



CAREER CLUSTER

Marketing

INSTRUCTIONAL AREA

Selling

**MARKETING MANAGEMENT
TEAM DECISION MAKING EVENT**

PARTICIPANT INSTRUCTIONS

- The event will be presented to you through your reading of the 21st Century Skills, Performance Indicators and Case Study Situation. You will have up to 30 minutes to review this information and prepare your presentation. You may make notes to use during your presentation.
- You will have up to 15 minutes to make your presentation to the judge (you may have more than one judge). All members of the team must participate in the presentation, as well as answer any questions.
- You will be evaluated on how well you demonstrate the 21st Century Skills and 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 and Collaboration – Communicate clearly and show evidence of collaboration.
- Creativity and Innovation – Show evidence of creativity.

PERFORMANCE INDICATORS

- Explain the nature and scope of the selling function.
- Analyze product information to identify product features and benefits.
- Explain key factors in building a clientele.
- Discuss motivational theories that impact buying behavior.
- Describe factors used by marketers to position products/services.
- Identify company's brand promise.
- Identify communications channels used in sales promotion.

CASE STUDY SITUATION

You are to assume the roles of the publications director and the sales director for MAJOR HILLS, a manufacturer and marketer of branded consumer foods sold in retail stores that also publishes cookbooks. The vice president of publications (judge) wants your team to develop a plan to increase sales for a special edition of the brand's flagship cookbook.

MAJOR HILLS is the holder of the Haddie Walker trademark. Haddie Walker is a fictional female character that has been used in selling MAJOR HILLS cookbooks for nearly 75 years. In 1951, the first edition of *Haddie Walker Cookbook* was published and became an instant bestseller. The first edition claimed that Haddie Walker herself wrote all the recipes and the book also contained cooking and cleaning tips.

Since 1951, there have been 12 editions of the *Haddie Walker Cookbook*. Each new edition has added more contemporary recipes, acknowledged food allergens and included recipes for people with religious and health dietary restrictions.

Sales of the last two editions of *Haddie Walker Cookbook* have been poor. The last edition in 2016 did not sell half as many copies as projected. The market is now saturated with cookbooks, many written by popular celebrity chefs or have a specific focus like desserts, 30-minute meals, holidays and more. Many home cooks post recipes with free access on their websites and on social media. Customers do not need to purchase general cookbooks any longer.

In 2026, MAJOR HILLS will be publishing a new edition of the *Haddie Walker Cookbook*, and it will be a special 75th anniversary edition. The cookbook will feature the best recipes from past editions, humorous bizarre recipes from the past, fan favorite recipes, celebrities' favorite recipes and more recipes for international cuisine.

The vice president of publications (judge) wants your team to determine how to increase sales of the special 75th anniversary *Haddie Walker Cookbook*. The vice president (judge) wants your team to consider new customers who have never owned a *Haddie Walker Cookbook* and also customers who already own an edition that might not think they need an additional edition.

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

JUDGE INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE ROLE

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

1. Participant Instructions, 21st Century Skills and Performance Indicators
2. Case Study Situation
3. Judge Characterization
Allow the participants to present their ideas without interruption, unless you are asked to respond. 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 team.
4. Judge Evaluation Instructions and Judge Evaluation Form
Please use a critical and consistent eye in rating each participant team.

JUDGE CHARACTERIZATION

You are to assume the role of the vice president of publications for MAJOR HILLS, a manufacturer and marketer of branded consumer foods sold in retail stores that also publishes cookbooks. You want the publications director and the sales director (participant team) to develop a plan to increase sales for a special edition of the brand's flagship cookbook.

MAJOR HILLS is the holder of the Haddie Walker trademark. Haddie Walker is a fictional female character that has been used in selling MAJOR HILLS cookbooks for nearly 75 years. In 1951, the first edition of *Haddie Walker Cookbook* was published and became an instant bestseller. The first edition claimed that Haddie Walker herself wrote all the recipes and the book also contained cooking and cleaning tips.

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You want the publications director and the sales director (participant team) to determine how to increase sales of the special 75th anniversary *Haddie Walker Cookbook*. You want the publications director and the sales director (participant team) to consider new customers who have never owned a *Haddie Walker*

Cookbook and also customers who already own an edition that might not think they need another edition.

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

1. Do you think this should be our last year publishing the cookbook? Why or why not?
2. What is our company's competitive advantage?

Once the publications director and the sales director (participant team) have presented information and have answered your questions, you will conclude the role-play by thanking the publications director and the sales director (participant team) for the work.

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

EVALUATION INSTRUCTIONS

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 demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event. The maximum score for the evaluation is 100 points. The presentation will be weighted twice (2 times) the value of the exam scores.

Evaluation Form Interpretation

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

Level of Evaluation	Interpretation Level
Exceeds Expectations	Participants 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	Participants 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	Participants 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	Participants demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps the participants should seek other employment; would rank in the 0-49 th percentile of business personnel performing this performance indicator.



MARKETING MANAGEMENT TEAM DECISION MAKING 2025

JUDGE'S EVALUATION FORM ASSOCIATION EVENT 1

INSTRUCTIONAL AREA: Selling

Participant: _____

Participant: _____

ID Number: _____

Did the participant team:		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
PERFORMANCE INDICATORS						
1.	Explain the nature and scope of the selling function?	0-1-2-3	4-5-6	7-8	9-10	
2.	Analyze product information to identify product features and benefits?	0-1-2-3	4-5-6	7-8	9-10	
3.	Explain key factors in building a clientele?	0-1-2-3	4-5-6	7-8	9-10	
4.	Discuss motivational theories that impact buying behavior?	0-1-2-3	4-5-6	7-8	9-10	
5.	Describe factors used by marketers to position products/services?	0-1-2-3	4-5-6	7-8	9-10	
6.	Identify company's brand promise?	0-1-2-3	4-5-6	7-8	9-10	
7.	Identify communications channels used in sales promotion?	0-1-2-3	4-5-6	7-8	9-10	
21st CENTURY SKILLS						
8.	Reason effectively and use systems thinking?	0-1	2-3	4	5-6	
9.	Make judgments and decisions, and solve problems?	0-1	2-3	4	5-6	
10.	Communicate clearly and show evidence of collaboration?	0-1	2-3	4	5-6	
11.	Show evidence of creativity?	0-1	2-3	4	5-6	
12.	Overall impression and responses to the judge's questions	0-1	2-3	4	5-6	
TOTAL SCORE						