



CAREER CLUSTER

Marketing

CAREER PATHWAY

Merchandising

INSTRUCTIONAL AREA

Economics

APPAREL AND ACCESSORIES MARKETING SERIES EVENT

PARTICIPANT INSTRUCTIONS

- The event will be presented to you through your reading of the 21st Century Skills, Performance Indicators and Event Situation. You will have up to 10 minutes to review this information and prepare your presentation. You may make notes to use during your presentation.
- You will have up to 10 minutes to make your presentation to the judge (you may have more than one judge).
- You will be evaluated on how well you meet the performance indicators of this event.
- Turn in all of your notes and event materials when you have completed the event.

21st CENTURY SKILLS

- Critical Thinking – Reason effectively and use systems thinking.
- Problem Solving – Make judgments and decisions, and solve problems.
- Communication – Communicate clearly.
- Creativity and Innovation – Show evidence of creativity.

PERFORMANCE INDICATORS

1. Analyze the impact of technology on retailing.
2. Explain how organizations adapt to today's markets.
3. Identify factors affecting a business's profit.
4. Determine factors affecting business risk.
5. Explain the nature of overhead/operating costs.

EVENT SITUATION

You are to assume the role of director of operations for P. TAILOR, a retailer specializing in men's and women's apparel. The senior vice president (judge) wants you to analyze the benefits and consequences of closing several stores in a metropolitan area and make a final recommendation.

P. TAILOR markets its brand to the middle class and upper middle class, providing both casual and professional attire for men and women. Since 1985, P. TAILOR stores have been located in shopping malls, with each location roughly 7,000 square feet in size. The retailer began with 300 locations, but within ten years had over 1,000 locations. The strategy was to increase sales by having a large number of store locations.

Executives at P. TAILOR are now finding that with online and mobile purchasing at an all-time high and expected to keep increasing, physical stores are seeing a decline in sales. Overall, same-store-sales decline each year. With so many locations, the operating and overhead costs are outweighing the profits.

In an attempt to find a solution, the senior vice president (judge) has proposed a new strategy for P. TAILOR in a large metropolitan area that currently has five P. TAILOR stores located in shopping malls throughout the area. The leases will be up for renewal soon for all five locations. Instead of renewing the leases, the senior vice president (judge) is considering closing all five locations and opening one giant P. TAILOR store in the upscale town center shopping area. The new P. TAILOR store will be 50,000 square feet and able to employ all P. TAILOR mall employees.

The senior vice president (judge) feels that offering one extremely large and luxurious P. TAILOR location makes more economic sense than the five small shopping mall locations that have been around for decades.

The senior vice president (judge) wants you to analyze the benefits and possible consequences of closing the five shopping mall locations and opening one large location in the upscale shopping area. The senior vice president (judge) needs you to make a final recommendation.

You will present the analysis and recommendation to the senior vice president (judge) in a role-play to take place in the senior vice president's (judge's) office. The senior vice president (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented the analysis and have answered the senior vice president's (judge's) questions, the senior vice president (judge) will conclude the role-play by thanking you for your work.

JUDGE'S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. 21st Century Skills and Performance Indicators
3. Event Situation
4. Judge Role-play Characterization
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form
Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of senior vice president for P. TAILOR, a retailer specializing in men's and women's apparel. You want the director of operations (participant) to analyze the benefits and consequences of closing several stores in a metropolitan area and make a final recommendation.

P. TAILOR markets its brand to the middle class and upper middle class, providing both casual and professional attire for men and women. Since 1985, P. TAILOR stores have been located in shopping malls, with each location roughly 7,000 square feet in size. The retailer began with 300 locations, but within ten years had over 1,000 locations. The strategy was to increase sales by having a large number of store locations.

Executives at P. TAILOR are now finding that with online and mobile purchasing at an all-time high and expected to keep increasing, physical stores are seeing a decline in sales. Overall, same-store-sales decline each year. With so many locations, the operating and overhead costs are outweighing the profits.

In an attempt to find a solution, you have proposed a new strategy for P. TAILOR in a large metropolitan area that currently has five P. TAILOR stores located in shopping malls throughout the area. The leases will be up for renewal soon for all five locations. Instead of renewing the leases, you are considering closing all five locations and opening one giant P. TAILOR store in the upscale town center shopping area. The new P. TAILOR store will be 50,000 square feet and able to employ all P. TAILOR mall employees.

You feel that offering one extremely large and luxurious P. TAILOR location makes more economic sense than the five small shopping mall locations that have been around for decades.

You want the director of operations (participant) to analyze the benefits and possible consequences of closing the five shopping mall locations and opening one large location in the upscale shopping area. You need the director of operations (participant) to make a final recommendation.

The participant will present the analysis and recommendation to you in a role-play to take place in your office. You will begin the role-play by greeting the participant and asking to hear about his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. Do you think closing all mall locations and opening one giant store will work in every metropolitan area?
2. Is it important at all to get customer input on this decision?
3. How can we tell if we made the right decision?

Once the director of operations (participant) has presented the analysis and recommendation and has answered your questions, you will conclude the role-play by thanking the director of operations (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.

JUDGE'S EVALUATION INSTRUCTIONS

Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

Level of Evaluation	Interpretation Level
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 th percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 th percentile of business personnel performing this performance indicator.
Little/No Value	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 th percentile of business personnel performing this performance indicator.



APPAREL AND ACCESSORIES MARKETING SERIES, 2017

Participant: _____

I.D. Number: _____

JUDGE'S EVALUATION FORM
DISTRICT EVENT #2

INSTRUCTIONAL AREA
Economics

Did the participant:

		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
PERFORMANCE INDICATORS						
1.	Analyze the impact of technology on retailing?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
2.	Explain how organizations adapt to today's markets?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
3.	Identify factors affecting a business's profit?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
4.	Determine factors affecting business risk?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
5.	Explain the nature of overhead/operating costs?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
21st CENTURY SKILLS						
6.	Reason effectively and use systems thinking?	0-1	2-3	4	5-6	
7.	Make judgments and decisions, and solve problems?	0-1	2-3	4	5-6	
8.	Communicate clearly?	0-1	2-3	4	5-6	
9.	Show evidence of creativity?	0-1	2-3	4	5-6	
10.	Overall impression and responses to the judge's questions	0-1	2-3	4	5-6	
TOTAL SCORE						