

CHAPTER 19

Visual Merchandising

Sections

19.1 Visual Merchandising

19.2 Display



College
and Career
Readiness

Reading Prep

As you read this chapter, stop at the Section Reviews and take time to answer the Check Your Understanding questions. Were you able to answer these without referring to the chapter content?

Check Your Marketing IQ

Before you begin the chapter, see what you already know about marketing by taking the chapter pretest. The pretest is available at www.g-wlearning.com/marketing/.

DECA Emerging Leaders

Professional Selling and Consulting Events, Part 1

Career Cluster: Marketing

Instructional Area: Not identified for this event.

Knowledge and Skills Developed

Participants will develop many 21st century skills desired by today's employers in the following categories:

- communication and collaboration
- creativity and innovation
- critical thinking and problem solving
- flexibility and adaptability
- information literacy
- initiative and self-direction
- leadership and responsibility
- media literacy
- productivity and accountability
- social and cross-cultural skills

Purpose

Designed for individual DECA members, the participant will organize and deliver a sales presentation for one or more products and/or services while demonstrating skills needed for a career in sales. The guidelines and evaluation form for each Professional Selling and Consulting Events career category will be exactly the same. However, each career area will deliver a sales presentation for a different product described in the Products/Services and Target Customer Descriptions section. Products, services, and target markets are identified annually.

Procedure, Part 1

1. For Part 1 in this text, read the skills assessed and purpose of the event.
2. The objective for the sales presentation or consultation is for the participant to assume the role of salesperson or consultant making a presentation to a potential **buyer (judge)**. Prior to ICDC, the participant will prepare a sales presentation or consultation presentation for the product/service and target market customers described.
3. The participant will make a 15-minute sales presentation or consultation to the judge worth 100 points.
4. The presentation begins immediately after the introduction of the participant by the adult assistant to the judge.
5. The participant will spend no more than 15 minutes setting up visual aids and delivering the sales presentation or consultation. The participant may bring presentation notes to use during the sales presentation or consultation.
6. If time remains, the judge may ask questions pertaining to the project.
7. If there are any questions, ask your instructor to clarify.

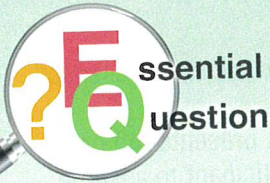
Critical Thinking

1. What role does marketing research play in the preparation?
2. Why are new products and services important to business/industry?

Visit www.deca.org for more information.

Published by DECA Inc. Copyright © by DECA Inc. No part of this publication may be reproduced for resale without written permission from the publisher. Printed in the United States of America.

Section 19.1



How does visual merchandising attract customer attention?

Visual Merchandising

Learning Objectives

LO 19.1-1 Describe visual merchandising.

LO 19.1-2 Identify four elements of visual merchandising.

Key Terms

display
store image
storefront
marquee

store layout

fixture

point-of-purchase (POP) display

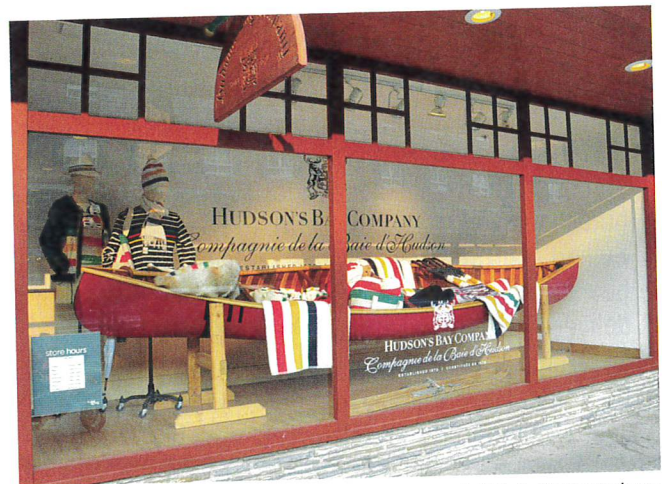
LO
19.1-1

Visual Merchandising

Visual merchandising is the process of creating floor plans and displays to attract customer attention and encourage purchases. It is often used as the sales promotion element of the promotional mix, especially in the B2C market. Visual merchandising attracts customers and invites them to examine merchandise more closely. A **display** is a visual presentation of merchandise or ideas. Displays are designed to excite customers, motivate their interest in the merchandise, and entice them to buy.

