



# SAMPLE SBE GOLD CERTIFICATION

This is a sample SBE Gold Certification project from various SBEs and encompasses both retail and food operations. This is meant to give advisors and SBE managers some examples from a School-based Enterprise Gold Certification Manual using excerpts from previous manuals that have earned gold certification.

We encourage you to include photographs, graphs and charts and be creative with your submission. Some charts, graphs or pictures originally submitted in the gold certification manual submissions are not included to protect the financial or confidential information of the SBEs.

Performance indicators change occasionally. Check the guidelines on [deca.org/sbe](http://deca.org/sbe) to be sure you are addressing the most current standards and performance indicators for both the gold certification and gold re-certification manuals.

Please note that the contents of the SBE manual must be the results of the work current members of the DECA chapter. **Plagiarism is strictly prohibited and will be reported to school administrators.**

# SAMPLE TITLE PAGE

SCHOOL BASED ENTERPRISE CERTIFICATION PROGRAM  
GOLD CERTIFICATION  
RETAIL or FOOD OPERATIONS



SCHOOL NAME:  
ADVISOR:  
ADVISOR EMAIL:  
SCHOOL ADDRESS:  
DATE:

## **LOCATION**

Due to less covid restrictions this year, we were able to open all of our locations. First up we have the SCHOOL STORE, located near the cafeteria in our school. This is available to students, staff members, administrators, and even community members. The SHOP Downtown is our annual holiday season pop-up shop, located in downtown. This allows us to sell merchandise to member of our community more easily, and is a big hit for holiday gifting. In order to gain some more exposure, we have our SCHOOL STORE ON WHEELS. The SCHOOL STORE ON WHEELS is set up during our home sports events, like football games, so family and friends of the students at our school can scope out some items as well. Finally, FOOD SHACK is where we sell concessions for indoor sporting events such as basketball and volleyball. Furthermore, for those who cannot shop at our locations, we do provide an online shop.

## **TARGET MARKET**

The SCHOOL STORE has a primary target market of students ages 14-18, who attend XX High School. This market will typically earn minimum wages or slightly above. With the SCHOOL STORE being located in the school, it makes it easy for students to visit and purchase our products. Our secondary target market consists of staff members of XX High School, and members of the community. Our staff purchase items frequently, as it is also efficient for them having the store at school. Community members who live in CITY and are interested in purchasing SCHOOL merchandise are also targeted by the SCHOOL STORE.

## **PRODUCT MIX**

The SCHOOL STORE holds a wide variety of products, fitting to the needs of all our customers. Along the lines of food and drink products, the SCHOOL STORE sells chocolate chip cookies, Celsius energy drinks, Sparkling Ice drinks, Slush Puppy Slushies, and water every day. Relating to clothing items, the SCHOOL STORE contains nearly all of our offered products. We have hoodies, crew neck sweatshirts, long sleeve shirts, short sleeve shirts, joggers, and more. For accessories, we have lanyards, bracelets, and socks available. Finally, we carry mugs, travel coffee cups, and other fun drink carriers in our display cases as well.

## **REVENUE**

The total revenue from the 2019-2020 school year was \$xx,xxx.xx. We noticed a decrease in sales for the 2020-2021 school year with a total of \$xx,xxx.xx in sales. With the 2021-2022 school year being in person learning, we have set a goal of \$xx, xxx.xx, about 20% higher than last year.

## **STRATEGIC GOALS FOR THE SCHOOL YEAR**

The 2021-2022 school year is a big year for implementing new ideas, strategies, and functions. With nearly a year of our stores being closed, we have learned a lot about creating strategies in order to make the best of any situation. Our goal for this school year is to bounce back. To do that, we have made numerous updates to the Depot from a new cookie oven to fresh arrangements of merchandise. Another strategic goal for this school year is increased membership. Our current members will be working on educating and inspiring young members in order to increase passion for the job, and set up for larger teams in the coming years.

# TABLE OF CONTENTS

---

**STANDARD 1: FINANCIAL ANALYSIS..... 1**

Explain the role of finance in business

Describe the need for financial information

Describe the nature of budgets

Make responsible financial decisions

Maintain the financial records

Describe the use of technology in the financial-information management function

**STANDARD 2: OPERATIONS.....4**

Open/Close register/terminal

Follow instructions for use of equipment, tools, and machinery

Describe health and safety regulations in business

Explain routine security precautions

**STANDARD 3: MARKETING-INFORMATION MANAGEMENT..... 6**

Describe the need for marketing data

Identify data monitored for marketing decision-making

Track trends

Analyze customer behavior

**STANDARD 4: MARKET PLANNING..... 9**

Profile target customer

Determine market needs

Determine customer demand for merchandise

**STANDARD 5: PRODUCT/SERVICE MANAGEMENT..... 13**

Identify components of a retail image

Choose vendors

Plan merchandise assortment

Determine stock turnover

Plan reductions

**STANDARD 6: PRICING..... 16**

Determine cost of product

Describe pricing strategies

Evaluate pricing decisions

**STANDARD 7: DISTRIBUTION/CHANNEL MANAGEMENT..... 19**

Explain the relationship between customer service and distribution

Explain the receiving process

Complete inventory counts

Determine inventory shrinkage

**STANDARD 8: PROMOTION..... 22**

Plan promotional strategy

Explain the use of visual merchandising in retailing

Use cross-merchandising techniques

Plan special events

Measure success of promotional efforts

**STANDARD 9: SELLING.....25**

Determine customer/client needs

Establish relationship with customer/client

Demonstrate suggestion selling

Process sales documentation

Process return/exchanges

**STANDARD 10: HUMAN RESOURCES MANAGEMENT.....27**

Explain human resources management functions

Foster “right” environment for employees

Facilitate employee learning

Assess employee performance

# SAMPLE STANDARD 1: FINANCIAL ANALYSIS

## ROLE OF FINANCE IN BUSINESS

Financial decisions guide every part of a business's operations and is critical in planning and budgeting, and cash flow management, and how a company controls risks and costs. The role of finance in our School-based Enterprise (SBE), the SCHOOL STORE, is no exception. The ultimate goal of any business is to make a profit and students that operate the SBE understand the importance of being profitable. Students that operate the SBE are taught the basics of financial management through classroom lessons and then are able to apply their lessons to real work decisions in the SCHOOL STORE. On the most basic level, students are taught that the daily sales totals must balance with the cash and receipts on hand. A business cannot make mistakes in daily sales transactions that result in a loss and be profitable. Students also learn that stock must sell in a reasonable amount of time in order for a business to be profitable and also to be able to purchase new merchandise that will keep customers coming back in.

## THE NEED FOR FINANCIAL INFORMATION

The SCHOOL STORE uses financial information to make the best decisions for our SBE. The three main sources the SCHOOL STORE uses are a cash flow statement, income statement, and a balance sheet. Another important source is the Point of Sale System that can provide reports on inventory and daily sales. These documents are used to provide information about:

- Operations- how well a product sold, compare sales from one period of time to another, and how to plan for purchases
- Economic outlook- the general trends can be determined to help understand the current economic environment and make educated decisions about future operations, such as a Holiday
- Sale or purchasing more inventory to be prepared for large purchases at the start of the school year. Since 2020, economic outlook reports have been very important due to the uncertainty COVID has created.
- Cash flow- determine if we have available cash to purchase more inventory or can invest in new fixtures or equipment for the store

By examining these four documents, decisions can be made about items to purchase (or not to repurchase) or if a sale is needed to raise revenue.

## THE NATURE OF BUDGETS

Budgets create guidelines for our SBE operation. Budgets define the types of inventory. The SCHOOL STORE can order, special sales events our SBE can take on, and the types of promotion we can do. The budget for The SCHOOL STORE is based on the previous year's financial documents.

