming inventory.**

**Performance Indicators:**

Attach source and anti-theft tags (OP:389) (CS)

Price mark merchandise (OP:390) (CS)

Make and record price changes (OP:391) (SP)

Identify hang-tag needs (OP:392) (SP)

Assign codes to each product item (OP:393) (SP)

Route stock to sales floor (OP:394) (CS)

Rotate stock (OP:395) (CS)

Process returned/damaged product (OP:396) (CS)

Transfer stock to/from branches (OP:397) (SP)

Enter product descriptions into a PoS system (OP:398) (SP)

**Performance Element: Utilize warehousing procedures to store inventory until needed.**

**Performance Indicators:**

Explain storing considerations (OP:400) (CS)

Explain the nature of warehousing (OP:401) (CS)

Store inventory (OP:402) (CS)

**Performance Element: Understand transportation processes to move products through the supply chain.**

**Performance Indicators:**

Explain shipping processes (OP:405) (CS)

Identify factors considered when selecting best shipping method (OP:406) (SP)

**Performance Element: Utilize inventory-control methods to minimize costs and to meet customer demand.**

**Performance Indicators:**

Maintain inventory levels (OP:407) (CS)

Report out-of-stocks (OP:408) (CS)

Complete inventory counts (OP:409) (CS)

Monitor merchandise classification system (OP:410) (SP)

Allocate merchandise to stores/regions (OP:411) (SP)

Track stock by location for department/class/vendor level (OP:412) (SP)

Describe inventory control systems (OP:413) (CS)

Explain types of unit inventory-control systems (OP:414) (SP)

Determine inventory shrinkage (OP:415) (SP)

Maintain inventory-control systems (OP:416) (SP)

Implement category management process (OP:417) (SP)

**Performance Element: Manage distribution activities to minimize costs and to determine distribution strategies.**

**Performance Indicators:**

Ensure timely delivery of advertised merchandise (OP:420) (SP)

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Acquire information about merchandising to aid in making career choices.**

**Performance Indicators:**

Explain the evolution of retailing (PD:148) (CS)

Describe the role of merchandisers in retailing (PD:128) (CS)

**Performance Element: Understand career opportunities in retailing to make career decisions.**

**Performance Indicators:**

Identify career opportunities in retailing (PD:038) (CS)

Explain career opportunities in merchandising (PD:134) (CS)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Utilize marketing information to drive merchandising activities.**

**Performance Indicators:**

Analyze information from suppliers (IM:300) (SP)

Scan marketplace to identify factors that could influence merchandising decisions (IM:396) (SP)

Analyze competitors' offerings (IM:298) (SP)

## Instructional Area: Product/Service Management (PM)

**Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities**

**Performance Element: Apply quality assurances to enhance product/service offerings.**

**Performance Indicators:**

Determine the impact of product standards' issues associated with global business (PM:278) (SP)

**Performance Element: Utilize assortment-mix strategies to create maximum mix of products at minimum cost.**

**Performance Indicators:**

Obtain samples (PM:253) (SP)

Determine quality of merchandise to offer (PM:223) (SP)

Plan merchandise assortment (e.g., styling, sizes, quantities, colors) (PM:254) (SP)

**Performance Element: Develop merchandise plans (budgets) to guide selection of retail products.**

**Performance Indicators:**

Explain the nature of merchandise plans (budgets) (PM:061) (SP)

Calculate open-to-buy (PM:058) (SP)

Create/maintain daily sales plan (PM:219) (SP)

Identify emerging trends (PM:257) (SP)

Plan stock (PM:062) (SP)

Plan reductions (e.g., anticipated markdowns, employee/other discounts, stock shortages) (PM:063) (SP)

Plan purchases (PM:064) (SP)

Compare and contrast buying from domestic sources with that of foreign sources (PM:192) (SP)

Determine final cost of purchases from domestic and international sources (PM:193) (SP)

**Performance Element: Perform buying activities to obtain products for resale.**

**Performance Indicators:**

Write purchase orders (PM:258) (SP)

Analyze the use of central buying (PM:259) (SP)

Determine stock turnover (PM:224) (SP)

Determine what to buy/reorder (PM:260) (SP)

Determine quantities to buy/reorder (PM:261) (SP)

Determine when to buy/reorder (PM:262) (SP)

Establish reorder points (PM:232) (SP)