Visual merchandising helps define the image of the store. **Store image** is created through the location, design, and décor of a business. Some words that can describe a store's image are *bargain, casual, discount, expensive, sophisticated, trendy, upscale, and youthful*.

In an independent store, the store owner usually establishes the store image, or *brand*. In a chain store, the image is usually established at the headquarters by the marketing department based on company goals.



Jeff Whyte / Shutterstock.com

A display is a visual presentation of merchandise or ideas designed to excite customers, motivate their interest in the merchandise, and entice them to buy.
When has a display captured your attention?

Visual merchandising is used primarily in retail situations and at trade shows. Retail stores arrange products in small and large displays to make them more appealing. Trade shows present products in displays on the exhibit floor so customers can have a clear vision of what is being offered.

Visual merchandising is also important for other types of businesses, such as service businesses, manufacturers, and wholesalers. Service businesses, such as hair salons, may also sell hair products to customers. They create displays to promote their products. Many manufacturers of consumer products have showrooms to promote their products to retailers. Some wholesalers have showrooms with displays to show products to their buyers. For example, a business that sells and rents commercial printers and copiers may have a showroom to demonstrate different models to customers.

LO 19.1-2 Elements of Visual Merchandising

Many factors contribute to successful visual merchandising. To accomplish the goals of visual merchandising, four elements must be considered: store exterior, store layout, store interior, and interior displays.

Store Exterior

The store exterior is the first part of the store that a customer sees. The store exterior is often called the **storefront**. It often includes the store sign or logo, marquee, display windows, entrances, outdoor lighting, landscaping, and the building itself. All of these elements contribute to the store image.

The store sign is a major element of a store exterior. Many businesses develop a unique way of writing the company name, often with design



Tupungato/Shutterstock.com

The elements of a storefront contribute to the store's image. *How do the elements of a storefront entice customers to enter?*

elements. Businesses may also use the company logo. Often, this is the way the name is displayed on the store sign.

Another use of exterior space is a marquee. A **marquee** is an overhanging structure containing a signboard located at the entrance to the store. The advantage to using a marquee is that it displays information that can be changed and provides a way to advertise store promotions and special events.

Case in Point

Apple

Many people have fond memories of holiday displays in windows of their favorite department stores. These displays are examples of visual merchandising. Visual merchandising plays an important role to attract customer attention and interaction.

Not just during holidays, but every day of the year, retailers are becoming more competitive and taking visual displays to all new levels. Take a look at the iconic Fifth Avenue Apple Store in New York City. The glass cube that serves as the entrance to the store is a landmark as well as a tourist destination. The store was renovated in 2011 at a cost of over \$6 million. The giant glass cube is a unique structure that creates a storefront demanding attention and reflecting the Apple image. Inside the store, customers find Apple products in tastefully designed displays. They also have the opportunity to demonstrate the latest in technology. The unmistakable Apple logo is visible throughout the store in displays and as decoration. Visual merchandising—where would we be without it?



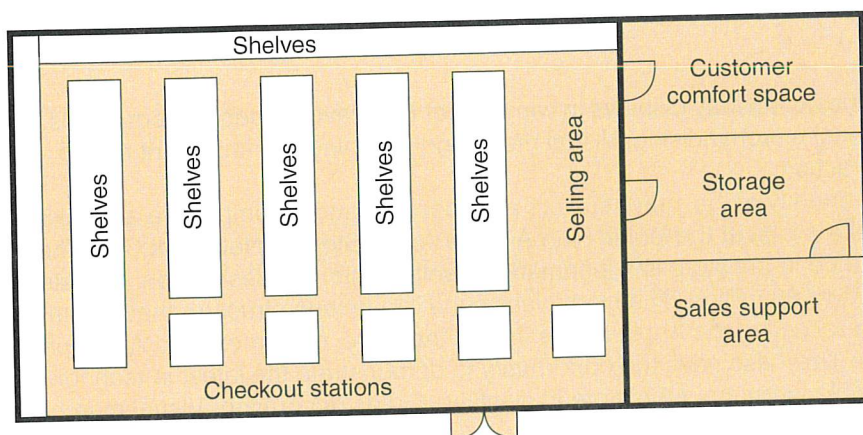
A display window shows a selection of merchandise available in the store. *How do you think visual merchandisers decide which products to display?*

Display windows are used to show a selection of merchandise available in the store. These displays often have a theme, such as a season or holiday, to attract customers' interest. Merchandise featured in the display is usually at eye level so people walking past the store will see it, and hopefully be inspired to make a purchase.