Unfortunately, COVID-19 decreased greatly our net revenue in the 2020-2021 school year. In a typical school year, our total net revenue is over \$xxx,xxx but in 2020-21 our net revenue was just over \$xx,xxx – still a

strong amount for a school store but only one third or a typical year for the SCHOOL STORE. Last school year parents, one of our main target markets, were not allowed to enter the building due to COVID-19 protocols and as a result our SBE noticed a dramatic decline in sales. However, the SCHOOL STORE was able to pivot and find a new way to generate sales through the introduction of sidewalk sales and contact-less delivery. Overall COVID-19 has played a major impact on our budget for the 2021-2022 school year because of the drop in revenue from the previous year.

Student managers create the budget at the end of each school year to guide purchases for the next. First, students analyze the current budget to see if it was accurate and included all of the necessary items. Next, students discuss which items could be adjusted or eliminated. Students brainstorm to see what new items might be needed. For example, this year’s budget included a subscription to Adobe Cloud since the SCHOOL STORE uses Adobe Photoshop and Illustrator often. Also, the cloud subscription allows access from any location so if school went emote managers could still utilize the resource.

### MAKE RESPONSIBLE FINANCIAL DECISIONS

The SCHOOL STORE is a part of XX High School and is part of a public institution. Therefore, the SCHOOL STORE must be financially responsible by being financially sound and completely transparent with its financial records.

The SBE must always end the school year with a positive balance. With this in mind, all purchases must be made and paid for by April 1st. Usually, this is not a problem except when merchandise is back-ordered or not available until May or June. This can cause an issue when trying to be stocked for the start of the next school year. However, by making a responsible decision to cancel or not make orders that would not make this deadline we are making responsible financial decisions.

Another example of making a responsible financial decision is not ordering the usual amount of inventory for the opening of the school year. With COVID being an evolving issue and the threat of an outbreak closing school, and therefore our SBE, we made the responsible decision of ordering a minimum amount of inventory. This impacted the SBE because with less inventory we also had less sales. The SCHOOL STORE also had less breadth and width in their inventory and customers did not have the large selection they were accustomed to.

### MAINTAINING FINANCIAL RECORDS

Maintaining financial records is an important part of the SCHOOL STORE’s success. Having the records from the past helps managers control many variables, such as shrinkage and theft. Every year our advisor picks five individuals she trust to work in the store each morning. Working in the store at this time is a huge responsibility, because these students deal with changing the till, printing the deposit, ensuring the store has the correct amount of money, and monitoring inventory. Each morning while the store is closed to customers, to help prevent any thief, the employees print out a daily deposit. After counting the till and entering yesterday’s numbers into the template

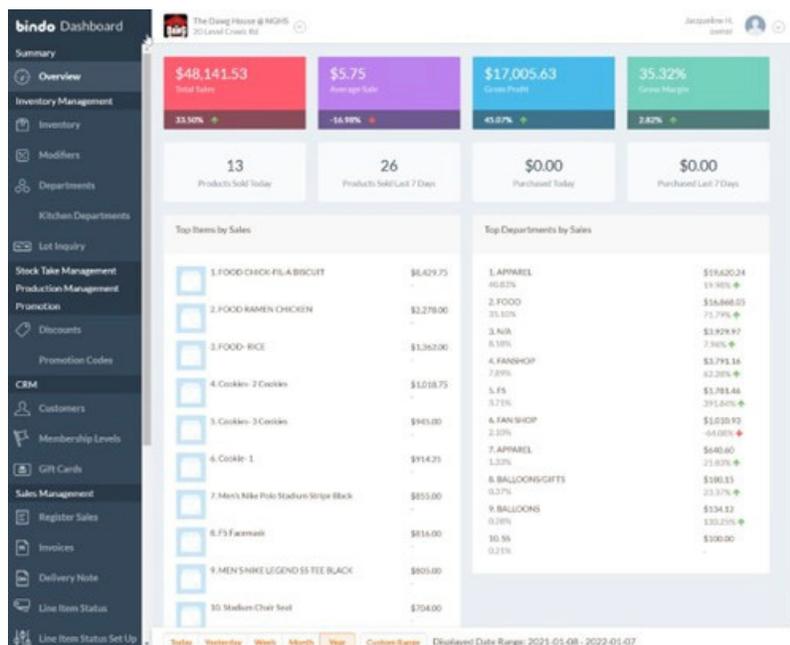
21-22 BUDGET FOR		
Labor		
	Training	300
Facilities		
	Rent	0
	Utilities	0
Marketing		
	Facebook Ads	100
	Banners/ Posters	400
Inventory	Store Items	35000
Technology		
	Canva Subscription	129
	Adobe Cloud	390
	Weebly Site Fee	220
Security		
	Shrinkage	500
		37039

on the computer a daily deposit is printed. This daily deposit is then given to our advisor who looks it over and then if it is correct she signs it. The employees then make a copy of the signed deposit sheet to keep on record. If the deposit is not correct then it is the duty of the employees to figure out where the problem occurred and for them to fix it as quickly as they can. The SCHOOL STORE keeps every daily deposit of the current school year printed and in a file cabinet and every daily deposit of school years before in clearly marked folders on our advisors' computer. It is very important to keep records of school years before to evaluate how The SCHOOL is doing in the current year compared to previous years past. Employees are able to see if the SCHOOL STORE is losing money due to current vendors, or current lines that are not performing well. Keeping financial records helps to not only protect the SCHOOL STORE from shrinkage and mistakes, but also to ensure that our current vendors and lines are appealing to the customers.

## DESCRIBE THE USE OF TECHNOLOGY IN THE FINANCIAL INFORMATION MANAGEMENT FUNCTION

A Point of Sale system, BINDO, is the main form of technology currently used by our SBE to process financial transactions and to efficiently visualize reports. Bindo can create dashboards with a variety of information that can be used to compare overall sales or analyze specific departments or top sales items.

BINDO also can create detailed inventory reports that will identify items that are selling well (and need to be reordered) or not selling (and need to be placed on sale or clearance). Other programs, such as QuickBooks, can keep track of all of a businesses expenses and create reports, such a Cash Flow Statement, on demand. The SCHOOL STORE does not have a separate checking account and the school's bookkeeper is responsible for paying any bills so using QuickBooks would not be beneficial however students are made aware of any programs available that would be used in other businesses. Another form of technology that can be used in the information management function is software programs, especially Microsoft Excel and Google Sheets, that can use templates to create a variety of needed documents.



# SAMPLE STANDARD 2: OPERATIONS

## OPEN/CLOSE REGISTER/TERMINAL

To begin a shift at SCHOOL STORE, we ensure that there is a sufficient amount of money in the cash register so that workers can provide customers with change. We start up our store software using QuickBooks with the saved items in our inventory. In addition, our slushie machine is set to the correct temperature, and the coffee container is filled with cold brew coffee, and all of the counters are cleaned. Finally, the door to our store is opened for customers to enter.

After the two-hour shift, we close the door to the store, to stop customer flow. Then, all of the employees work together to thoroughly clean SCHOOL STORE and prepare for the following day. These activities include wiping the counters, emptying out the slushie tray, placing extra coffee and coffee creamer in the refrigerator, and providing a receipt of the funds made that day and the corresponding cash in an envelope. After all of these activities are complete, we turn off all of the lights and turn in the cash earned that day. These opening and closing techniques ensure that SCHOOL STORE runs smoothly the following day and keeps all of our inventory and funds organized. These tasks are essential because they ensure that our store is clean and organized and maintains the quality of all of the food items we sell. This is very important to the overall function and success of our business because the thorough execution of these operations is crucial in maintaining SCHOOL STORE 's reputation. Customers walk into SCHOOL STORE with high expectations for their experience and we strive to exceed these standards.