**Performance Element: Analyze vendor performance to choose vendors and merchandise.**

**Performance Indicators:**

Evaluate vendors' merchandise (PM:239) (SP)

Choose vendors (PM:263) (SP)

Negotiate terms with suppliers (PM:264) (SP)

**Performance Element: Position products/services to acquire desired business image.**

**Performance Indicators:**

Identify components of a retail image (PM:243) (SP)

## **Instructional Area: Promotion (PR)**

**Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome**

**Performance Element: Advertise to communicate promotional messages to targeted audiences.**

**Performance Indicators:**

Proof ads (PR:346) (SP)

**Performance Element: Utilize special events to increase sales.**

**Performance Indicators:**

Plan special events (PR:360) (SP)

Prepare store/department for special event (PR:068) (SP)

**Performance Element: Employ visual merchandising techniques to increase interest in product offerings.**

**Performance Indicators:**

Explain the use of visual merchandising in retailing (PR:023) (CS)

Distinguish between visual merchandising and display (PR:302) (CS)

Place merchandise for impact (PR:342) (SP)

Determine on-floor assortments (PR:284) (SP)

Use cross-merchandising techniques (PR:358) (SP)

Read/Implement planograms (PR:349) (SP)

**Performance Element: Implement display techniques to attract customers and increase sales potential.**

**Performance Indicators:**

Explain types of display arrangements (PR:026) (CS)

Maintain displays (PR:052) (CS)

Dismantle/Store displays/display fixtures/forms (PR:054) (CS)

Create promotional signs (PR:109) (SP)

Select and use display fixtures/forms (PR:031) (SP)

Use lighting to highlight products (PR:359) (SP)

Set up point-of-sale displays and handouts (PR:114) (SP)

Create displays (PR:047) (SP)

**Performance Element: Manage promotional activities to maximize return on promotional efforts.**

**Performance Indicators:**

Develop promotional calendar (PR:209) (SP)

Plan/Schedule displays/themes with management (PR:077) (SP)

## **Instructional Area: Selling (SE)**

**Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities**

**Performance Element: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.**

**Performance Indicators:**

Explain the use of brand names in selling (SE:019) (CS)

**Performance Element: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.**

**Performance Indicators:**

Establish relationship with customer/client (SE:110) (CS)

Determine customer/client needs (SE:111) (CS)

Recommend specific product (SE:114) (CS)

Demonstrate good/service (SE:374) (SP)

Convert customer/client objections into selling points (SE:874) (SP)

Close the sale (SE:895) (SP)

Demonstrate suggestion selling (SE:875) (SP)

Plan follow-up strategies for use in retail selling (SE:489) (SP)



**Performance Element: Implement support activities to facilitate the selling process.**

**Performance Indicators:**

- Arrange delivery of purchases (SE:023) (CS)
- Pack and wrap purchases (SE:887) (CS)
- Process special orders for retail sales (SE:009) (CS)
- Sell gift certificates (SE:016) (CS)
- Process retail telephone orders (SE:835) (CS)
- Process returns/exchanges (SE:162) (CS)
- Process retail sales documentation (SE:117) (SP)

**Performance Element: Collect payment from customer to complete customer transaction.**

**Performance Indicators:**

- Calculate miscellaneous charges for retail sales (SE:116) (CS)
- Process sales transactions (e.g., cash, credit, check) (SE:329) (CS)
- Accept checks from customers (SE:152) (CS)
- Operate register/terminal (SE:153) (CS)

**Performance Element: Guide sales staff to improve their success rate and to minimize staff turnover.**

**Performance Indicators:**

- Provide information about incoming merchandise to sales staff (SE:396) (SP)
- Monitor on-floor selling activities (SE:389) (SP)

## **Instructional Area: Customer Relations (CR)**

**Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers**

**Performance Element: Foster positive relationships with customers to enhance sales.**

**Performance Indicators:**

Use social media to enhance customer post-sales experience (CR:028) (SP)

## **Instructional Area: Operations (OP)**

**Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning**

**Performance Element: Acquire foundational knowledge of distribution to understand its role and function.**

**Performance Indicators:**

Explain the nature and scope of distribution (OP:522) (CS)\*

Explain the relationship between customer service and distribution (OP:523) (CS)\*