The design of a business exterior is often also part of the *place* decision. The location of the business often influences a store image. Stores located in a high-rent district create an image of upscale merchandise. Stores located in a mall may reflect family shopping and reasonable prices.

Store Layout

A **store layout** is a floor plan that shows how the space in a store will be used. A store layout is usually divided into four sections: the selling area, sales support area, storage space, and customer comfort space. Figure 19-1 shows an example of a store layout.



The *selling area* is where the merchandise is presented to the customer. This area includes shelves or racks holding merchandise, displays of merchandise, and counters with cash registers for sales transactions.

The *sales support area* contains employee areas, such as offices, lockers, and a lunchroom. Sales support areas are clearly marked so customers do not enter these areas by mistake. *Storage space* may be used to receive and store merchandise. Customers never see these areas.

An additional area is referred to as *customer comfort space*. This area contains amenities for customers, such as restrooms, lounges, and cafés. Many stores have added luxury comfort areas to appeal to customers.

Store Interior

The interior of the store must be appealing to customers. Its décor, including the colors, lighting, flooring, signage, and artwork, should reflect the preferences and taste of target market.

Signs that relay information, as well as advertising messages, are a part of a store's interior. *Men's Clothing*, *Customer Service*, and *Shoes* are examples of permanent signage that a retail store may display. Promotion or advertisements such as *Back to School Sale* and *Clearance* are examples of temporary signage that is common in most retail stores.

The interior includes permanent items, such as flooring and wall coverings, other furnishings, lighting fixtures, and display fixtures. A **fixture** is an item designed to hold something. Some fixtures are permanent, such as counters and display cases. Other fixtures are movable, such as tables, wall shelving, bins, and racks. Display fixtures are often customized to meet the needs of the particular product. For example, fixtures designed to display

Figure 19-1 A store layout is usually divided into the selling area, sales support area, storage space, and customer comfort space.



spphotoone/Shutterstock.com

A fixture is an item designed to hold merchandise, such as a rack that holds clothing. *Why are fixtures considered a part of visual merchandising?*

fishing rods have a different shape from fixtures designed to display shoes.

Interior Displays

An *interior display* is located inside a store. Interior displays are strategically placed to draw the attention of visitors and move traffic through the store. Common locations for interior displays include the store entrance, by elevators, at the ends of escalators, along major aisles, and near cash registers. Interior displays often provide information, such as how to wear new styles or coordinate accessories.

Displays are a critical part of visual merchandising. In fact, when people think of visual merchandising, they most often think of display creation. Five types of *merchandise presentation*, or displays, that most retailers use are point-of-purchase, open, closed, and architectural displays, plus store decorations.

Point-of-Purchase Display

A **point-of-purchase (POP) display** is a special display usually found near a cash register where goods are purchased. A point-of-purchase display is designed to increase impulse buying as customers are waiting to pay for their purchases. These displays may be developed and provided by the manufacturer. They include the display itself as well as the merchandise. A POP may be temporary or permanent, and is used to attract customers to new, special, or holiday products. An example of a POP is a gift card rack or candy display next to the sales register in a supermarket. An interactive kiosk where the customer can actually make a purchase is also a POP. Interactive kiosks are used for customer convenience.

Open Display

In an open display, the merchandise is arranged so the shopper can view and handle the products. Most retail stores have open displays because customers want to know exactly what they are buying.