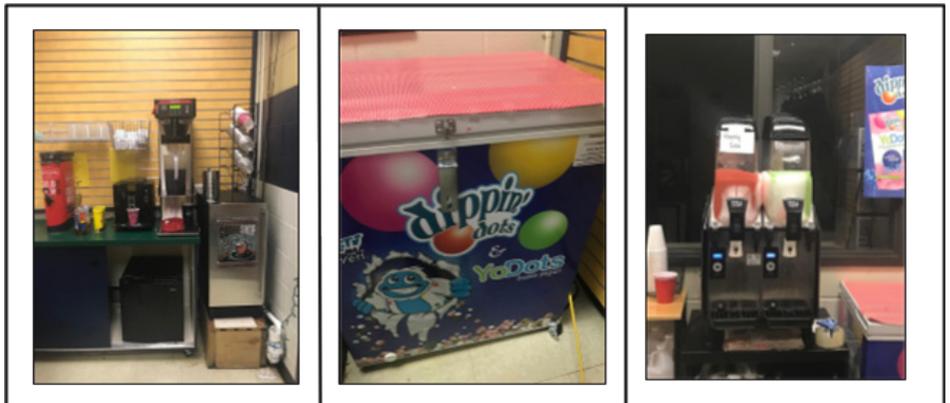
## FOLLOW INSTRUCTIONS FOR USE OF EQUIPMENT, TOOLS, AND MACHINERY

We use a slushie machine, coffee maker, cash register and operating system, and utensils. These machines provide the primary source of income for the store. We take care of these tools so that the business can run smoothly and safely and without the added cost of having to repair/replace any materials. For instance, we clean the filtration system of the

coffee maker at the end of every week and empty out the slushie machine before long breaks to avoid unnecessary damage. In addition to extending the lifespan of this machine, it helps ensure its sanitation. Students are in charge of maintaining and using machines properly by using them as directed.

Thorough training was provided

prior to opening the store to ensure the efficiency of our business and safety for both employees and customers. Each job within our store has a series of rules to follow. These skills are monitored by our teacher who periodically watches these daily tasks and provides necessary instruction on how to properly carry out store duties. These day-to-day operations create an organized appearance to the customers that step



foot in our store. We strive to run our store in the most effective way possible, however, there is still room for improvement to our daily operations. For example, if further training was provided to all staff members in both shifts, it would create a more consistent approach carried out by all employees. By listening to this constructive criticism it allows for continuous improvements on how the staff is trained to use the equipment.

## **DESCRIBE HEALTH AND SAFETY REGULATIONS IN BUSINESS**

SCHOOL STORE follows all health and safety requirements by using sanitary methods of service and maintenance of the store. All aspects of our business were designed to follow health and safety regulations for the food industry. Proper sanitary techniques are used including using wrapped utensils and serving customers with clean hands. Maintaining employee hygiene, especially hand-washing was an important part of training, as this is a crucial step in running our store. West Express is cleaned daily using sanitary wipes on each surface to ensure that no remnants of any products we serve are left behind. We wear gloves and aprons when serving food, and when serving hot beverages we make sure to warn customers to make sure that no one gets burned. After store hours, leftover coffee brewed that day is stored in a refrigerator overnight and brought back out the following day to ensure its quality. To accommodate those with food allergies we are able to provide all necessary ingredients for the products we serve and make it clear if any allergens may be present.

In addition, accommodations can be made to those with lactose intolerance such as using dairy-free milk or refraining from using dairy at all when making a cup of coffee. In the event of a fire, our staff has a planned fire evacuation route and safety procedures that are to be followed in addition to a fire extinguisher in a known place in our store. To prevent unnecessary hazards, all electrical cords are secured and in a place separate from heavy foot traffic from customers and employees. Providing a safe and healthy workplace is important because this protects workers and customers from injury and illness in addition to increasing productivity and employee morale.

## **EXPLAIN ROUTINE SECURITY PRECAUTIONS**

There is a camera set up in the store that provides a view of the entirety of the store. Live footage of this gets streamed to our teacher's computer as well as administration to ensure that no fraudulent activity takes place. We lock the door to the store after store hours so that no one has an opportunity to steal any products found in SCHOOL STORE. Additionally, we transfer the cash out of the cash register from that day and transfer it to a secure location. This discourages theft because there is very little money left in the register at the end of the day. These security requirements positively affect our store because it helps to keep the security and the integrity of our customers in check. Upon the event of fraudulent activity by a known customer, that customer is no longer able to make purchases from the store to prevent another occurrence. Staff members are also kept in check and will be punished if caught stealing a product sold by SCHOOL STORE. These security methods are effective because our staff is able to keep an eye on customers within the store while also having a way of preventing future security threats. This also makes customers feel more secure and confident in their safety whenever shopping in SCHOOL STORE.

# SAMPLE STANDARD 3: MARKETING-INFORMATION MANAGEMENT



## DESCRIBE THE NEED FOR MARKETING DATA

Data driven marketing is a way of creating a better product using customer information to foresee their future desires. It uses data collected from previous customer decisions through all different forms of media, while giving insight to how your customers will respond to a product. Data driven marketing can be used as an advantage to businesses. The statistics give the business feedback, thus improving their products and increasing the profit for the SBE. Although this can be very useful, it can be challenging to make sure that you are targeting and collecting data from the right audience. Gathering information from an incompatible group would provide low quality data, resulting in an incorrect response to the feedback. This is why carefully choosing the target market is so important, and affects the outcome of the data.

Our SBE, SCHOOL STORE, collects data to improve our sales in a variety of ways. Using forms of media can help us track customer behavior. To provide examples, SCHOOL STORE uses a point of sale system, Square, that helps us manage our inventory and sales. Checking our inventory allows us to see how quickly a product is sold. Immediate decrease in specific products and sizes show what is in the highest demand. In the past year, we have seen that our crewneck sweatshirts have repeatedly sold out. In response, SCHOOL STORE provided more sweatshirts based on that data. Our SBE also uses social media such as Instagram, TikTok, Google, and Twitter to promote our products. The reactions to the posts enable us to recognize the item that customers are most likely to purchase. The number of sales and the amount of profit based on each item gives us the ability to track customer behavior and increases our customer satisfaction.

## IDENTIFY DATA MONITORED FOR MARKETING DECISION- MAKING

The customer's behavior determines how the SBE will execute certain plans and ideas. Analyzing all aspects of the target market provides an effective method for pricing, distribution and promotion. Demographics show income level, age, employment, marital status, ethnicity and race. These aspects can affect a customer's ability to purchase a given product. This helps in determining the pricing of a specific product. For our target market of high school students, we try to keep our prices reasonable. Not all students have the resources to purchase apparel. Geographics can affect the businesses decision making process in the area distribution. Customer mobility, as well as resources for shipping products, has a major impact on how a business can serve their geographic region. Data collected from the customer is the most important thing when deciding how to promote, price, and distribute a product.

In SCHOOL STORE, student employees facilitate pricing strategies each time we receive a new product. At SCHOOL STORE, almost all of our t-shirts are priced at \$xx. When deciding this, the managers of the store have to take our student body into account. What is a reasonable price that a student would be willing to pay to support their school but could also earn us enough profit? This is one of the biggest questions asked. Students also are responsible for deciding on the amount of the apparel to order in each size, based on our

customer information. Decisions made by student employees affect how SCHOOL STORE chooses to market a product and what profit we receive. These choices benefit the Nest in the means of promotion of our school spirit and generation of sales.

## TRACK TRENDS

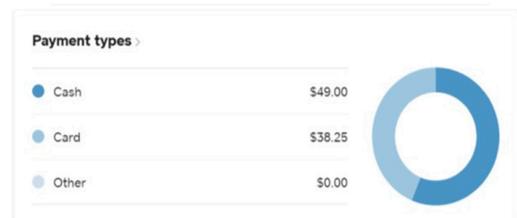
Paying attention to what is trending helps us to improve our products, which increases our customer satisfaction and customer retention. At SCHOOL STORE, we track the styles of many universities. On Instagram, along with following many colleges, we track sports teams, fraternities and sororities, and other groups using Instagram shops to keep up with what is trending in surrounding businesses. One thing that we have especially monitored is the style of crewnecks sweatshirts. The crewneck sweatshirts with a simple logo on the front are extremely popular among high school students, providing our SBE with an inspiration to create apparel like this with our school logo. Our crewneck sweatshirts are some of our best sellers, as they have sold out within days of ordering the product.

Tracking trends helps SCHOOL STORE create what our customers are looking for. An opportunity that we take advantage of, is following the designs exactly of trending colleges and sports teams. One challenge that arose due to the pandemic, was not being able to track trends as effectively as we could have. Throughout this last year, a lot of sports teams were not having games or promoting apparel for their games, making it harder for us to track their apparel. This heavily affected our sales.