## **Instructional Area: Professional Development (PD)**

**Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career**

**Performance Element: Acquire information about the sales industry to aid in making career choices.**

**Performance Indicators:**

Explain the nature of professional selling (PD:120) (SP)

Explain employment opportunities in professional selling (PD:055) (SP)

Discuss the economic and social effects of professional selling (PD:131) (SP)

**Performance Element: Utilize career-advancement activities to enhance professional development in professional selling.**

**Performance Indicators:**

Identify professional certification requirements available for professional salespeople (PD:141) (SP)

Assess the services of professional organizations in selling (PD:062) (SP)

## **Instructional Area: Marketing-Information Management (IM)**

**Standard: Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions**

**Performance Element: Process marketing information to test hypotheses and/or to resolve issues.**

**Performance Indicators:**

Analyze market information (IM:301) (SP)

**Performance Element: Employ marketing information to plan marketing activities.**

**Performance Indicators:**

Describe the use of target marketing in professional selling (IM:334) (SP)

## **Instructional Area: Selling (SE)**

**Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities**

**Performance Element: Understand sales activities to show command of their nature and scope.**

**Performance Indicators:**

Explain the impact of sales and buying cycles (SE:380) (SP)

Describe the impact that digital communication is having on selling (SE:490) (SP)

**Performance Element: Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.**

**Performance Indicators:**

Differentiate between consumer and organizational buying behavior (SE:112) (SP)

Identify emerging trends for use in selling (SE:404) (SP)

**Performance Element: Perform pre-sales activities to facilitate sales presentation.****Performance Indicators:**

- Explain the use of marketing-research information in professional selling (SE:383) (SP)
- Prospect for customers (SE:001) (SP)
- Conduct preliminary customer/client qualification (SE:400) (SP)
- Conduct pre-visit research (e.g., customer's markets/products, customer's competitors, and competitors' offerings) (SE:369) (SP)
- Determine sales strategies (SE:377) (SP)
- Book appointments with prospective clients (SE:366) (SP)
- Prepare sales presentation (SE:067) (SP)
- Prepare and/or assemble sales materials (SE:482) (SP)

**Performance Element: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.****Performance Indicators:**

- Build rapport and credibility with prospect (SE:483) (SP)
- Respond appropriately to prospect's individual personality type (SE:810) (SP)
- Determine prospect's buying motives for use in selling (SE:883) (SP)
- Facilitate prospect's buying decisions (SE:811) (SP)
- Question/probe to acquire understanding of prospect [priorities, problems, trends, issues, corporate aims and objectives, processes, buying process and criteria, and trading preferences] (SE:484) (SP)
- Assess prospect's needs in relation to product offering (SE:113) (SP)
- Propose solution to prospect's needs/challenges (sales talk, sales proposal presentation) (SE:115) (SP)
- Demonstrate product solution for prospect's needs (SE:893) (SP)
- Convert customer/client objections into selling points (SE:874) (SP)
- Close the sale (SE:895) (SP)
- Negotiate sales terms/agreement (SE:392) (SP)
- Oversee fulfillment/completion of sale (SE:485) (SP)
- Sell good/service/idea to individuals (SE:046) (SP)
- Sell good/service/idea to groups (SE:073) (SP)

**Performance Element: Process the sale to complete the exchange.****Performance Indicators:**

- Calculate miscellaneous charges (SE:475) (CS)
- Process special orders (SE:459) (SP)
- Process telephone orders (SE:461) (CS)
- Process sales documentation (SE:474) (SP)

**Performance Element: Conduct sales-support activities to meet prospect's needs/requirements.**

**Performance Indicators:**

Write product/service proposal (SE:486) (SP)

Present proposal (SE:487) (SP)

**Performance Element: Conduct post-sales follow-up activities to foster ongoing relationships with customers.**

**Performance Indicators:**

Plan follow-up strategies for use in selling (SE:057) (SP)

Prepare sales reports (SE:283) (SP)

Provide post-sales service (SE:397) (SP)

Gather customer/client feedback to improve service (SE:384) (SP)

Conduct self-assessment of sales performance (SE:372) (SP)

Maintain ongoing relationship with client (SE:488) (SP)

**Performance Element: Plan sales activities to increase sales efficiency and effectiveness.**

**Performance Indicators:**

Plan strategies for meeting sales quotas (SE:864) (SP)

Develop strategies to win back former customers (SE:379) (SP)

Explain the nature of key account management (SE:381) (SP)