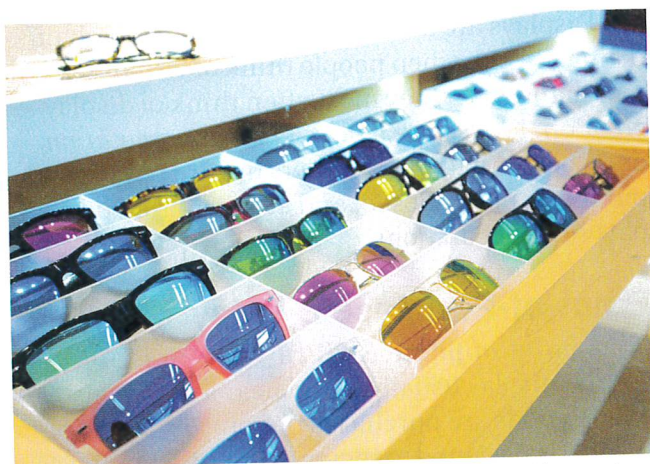
You Do the Math

Area

The area of a two-dimensional shape considers measurements of its perimeter. The area of a rectangle, for example, is calculated by multiplying the length of two sides that meet at a right angle. The area of a circle is calculated by multiplying the constant π (3.14) by the radius of the circle squared. To calculate the volume of a cylinder, multiply its height by the area of its base.

Solve the following problems.

1. Catalina must calculate the area of a parking lot in order to estimate the cost of repaving it. The parking lot measures 75 feet by 125 feet. What is the area of the parking lot?
2. Jean must calculate the area of her living room in order to estimate the cost of carpet. The room measures 17 feet by 23 feet. What is the area of the living room?
3. Enough plywood must be purchased to cover the floor in a space that is 12 feet by 25 feet. One sheet of plywood is 4 feet by 8 feet. How many sheets of plywood must be purchased? Round up to the nearest whole sheet.
4. Tim must order paint for his new home. The paint comes in buckets that are 12 inches in diameter and 2 feet in height. What is the volume of paint in each bucket?



zhu difeng/Shutterstock.com

An open display allows shoppers to view and handle the products. *Why do you think open displays encourage customers to make purchases?*

Closed Display

In a closed display, the merchandise is enclosed in a display case so that the shopper cannot touch it. Closed display cases may also

be locked. This type of display is often used for jewelry, china, and other expensive products due to the risk of theft or breakage.

Architectural Display

An architectural display contains items that are arranged so customers can imagine how these products might look in their own homes. Examples of products used in architectural displays include cabinets and countertops. Architectural displays are found in home and furniture stores and at some trade shows.

Store Decorations

Store decorations are used for special products or occasions. Banners, signs, and other props may be used to decorate the store for holidays or special events. Decorative displays are usually seasonal, and they add to the atmosphere of the store.

Section 19.1 Review

Check Your Understanding

1. What is the purpose of visual merchandising displays?
2. List examples of words that can describe a store's image.
3. Provide examples of store exterior elements that contribute to a store's image.
4. Name four sections of a store's layout.
5. List examples of interior displays.

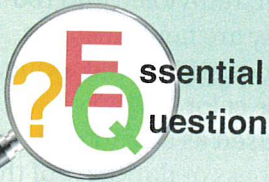
Build Your Vocabulary

As you progress through this text, develop a personal glossary of key terms. This will help you build your vocabulary and prepare you for a career. Write a definition for each of the following terms and add them to your personal glossary.

display
fixture
marquee
point-of-purchase (POP) display

storefront
store image
store layout

Section 19.2



What makes visual merchandising effective?

Display

Learning Objectives

- LO 19.2-1 List elements of design.
- LO 19.2-2 Describe the principles of design.
- LO 19.2-3 List steps to develop a display.

Key Terms

design
color wheel
hue
value
intensity
color scheme
complementary color

triadic color
analogous color
emphasis
movement
balance
proportion
prop

LO
19.2-1

Elements of Design

Successful visual merchandising involves designing powerful and effective displays that generate sales for a business. **Design** is the purposeful arrangement of materials to produce a certain effect. *Elements of design* include color, line, shape, texture, light, and motion. They function as building blocks that can be manipulated to create visual effects in a display's design.

An effective display helps customers envision how the item can benefit them. For example, a male mannequin wearing trendy athletic clothing can influence a male shopper to buy because he thinks he will look fashionable like the display. The ultimate goal of visual merchandising is to entice a customer to buy the merchandise.

Color

Color is often the most dramatic and noticeable design element. Colors can grab attention, create a mood, or affect how someone feels.

Psychologists have studied colors and the associations people have with them. Figure 19-2 shows common responses that Americans have to some colors. Notice that the same color can have both positive and negative associations.



dimbar76/Shutterstock.com

Elements of design include color, line, shape, texture, light, and motion. *Why are the elements of design important in visual merchandising?*



mongione/Shutterstock.com

Texture refers to the surface quality of materials, like the rough wood used as the background for this display.