Name	Category	Location	Stock	Price	Default image
Light Blue		The Nest	1	\$20.00	
Blue Crewneck Crewneck Sweatshirt	Crewneck Apparel	The Nest	1	\$20.00	Image of blue crewneck sweatshirt
Black		The Nest	1	\$20.00	Image of black crewneck sweatshirt
Red		The Nest	1	\$20.00	Image of red crewneck sweatshirt
White		The Nest	1	\$20.00	Image of white crewneck sweatshirt
Green		The Nest	1	\$20.00	Image of green crewneck sweatshirt
Orange		The Nest	1	\$20.00	Image of orange crewneck sweatshirt
Yellow		The Nest	1	\$20.00	Image of yellow crewneck sweatshirt
Grey		The Nest	1	\$20.00	Image of grey crewneck sweatshirt
Dark Blue		The Nest	1	\$20.00	Image of dark blue crewneck sweatshirt
Light Blue		The Nest	1	\$20.00	Image of light blue crewneck sweatshirt
White		The Nest	1	\$20.00	Image of white crewneck sweatshirt
Black		The Nest	1	\$20.00	Image of black crewneck sweatshirt
Red		The Nest	1	\$20.00	Image of red crewneck sweatshirt
White		The Nest	1	\$20.00	Image of white crewneck sweatshirt
Green		The Nest	1	\$20.00	Image of green crewneck sweatshirt
Orange		The Nest	1	\$20.00	Image of orange crewneck sweatshirt
Yellow		The Nest	1	\$20.00	Image of yellow crewneck sweatshirt
Grey		The Nest	1	\$20.00	Image of grey crewneck sweatshirt
Dark Blue		The Nest	1	\$20.00	Image of dark blue crewneck sweatshirt

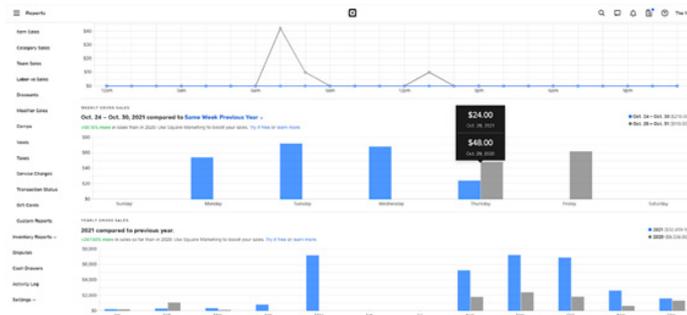
### Last 30 days

Total customers	11	>
New customers	3	>
Returning customers	8	>
Average spending per visit	\$52.25	>
Average visits per customer	1.18	>
Positive feedback	0	>
Negative feedback	0	>



## ANALYZE CUSTOMER BEHAVIOR

Analyzing customer behavior is essential to any business, in SCHOOL STORE, the only way to continue to sell our merchandise is creating loyal customers. Keeping up with trends over time and providing our customers with apparel to meet the changing trends shows our customers that we want to benefit them. Once we have a base of loyal customers, we provide a variety of different things to show our gratitude towards them. Follow up after purchase is one main thing that we do to increase our customer retention. It demonstrates completion of a sale but also thanks our customer for their purchase. This makes the customer feel like their purchase matters, and also allows for communication between the employee and the customer. When the need to increase our customer acquisition is necessary, we advertise more heavily and use special discount offers that help us target a wider range of people.



Student employees use what their peers say about certain products to improve our business. This word of mouth method is accurate because it comes directly from a customer. It impacts SCHOOL STORE by giving us the information needed to satisfy the customer. Student employee decisions such as pricing and distribution determine the amount of sales we gain off a specific product, our ability to retain loyal customers, and most importantly raising school spirit for our community. These decisions play a role in the success of our SBE.

The screenshot shows the 'Customers' dashboard with a sidebar menu containing 'Directory', 'Feedback', 'Insights', and 'Settings'. The main content area displays a list of messages with the following details:

Date	Message Content	Amount
10/12/21	Customer Service, Environment, Other, Quality, Selection, Wait Time I like having my order delivered since I can't be here during the hours you are open. Thanks for the extra service!!	\$10.00
2/12/21	Customer Service, Environment, Other, Quality, Selection, Wait Time Very friendly and knowledgeable	\$63.00

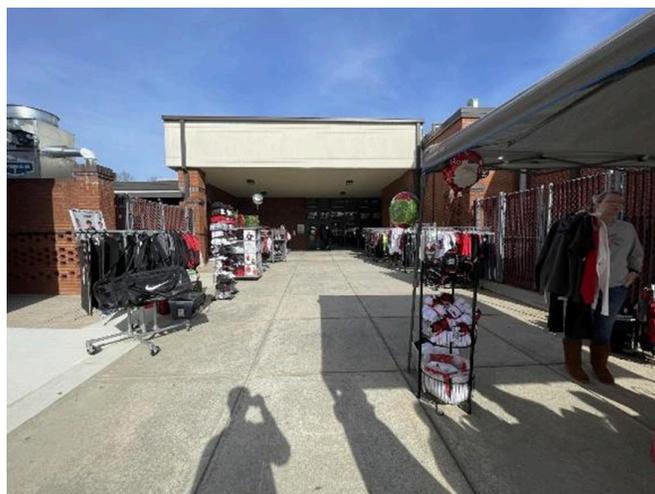
# SAMPLE STANDARD 4: MARKET PLANNING

## PROFILE TARGET CUSTOMER

The SCHOOL STORE is a community-oriented business that attracts the attention of SCHOOL fans. It is the top supplier of SCHOOL apparel and accessories to students, parents, and faculty members for the entire AREA Cluster. Our cluster consists of four elementary schools and one middle school feeding into our high school. Although our store attracts multiple target markets, the average customer is a parent with at least one child enrolled in one of the six AREA Cluster schools. SCHOOL STORE's products draw a typical market consisting of females ages 35 to 55 years old who are parents with children who attend a AREA school. Many of our customers have attended college and are upper middle class. Therefore, the target market has a higher disposable income. SCHOOL STORE can supply higher priced brands as well as perceived quality items. The average adult shopping at the store enjoys either watching or playing sports, outdoor activities and participating in school and community-oriented activities associated with SCHOOL. According to SCHOOL STORE's Point of Sale (POS) system, the average total transaction is \$40.79. School events help to drive business to SCHOOL STORE therefore increasing sales and recognition in the community. Limitations placed on COUNTY due to COVID-19 the staff has had to create new streams for sales outlets as well as creating more traffic to the store. Recent events have included:

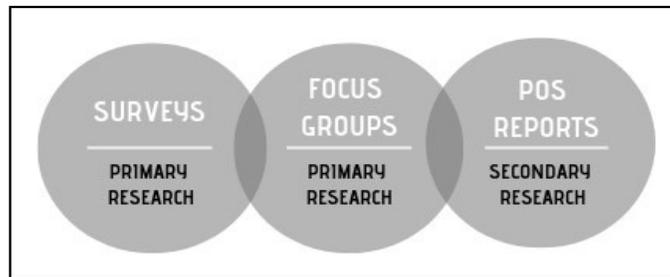
- Sidewalk Sales
- Sample Sales from brand ambassadors
- Traveling Merchandise Shows

SCHOOL STORE staff uses customer profiles to help determine which products to supply in the store and which ones should be discontinued. Our most frequent apparel purchaser is a mother with children who attend an AREA Cluster School. SCHOOL STORE staff stocks spirit wear in a range of sizes from youth to adult sizes. Since the average SCHOOL STORE customer comes from an upper-middle-class household this provides our buyers with a larger range of brands to choose from. We can stock Nike and Champion because this is what our customer expects to find.



## DETERMINING MARKET NEEDS

SCHOOL STORE uses both primary and secondary research to help determine what products customers would like to see in store. Observational research is used as a primary research tool. SBE staff members will listen and observe the actions of customers as they shop. For example, when a customer comes in and comments “I love this shirt,” a staff member will take note of this and base buying decisions on these opinions. Another way primary research is used is that at the beginning of each school year our advisor will hold a focus group consisting of teachers and other faculty members asking about their needs for the upcoming school year. Advisor will then take the information and order clothes and other accessories based on the data collected from the focus group.



Data collected from the Point of Sale (POS) system, is used as a secondary research tool in buying decisions. The POS can provide data on buying trends of apparel and household items. It can calculate and graph trends including a buying summary of all goods sold at SCHOOL STORE. Using the data collected from the POS the staff was able to see a trend in customers distancing from Under Armour and choosing Champion.

Market research is a crucial part of the daily SCHOOL STORE operations. As mentioned, the use of focus groups and statistical data allows the staff to meet the needs of our customers. For example, in 2021, XX County Public Schools started requiring face covering for all students, teachers, and faculty due to COVID-19 which left focus group participants requesting masks. SCHOOL STORE staff was able to quickly order custom masks with the SCHOOL logo. Soon after these were sold the staff heard from several customers that they would love to match their masks to their outfits. The team was able to quickly pivot again and offer fashion masks.

In years past, POS data showed high dollar sales of the custom SCHOOL Tervis Tumblers. After reviewing data collected from the POS the team saw a decline for these products. When making the buying decision for the 2021 school year the staff made the decision to lower the shelf-space for the Tervis. Using observational data from customers in store we learned that customers were looking for stainless steel cups like something Yeti offers.



SCHOOL STORE is a marketing lab created to provide students with experience in management of a retail store. A requirement to work at SCHOOL STORE is that students must have completed the fundamentals of marketing course, Marketing Principles and be currently enrolled in either Marketing Management for first year staff or Marketing and Entrepreneurship for second year staff. Each week students are assigned a course lesson that focuses on a different marketing topic like inventory, pricing, purchasing or promotion. Students are provided with learning opportunities to help strengthen product purchases and placement.

At the beginning of each school year, students are provided an employee handbook defining processes and procedures within SCHOOL STORE. Topics covered include how to answer the phone, how products are priced, how to set up a display, personal selling, and other soft skills. The first few weeks of school new staff members are trained on the basics of the store like how to run the register by senior staff as well as learning the security processes. One day a week a staff meeting is held in which product placement, upcoming activities and any new processes are discussed. Students are asked to come up with promotional ideas and processes.

### **DETERMINE CUSTOMER DEMAND FOR MERCHANDISE**

SCHOOL STORE staff management is responsible for completing transactions in our POS system. Each week managers are assigned a specific department to be responsible for. These departments include inventory, register, security, etc. Each manager works with staff members to take perpetual inventory accounts daily and update the POS system. Management uses the POS reporting features to identify items that need to be reordered or those that are not selling well.

SCHOOL STORE staff is responsible for following market trends. Marketing research, POS data, and experience are all used to determine what new items are in. Using these methods, SCHOOL STORE staff members can supply customers with seasonal items like holiday ornaments and Halloween balloons. Also, annual favorites including short sleeve t-shirts and Tervis tumblers are a great seller. Trendy items like Pop Sockets and Sherpa jackets have also performed well in our store.

Product demand influences business decisions including what products to sell, the price of the products, where to sell the products, and when to sell the products. According to our POS system, Under Armour sales decreased 20% from the previous year. Feedback from students reinforced the data that Under Armour was losing market share in our area and other brands such as Champion were gaining popularity. A decision was made to reduce Under Armour apparel sold in the store and add to our current line Champion.



SCHOOL DISTRICT has recently started requiring that all bags brought to school events must be clear for security reasons. Due to this change in policy, a decision was made to start selling clear logoed bags in several sizes in store and online. In hearing from our customer base, we learned that they were using these bags not only for SCHOOL sponsored events but also for college and professional sporting events. We added a plain clear bag. SCHOOL STORE was previously only open during the three lunch periods, 10:00 A.M to 1:00 P.M. These hours are not conducive for a large group of our customers. Because of this, a change in hours was made to now open the store from 6:40 AM to 1:00 P.M. During 9th Grade Orientation Night, the store was open after school hours to attract more customers. Changing our timings temporarily was an incredible success and over \$1900 worth of products were sold that day.

# SAMPLE STANDARD 5: PRODUCT-SERVICE MANAGEMENT



## IDENTIFY COMPONENTS OF A RETAIL IMAGE

The image of SCHOOL STORE from the students is that it gives them an opportunity to run a concession stand and learn what it takes to run a business like this. It helps teach them what it takes to keep up on stock and to learn how much will need to order or have for the events we are open. The image for the faculty is that it gives them a chance to help teach the students how to be able to run this type of business and to also give out an extra opportunity for students. The image of the administration is varied. It gives them the image of a way for people to be able to get things like food and drinks at events that are hosted and another image is that it is a way for them to be able to make some money to help out the school. The district image is that it shows how we have this as a student-based business when other schools might be run by volunteers who are adults. For the community, it is a place that they can go to to be able to get food and drinks at games and to be able to experience the way a student-based enterprise is run by students still learning skills for their future.

SCHOOL STORE is viewed as community-oriented with how we purchase items and the money we raise goes right about into our community to make our school a better place. We are also a price-oriented business because we have reasonable prices for the items sold to the community. This year we are looking into a few changes such as ordering more pizzas because we run out more often. Overall selling more products to the community so we have more food options in case we start to run out through the night.

## CHOOSE VENDORS

The student's responsibilities in the vendor selection process include looking at past records to see how much each item cost from the vendors that we have used before. After they check out the vendor lists they will see how much we can get of the same item from another vendor for less expensive products. We will have students do research on new products from many different vendors so we can get the most price-efficient product to make the most profit off of the items purchased. With our current vendors, we work with them to get the items we can sell so they have business coming from us and we are able to get the products we need.

Students have had a large impact on the operation of our enterprise. The students are the ones who decide what we sell at our SCHOOL STORE and help decide the prices of what we are going to sell our items for. In the new school year managers look at past items that were sold at the Shack and decide what sold best to make the new year of concessions be as successful as the last.

An example of our vendor selection process is our water and drink company. We have had many challenges in trying to find a company that has a low cost on their products and has all of our needs with getting our beverages all at once. This was challenging because most companies are priced more expensive and do not supply everything that we need.



### **PLAN MERCHANDISE ASSORTMENT (E.G., STYLING, SIZES, QUANTITIES, COLORS)**

Students have responsibilities within our concessions. Including information on how much stock we have towards the end of the SCHOOL STORE season is a very important factor for the managers in charge. The information that we include helps us determine what items we should markdown in the following year, so we do not have any overstock. With overstock it makes us lose money which is not good for the SCHOOL STORE. Challenges that we face sometimes deal with pricing. The SCHOOL STORE wants to make as much profit as possible, but for us to do just that we need reasonable prices within our concessions stand. If we price products too expensive parents and kids will go to our number one competitor which is the vending machines. Unless we markdown our prices to reasonable prices the SCHOOL STORE will go into overstock. So to satisfy our customers we have prices not too expensive but not too low to ensure we make our profit from products bought.

### **DETERMINE STOCK TURNOVER**

The average turnover for different product lines is determined by how popular the product is. SCHOOL STORE switches mannequins and displaying the store to make it look like the store is receiving new items and gives the store a fresh new look. The merchandise is never overstocked in the backroom. The merchandise team fills the shelves and displays when products are running low. Depending on the customer's needs, different sizes are available in the backroom of SCHOOL STORE. The SCHOOL STORE staff always makes sure that the inventory stays steady and complete. This helps to ensure the correct amount of merchandise is ordered at the correct time. We also monitor inventory through our POS system and cross check each month.

Because of the organized shelves in the SCHOOL STORE'S backroom, it is clear to see what items or products that we have enough of or what products need to be restocked. Organization is an important aspect to running a successful business.