How does texture help create interest in a display?

or where a seam joins two pieces of fabric. Lines can be straight, curved, or jagged. A line also has direction. A line can be *vertical* (up and down), *horizontal* (side to side, like the horizon), or *diagonal* (at an angle). The direction of a line guides the eye from one point to another. The direction of lines gives movement to a design.

Shape refers to the shapes used in a design. The shapes can be two-dimensional, such as



Pavel L. Photo and Video/Shutterstock.com

Elements of design include light so the viewer can see what is being displayed. *What factors should be considered when making lighting decisions for a display?*

circles, triangles, and octagons; or three-dimensional, such as spheres, cubes, and cylinders. Shape also refers to the overall outline of an item or display, which is often called the *silhouette*.

Texture refers to the surface quality of materials. Aluminum foil has a shiny texture. A wool scarf has a dull texture. Some other words that describe texture include smooth, rough, fuzzy, shaggy, sheer, soft, hard, crisp, and furry.

So the viewer can see what is being shown, *light* is necessary in a display. Lighting can be from overhead lights, track lights, table lamps, and spotlights. Care must be taken that the lighting does not cast shadows that interfere with the design.

Motion

Motion may sometimes be an additional element of design. In merchandise displays, mechanical devices are often used to move the products in the display. The most common use of motion in displays is a rotating platform. Sometimes, mechanical figures add motion, for example, in holiday displays.

L0
19.2-2

Principles of Design

The *principles of design* are guidelines that can help the elements of design be used effectively. The principles of design include emphasis, movement, balance, and proportion.

Emphasis is drawing the attention of the viewer to the most important part of a display. Suppose a book is the most important part of a display. Lines can be used to point toward the book and give it emphasis. Color can be used by placing the book on a bright red cloth. Texture can be used by surrounding the book with sparkling confetti. Light can be used by pointing a spotlight on the book.

Movement refers to the way the design guides viewer eyes over an item or display. Readers of Western languages, such as English and Spanish, read from left to right. Therefore, people will tend to view windows and displays from left to right. A designer can use color, shape, line, texture, and light to direct the viewer's attention to move along a desired direction. Another technique used to direct the viewer's attention and focus is through use of mannequins or other items in a display. For example, the direction in which the mannequin looks can also direct the eyes of a viewer.



Exploring Marketing Careers

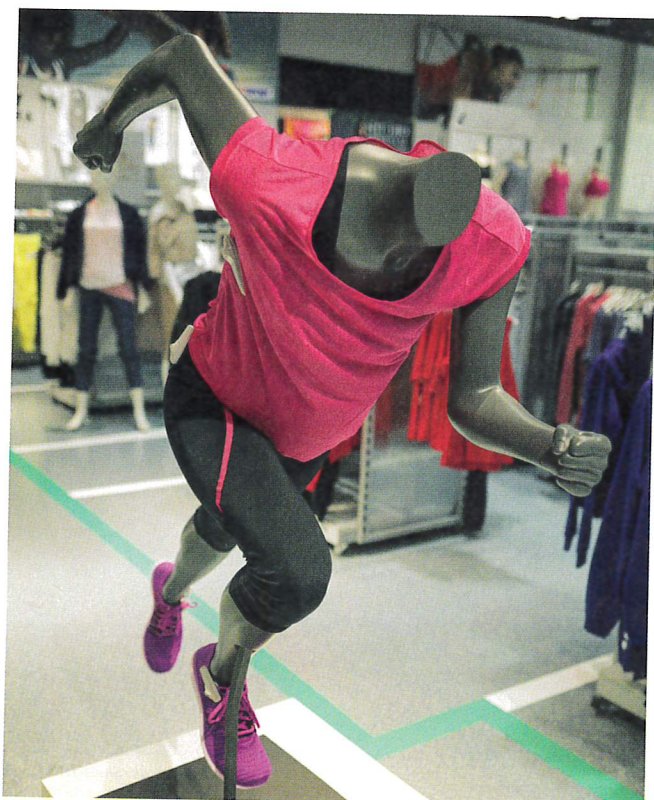
Graphic Designer

Advertisements for a company's products or services can take many forms, including newspaper, magazine, radio, Internet, and television ads. All of these except radio rely to some extent on graphic images to catch the eye of potential customers. The job of a graphic designer is to create graphics that present products or services in an appealing manner for packaging, logos, brochures, and other items that represent the company. Other typical job titles for a graphic designer include *graphic artist*, *creative director*, *design director*, and *desktop publisher*.