## PLAN REDUCTIONS (E.G., ANTICIPATED MARKDOWNS, EMPLOYEE/OTHER DISCOUNTS, STOCK SHORTAGES)

Students have the responsibility of including information on how much stock we have towards the end of the SCHOOL STORE season. The information that they include helps us determine what items we should markdown so we do not have any overstock at the end of the season. With overstock it makes us lose money which is not good for SCHOOL STORE. Unless we have our own students after school buy products we are not authorized to sell any of the items in our Retail SCHOOL STORE that we sell in the Food SCHOOL STORE. The challenges that we have faced with pricing is how we could make as much profit as possible and still be able to satisfy our customers with reasonable prices. This helps reduce the overstock allowing for a good turnover of the products within the SCHOOL STORE by the end of the season.



# SAMPLE STANDARD 6: PRICING

In order to sell the optimal amount of product, keep turnover minimal, and maximize price it is important that we utilize several different pricing strategies. These strategies and the decisions for them are described in detail in the following section.

## **DETERMINE COST OF PRODUCT (BREAKEVEN, ROI, MARKUP)**

Pricing plays a significant role in our SBE, as this is a significant factor which drives customer's decisions and determines the profitability of SCHOOL STORE. Prices are determined in various ways. The main factor which aids in determining prices is the profit our SBE will make on each product. Our advisors first take a look at the original price of a product, and price it accordingly to make a profit for our SBE. Some products have smaller prices which make less profit, as to meet customer demand. When determining prices, we have to understand that customers have a certain perception of what each price should be. It is necessary to set prices low enough that customers perceive the product to have a greater benefit than the cost.

It is crucial for our SBE to consider the pricing principles of break-even point, ROI, and markup when determining costs. These concepts are taught in our Intro to Marketing class at XX High School, and help students understand how to successfully make pricing decisions. The break-even point is when our costs and profit are equal. The return on investment, ROI, is found by taking profit subtracted expenses then divided by expenses. Markup is the percent increase from the cost of the merchandise from the vendor. A recent markup implemented at SCHOOL STORE was changing the price of our candy from \$1.00 to \$1.50. This was a necessary change as the price of candy has increased drastically over the past couple of years. The previous cost of candy was \$0.50 per unit, but this has changed to \$0.75-0.80, depending on the type of candy. Our advisors determined that this price increase was necessary for the profitability of candy products at SCHOOL STORE.

Though advisors determine the costs of products, student voices are considered in this matter. An example of students helping make pricing decisions is when they brought to the attention of our advisors that several surrounding schools were selling their popcorn at the prices of \$2.00-\$3.00. At the time, SCHOOL STORE was selling popcorn at the price of \$1.00, far below our competitors. The cost of popcorn to SCHOOL STORE is only about \$0.20, so our SBE was already making a significant profit. Students and advisors alike determined that our SBE could raise the price of popcorn to \$1.50 to make a larger profit, while still being priced lower than our competitors.

## **DESCRIBE PRICING STRATEGIES**

SCHOOL STORE utilizes four pricing strategies to price our products. The first strategy, which our SBE puts the most focus on, is keystoneing. Keystoneing is the pricing method of marking items for resale to an amount that is double the wholesale price or cost of the product. For instance, the cost of candy is \$0.75, so it is priced at \$1.50 for resale.



The second strategy utilized by SCHOOL STORE is competitive pricing. We take a look at the prices that our competitors are employing, and adjust prices accordingly. For example, the local convenience stores and gas stations in the CITY are selling carbonated beverages at an average price of \$2.00. Here at SCHOOL STORE, we sell our pop at a cost of \$2.00. If our prices are set too high, students are more likely to purchase items from the vending machines or gas stations. Our SBE makes sure to stay competitive, while making a profit. The third pricing method used by SCHOOL STORE is meeting perceived value. We understand that customers have a certain perception of what each price should be. It is necessary to set prices low enough where customers perceive the benefit of the product to be worth the cost. Setting prices effectively is key to having strong sales.

The fourth strategy utilized by our SBE is seasonal pricing. As previously mentioned, during the end of the winter sport's season, the products are priced lower to help decrease the inventory. This is beneficial for both the SBE and the consumer. We are able to clear out more products, and the customers receive said products at a lower price. During this time, there are typically more sales as customers take advantage of the deals.

Since our employees at SCHOOL STORE consist of members of our target market, we can use student's perception when pricing our product. Students are inquired about how much they would pay for new products coming to the SBE. This process of pricing new products is outlined below.

#### STEP 1

Students give input on the initial purchase of products.

#### STEP 2

Advisors listen to suggestive prices from vendors, and follow up with students.

#### STEP 3

Students provide their input on what the items should be priced at. They use their knowledge of keystoneing, the original price, competitor pricing, and demand by fellow students to make their suggestion.

#### STEP 4

Advisors price the item. Students then stock the SCHOOL STORE and begin selling the new item.

## EVALUATE PRICING DECISIONS

Throughout the year, our SBE makes sure to evaluate our sales and how well our products are selling. This way we can make any necessary changes so that a product will have better profitability during the rest of the year. Though we monitor the price effectiveness, we make sure to perform a total evaluation at the end of the year. At this time, we look at the profitability of each product, as opposed to total profit. For example, as the price of carbonated beverages raised to \$1.20 per unit from our NAME Pepsi vendor last year, we saw a small decrease in profit from these products. Our NAME Coke vendor kept prices lower at \$0.95 per unit. It would not be effective to raise the price of some carbonated beverages over the others to make up for this

price difference. Our SBE decided it was necessary to work solely with our NAME Coke vendor to maintain practical prices.

Students in our DECA program have learned from both the success and failures within our SBE. Students have been able to experience and learn from the fact that an appropriately priced item will make a profit for SCHOOL STORE while reaching demand. Products that are priced too high will derive no demand and ultimately, won't make any profit. Products that are priced too low will attract excessive demand, which puts stress on our supply and maximum profits are not realized for the SBE. Through our marketing classes and hands-on experience working in the concession stand, students are able to further see the effects of price changes on consumer behavior.

# SAMPLE STANDARD 7: DISTRIBUTION/CHANNEL MANAGEMENT



## CUSTOMER SERVICE AND DISTRIBUTION

At SCHOOL STORE, we pride ourselves on taking the extra step in providing a great experience for our customers. In addition to politely greeting and thanking customers, we provide discounts for our returning customers, seek feedback, and decorate the school store for each holiday to create positive customer relationships. Returning customers are often teachers who purchase SCHOOL STORE, and after noting a repetition of teachers we offer a discount which not only incentivizes the further purchase of goods but also makes the customer feel special and valued. This mutually beneficial exchange allows us to thank the customer for their purchases as well as supply our valued customers with a reduced price. During customer exchanges, we also often seek customer feedback on different styles of merchandise. For example, we may ask the customer their favorite aspects of their purchase or designs they would like to see in the future, to make our customers feel valued and contribute to the creation process of the merchandise. Furthermore, with the arrival of a new holiday, our team sets aside time to decorate the store with items from spider webs to garlands and switch up the products to holiday-themed merchandise like the shirt shown on the right. This not only allows a topic of conversation with every given customer interaction but also creates an inviting atmosphere. All of these activities contribute to the remarkable customer relationships SCHOOL STORE provides.

SCHOOL STORE experiences a large influx of orders before game days, the arrival of new merchandise, and seasonal changes. As we noted our customers like the sense of novelty and spirit that accompanies the merchandise, we are able to better provide for our customers. For example, before a football game with our rival school, we expect an increase in school spirit sales so we prematurely stock up and display these items. By recognizing these patterns, we are able to meet the large demand. In addition, because certain items are more suited towards a particular season we stock items that will suit our consumer's needs. For example, during colder months like January, we tend to showcase our long sleeve merchandise or pajama items, switching them out from the warmer items like t-shirts or shorts. Overall, SCHOOL STORE orders new inventory four times a year to stock up on seasonal items, ensure stock, and add a sense of novelty.

## RECEIVING PROCESS

Before the arrival of the new merchandise, we prepare a plan to ensure our preparation no matter the eventual reception date. Upon the reception of the shipment, we ensure the school store is closed before proceeding with inventory checks. These checks include counting the merchandise to ensure our order was correctly fulfilled, checking the merchandise for any damage, and marking items that have yet to arrive. Once we have an idea of the current inventory, we calculate the price of our merchandise, keeping in mind the expenses from purchasing the product, shipping, and taxes. Then, we markup our selling price to ensure a profit. After determining the price of the products, we print and distribute price tags for all the merchandise. From there, we will determine how we want each design to be displayed whether it's folded,



this type of shrinkage, our store places guidelines on the handling of the item and student employees are required to learn and abide by these rules.

Lost goods or clerical miscounting errors are also types of shrinkage that we try to minimize through our routine inventory checks. SCHOOL STORE's student employees use the cash monitor with the database of purchases as well as the inventory sheet to monitor the location of all our goods. The student employees also update each other on inventory changes after their shift.

SCHOOL STORE prevents stolen goods from affecting our enterprise through the strict consequences to student employees outlined, the consistent monitoring, and the safe keeping measures put into place. Student employees are informed of shoplifting consequences which include being removed from the class with no credit in addition to a referral. The merchandise on display is protected through the cameras outside SCHOOL STORE, school administration, the school employees who are alert for any passerbys, and our school police officers. The merchandise not on display is kept in locked glass cases or sealed cabinets. In addition, the school is locked during non-business hours and is only accessible to teachers and employees to take stock of the inventory.

# SAMPLE STANDARD 8: PROMOTION

## PLAN PROMOTIONAL STRATEGY

**Objective:** Increase online sales

**Application:** We updated our website to a performance site which enhanced our resources and abilities to promote products. We also expanded our purchasing options by adding PayPal which has made purchasing easier for our customers.

**Objective:** Promote contactless options for shopping

**Application:** We focused the majority of our posts for #DECASBEWEEK on featuring the many different ways to shop and receive products with as little contact as possible.

**Objective:** Boost social media interaction

**Application:** SCHOOL STORE is now on TikTok in addition to Instagram and Twitter. We use our TikTok to better promote products to our target market of teenagers who are active on this app.

Of the four parts of the promotional mix, the two that are a part of our promotional budget are advertising and sales promotion. For advertising, we print flyers around the school, post them on all our social media platforms, and purchase Snapchat filters for special events. For sales promotion, we do a couple of give-aways throughout the year including Nestgiving and the Flu Clinic. In a typical year, we budget \$250-500 in retail value to donate to promotions and special events. We've had to cut back this year due to a decrease in sales and fewer special events because of COVID-19.

## EXPLAIN THE USE OF VISUAL MERCHANDISING IN RETAILING

Visual merchandising is using three-dimensional displays to promote and advertise products. We use mannequins, display cases, and in-store displays to show off our products. The mannequins displayed in the windows of the SCHOOL STORE are constantly evolving to highlight different items according to the sports season and climate. During the winter season, we dress the mannequins head to toe in beanies, sweatshirts, cardigans, and sweatpants. We also switch up our key wall to highlight any special events or themes happening at school. For instance, we changed our key wall to highlight our pink gear the two weeks leading up to our big 'Pink Out' football game. Student employees are responsible for updating the key wall and changing the mannequin's outfits.



## USE CROSS-MERCHANDISING TECHNIQUES

Cross merchandising is a visual merchandising strategy that involves displaying complementary products next to each other. In SCHOOL STORE, our employees work hard to make displays look appealing to the paying customer. When a customer sees products staged together in the store, they are more likely to purchase more of the products in the display. For example, if they see a hat and a sweatshirt that they think look good together, they are more likely to buy both of the products instead of just one or the other. The smart placement of merchandise can help boost sales and make more money for the SBE in the long run. To promote sales, our SBE collaborates with other clubs, organizations and sports to support special events with apparel and spirit items. For example, our football team and cheer squad team up with our school store to plan and promote a “purple out” to raise awareness and money for XXX HOUSE, a local domestic shelter across the street from XX High School. This is an annual event that gets bigger each year. The first year we created and sold the purple t- shirts for the event. In the last three years that we have assisted in hosting this event, we have expanded to all things purple from Oriental Trading Company.

## PLAN SPECIAL EVENTS

In our SBE, special events are a great way to promote SCHOOL STORE and bring in more money. One of the special events that we have completed this year is our football season. During XX High School’s football season, SCHOOL STORE sets up a tent on the track and sells merchandise to fans who attend the games. These games are a great source of income and a great way to spread awareness about the school store to newer students or parents. Another special event that we have executed within our SBE is called “SCHOOLSTOREgiving”.

SCHOOLSTOREgiving is an event that goes on for a couple of weeks around the time of Thanksgiving. Students are able to post a picture on social media holding any item from SCHOOL STORE that they may want to receive in the giveaway. By posting about SCHOOL STORE on their social media and tagging the SCHOOL STORE accounts, students are advertising SCHOOL STORE and spreading awareness to fellow peers. This photo competition brings in many social media followers and new customers to our SBE. We are brainstorming and planning another giveaway event, hopefully, to be carried out at the end of the third quarter or the beginning of the fourth quarter. These special events impact our SBE by bringing in new customers and boosting sales and income.



## MEASURE SUCCESS OF PROMOTIONAL EFFORTS

Evaluating the effectiveness of our SBE's promotional strategies is something that our students do in order to know where we need to improve and how we are succeeding at promoting SCHOOL STORE. One way that we evaluate our promotional strategies is by simply asking customers at checkout where or how they heard about SCHOOL STORE. This is a great way for us to know where our shoppers are seeing promotions about our SBE and how we can hopefully draw in more customers. Answers we typically hear are from signage throughout the school building, word of mouth, and social media posts and promotions from other SCHOOL accounts. When customers shop online, we have them answer the same question, but instead of asking and recording their answers, we send out an email with a survey linked to it. This way we can still evaluate our promotional strategies despite the customer not being in the physical store.

Through the hands-on experiences within our SBE, students are able to see firsthand how promotional strategies are used in the real world. Students learn about promotional strategies and the impact they have on a business in three main ways:



1. By creating and executing promotional strategies, students gain experience and knowledge about how to use marketing to promote their product. Student employees at SCHOOL STORE learn how to use technology to create flyers and social media posts, as well as how to write scripts and make announcements to classmates at lunches and other events.



2. Through the execution of these promotional strategies, students are able to see how costly marketing can be, especially for a small business. Student employees learn how much time and effort goes into the marketing that they see in their everyday lives.



3. Lastly, students are given the opportunity to observe the positive impact that promotional strategies have on the customer. They see how marketing their products causes their customers to become more engaged and excited to see new products and shop at The Nest. Getting customers more engaged causes them to talk about The Nest with their friends and families, bringing in more business for the SBE overall.

The hands-on learning in our SBE provides students with valuable experience that will help them in college and in their careers.



# SAMPLE STANDARD 9: SELLING

## **DETERMINE CUSTOMER/CLIENT NEEDS**

With the SCHOOL STORE being a self-service store this year, our staff is accustomed to asking our customers “Did you find everything okay?” or “Did you find what you were looking for?” leading customers to explain if we had the products they were looking for. This quick greeting allows us to get feedback on the products we may not have had in stock. When there are certain items out of stock, we suggest alternate items that are available. We also always make sure to thank them by saying “Have a great day” so they leave with a positive experience.

With many customers all throughout the day, it has become routine to engage with them and discover their needs. This makes customers feel more welcome and it translates a positive image of SCHOOL STORE towards them, thus increasing the chances of them returning and providing repeat business. Some of our customers, particularly those who purchase on a daily basis, have established a connection with us to the point where we know what their order is going to be when we see them approach. This clientele accounts for a major portion of our daily sales which makes it crucial that they receive exceptional service and leave satisfied.

## **ESTABLISH RELATIONSHIP WITH CUSTOMER**

At SCHOOL STORE it is one of our top goals to have great relationships with our customers and clients. RaiderStation is connected to the grand hall or main hall in our school, so it is easy for students and teachers to access and still get to class or lunch on time. We have created such a friendly environment for our customers that they now have started to come back with a friend which brings us more business. Typically, the store staff will build relationships with customers through knowing them from school or just because they met through multiple interactions in the store.

## **DEMONSTRATE SUGGESTION SELLING**

Suggestive selling is demonstrated towards a customer at the end of the sale. For example, we often ask “just this?” or ask customers to add a bag of cookies to their order. We try our best to make suggestions simple, and effective, and almost always the response from customers is “yeah, sure!” This is a great tool that helps our business because it quickly adds additional items to customers’ orders, and often the customers are happier about it in the end.



## **PROCESS SALES DOCUMENTATION**

SCHOOL STORE uses QuickBooks Point of Sale in our school-based enterprise. This is a big upgrade from our previous use of Square. This POS system provides detailed reports of the transactions, inventory, and other metrics we may need to gather to make profitable decisions. This system can tell us quantities sold, pricing decisions, and gives us options to organize using categories and departments.

# SAMPLE STANDARD 10: SAMPLE RESOURCES MANAGEMENT



The upcoming section describes how our SBE utilizes human resource management in order to be the most productive and efficient. Explain human resources management functions.

## **EXPLAIN HUMAN RESOURCES MANAGEMENT FUNCTIONS**

SCHOOL STORE is run completely through volunteering. Each year, DECA students are able to select times in which they are able to help run the concessions. It is almost always DECA students that work the concessions unless it is rented out for a separate organization. When students show up to their assigned shift, they are shown where all of the products are laid out, how to make money, and how to properly handle the food. After this, their learning process is completely hands-on. We have found that the best way to train new employees is to lay out expectations, and then let them try to do it themselves. If there is a time when an employee has a question, either one of the advisors or another student is able to answer it for them. The more practice a student gets, even within a short period of time, the more efficient they become. Working two or three concession periods throughout the trimester allows students to test out their skills as we work to better our SBE. When the employees are trained and feel comfortable, there are minimal mistakes made, helping to reach our goal.

In order to encourage students to sign up for shifts, incentives are offered. Two concessions are required for the students in Advanced Marketing, as it counts towards their grade. In the past, any amount beyond this is possible extra credit. The students also receive a free candy bar and drink after their shift, motivating them to work for free food.

Overall, students enjoy their time in the concessions. The hands-on experience leads them to work hard and try to minimize any mistakes. They are also able to spend time with their friends or peers by signing up with them, making it a generally fun experience.

In order to encourage students to sign up for shifts, incentives are offered. Two concessions are required for the students in Advanced Marketing, as it counts towards their grade. In the past, any amount beyond this is possible extra credit. The students also receive a free candy bar and drink after their shift, motivating them to work for free food. Overall, students enjoy their time in the concessions. The hands-on experience leads them to work hard and try to minimize any mistakes. They are also able to spend time with their friends or peers by signing up with them, making it a generally fun experience.

All of the great information employees gain from working the stand, follows them into future careers. They learn expectations in a workplace, while also managing customers and restocking any empty shelves. Many times, students volunteer just for fun; to see their friends or peers, and just to be helpful. Each year, however, the senior class graduates. This increases the employee turnover as it is guaranteed that more experienced workers will be “retiring” each year.

Our SBE wants to minimize any risks and/or dangers while running the concessions. Each employee washes their hands multiple times a shift in order to ensure cleanliness. Counters are wiped down regularly, and spills are cleaned up immediately. One of our main goals is to make sure that no one gets hurt, and it is a good experience for all of our employees.

## **FOSTER “RIGHT” ENVIRONMENT FOR EMPLOYEES**

We want all of our employees to feel safe and comfortable when working a shift. This is why they are given the opportunity to sign up for their own times, along with their friends. Since all of our employees are DECA members, it is not often that an employee won’t know anyone in their shift. Even if someone is unable to sign up with friends, there are always friendly upperclassmen who make sure that student feels welcome. Oftentimes, student-athletes have extremely busy schedules. Our advisors are always able to work around this. They are very accommodating and allow them to work whenever they are able to, even if it's just in between sets of a volleyball game, or halftime at a football game. Senior employees also get priority when it comes to working concessions. If there is a time in which the stand is extremely slow and they don’t need help, advisors allow them to go watch the game instead. Students are given ample opportunity to benefit from this experience, and often take advantage of this learning opportunity. These skills follow them for the rest of their lives.

## **FACILITATE EMPLOYEE LEARNING**

When conducting employee training, there is more than one way to do it. While some businesses follow a more formal route with videos and instructor led training, our SBE is fairly simple. Our selection of products is much smaller than a larger business, making it much easier to work, even after little training. When employees show up to work, they are taught by an advisor or a more seasoned employee. They are then able to jump right in and work, making our training more informal compared to other businesses. If the new employee has any questions, they are able to ask someone who might know how to answer it.

There are a few different positions when running SCHOOL STORE. Typically, there are a few students who run the window and take the cash, others who grab pop and candy, and one or two employees who make pizza and pretzels. After a while, if an employee would like to change places, they are able to switch off with someone else. In order to ensure that the employees are getting as much of a learning experience as possible, we encourage them to switch regularly. SCHOOL STORE is a place where no student has to be worried to make a mistake. Many of the students have never had a real job before, and use this as an opportunity to get a feel for what it might be like inside of a potential job.

Our SBE is set up to be a learning laboratory for our employees. They are able to run or work the concession stand, balance customers and stocking, and have fun with their friends. Overall this is a fun learning environment for everyone involved. It is a relatively stress free environment making it ideal for gaining experience without the anxiety possible failure could bring many students. Each and every student is given ample opportunity to showcase their skills, as well as have fun while trying something new.



### ASSESS EMPLOYEE PERFORMANCE

Employees are constantly being monitored whether it be by store managers who are always working alongside other employees or by the advisors who are sure to periodically check to be sure the concessions are operating properly. Older employees who have operated the store more frequently are diligent in giving the less experienced employees feedback on how they are doing, communicating with customers, and dealing with money. If an issue ever presents itself where an employee is not performing up to par, a more experienced worker will step in to improve the situation by reminding the employee how they should be acting or operating when working the concessions. Employees are also encouraged to do a self-evaluation after they have completed a shift in the concessions.

They are to ask themselves, “Did I perform to the best of my ability? Is there anything that I could improve on? Was there anything I was unsure about? Am I confident enough to do everything in the concessions well? Would I be able to teach someone else if I were asked to?” By doing this self-evaluation employees are able to take a better look at how they performed, ensuring continued growth towards being an outstanding employee. Employees are also liable for knowing prices in the concessions and are randomly given assessments to ensure they are aware of what all of the prices are for items in the concessions.

This helps employees to quickly memorize prices and allow for the concessions to operate efficiently, thereby keeping the customers satisfied. In class, advisors will address the positive aspects they have observed and any areas that are in need of improvement as they arise.



## SCHOOL-BASED ENTERPRISE GOLD CERTIFICATION MANUAL BEST PRACTICES

- Refer to the certification guidelines EVERY YEAR, as performance indicators are occasionally updated and re-certification guidelines change yearly.
- Use the checklist in the certification or re-certification guidelines.
- Use headings and subheadings so that the evaluator can ensure you clearly discussed each performance indicator.
- Include graphics, charts, graphs and photographs in the manual .
- Submit your manual as a pdf., some evaluators may not have the same fonts on their computers and can make the manual very difficult to read.

Thanks to the following school-based enterprises for sharing portions of their Gold Certification Manuals and photographs that were used in this sample.

- *Buchholz High School DECA, Florida "Spirt Spot" Advisor: Terry Hoffer*
- *Elk River High School DECA, Minnesota "Elk Shack" Advisor: Sonja Weiler*
- *Glendale DECA, Missouri "The Nest" Advisor: Aundrea Hill*
- *North Forsyth High School DECA, Georgia "Raider Station" Advisor: Lisa Cline*
- *North Gwinnett High School DECA, Georgia "The Dawg House" Advisor: Dr. Jacqueline Huffman*
- *Sauk Rapids-Rice DECA, Minnesota "Storm Concessions" Advisor: Josh Bauer*