Some examples of tasks that graphic designers perform include:

- Consult the client or company executives to determine layout design
- Create designs and layouts for product packaging and company logos
- Use graphic design software to generate layouts
- Design the arrangement of illustrations and text
- Prepare final layouts for printing

Graphic designers need a solid knowledge of layout principles and design concepts, as well as artistic ability. They must also be familiar with design, illustration, photographic, and layout software. Communication skills help them understand the client's requirements and produce designs that showcase products or services effectively. Many graphic design jobs require a bachelor degree, but talented and experienced designers may be hired without a four-year degree. For more information, access the *Occupational Outlook Handbook* online.



goodcat/Shutterstock.com

A viewer's attention and focus can be directed through mannequins or other items in a display. *Do you think the use of mannequins is an effective strategy? Why or why not?*

Balance refers to the way items are placed around an imaginary centerline. *Formal balance* means that you have an object on one side of the centerline, and another object of equal size the same distance from the line on the other side. *Informal balance* means that you have a large object on one side of the line. However, on the other side, you have two smaller objects that together are about the same size as the larger object. Informal balance also occurs when you have a large pale object on one side and a smaller, but very bright object, on the other side. The small but bright object balances the larger but pale object.

Proportion refers to the size and space relationship of all items in a display to each other and to the whole display. Proportion can also be applied to a single item, for which you consider the size and space relationships of all the parts of the item to the whole item. For example, imagine a very light-colored, delicate dress; a wide, dark, heavy leather belt would be out of proportion. A narrow silver belt would look more in proportion.

hand, the shirts on the table are scattered about, and the bulb in the spotlight is out. What would you think? Dirty, messy displays can ruin the image of a store. The following is a guide for good display maintenance.

- Check at least once a day to make sure the display looks as clean, crisp, and fresh as when it was first completed.
- Clean the floor, table, props, and merchandise regularly.
- Replace any merchandise that has been removed or damaged.
- If merchandise has been moved, put it back where it belongs.
- Check lights and replace as necessary.



Marketing Ethics

Ethical Sales Messages

Sometimes it is necessary to write a sales message or other type of document for your organization. Even though it may be tempting to focus on sales “hype” or other persuasive techniques to convey a message, remember to keep the information honest. Embellishing a message about a product or service or intentionally misrepresenting a product or service is unethical and may be illegal. There are truth-in-advertising laws that must be followed.

Section 19.2 Review

Check Your Understanding

1. What is the ultimate goal of visual merchandising?
2. Name three distinct qualities of color.
3. What is formal balance?
4. Explain the first step in display development.
5. Why is it important to maintain a display?

Build Your Vocabulary

As you progress through this text, develop a personal glossary of key terms. This will help you build your vocabulary and prepare you for a career. Write a definition for each of the following terms and add them to your personal glossary.

analogous color
balance
color scheme
color wheel
complementary color
design
emphasis

hue
intensity
movement
prop
proportion
triadic color
value

Chapter Summary

Section 19.1 Visual Merchandising

LO 19.1-1 Describe visual merchandising.

Visual merchandising is creating floor plans and displays to attract customer attention and encourage purchases. It is often used as the sales promotion element of the promotional mix. Visual merchandising attracts customers and invites them to examine merchandise more closely. It also helps to define the image of the store.

LO 19.1-2 Identify four elements of visual merchandising.

The four elements of visual merchandising are store exterior, store layout, store interior, and interior displays. The store exterior includes the store sign or logo, marquee, display windows, entrances, outdoor lighting, landscaping, and the building itself. A store layout shows how the space in a store will be used. The store interior includes the colors, lighting, flooring, signage, and artwork. Interior displays are strategically placed to draw the attention of visitors and move traffic through the store.

Section 19.2 Display

LO 19.2-1 List elements of design.

Elements of design include color, line, shape, texture, light, and motion. Color is often the most dramatic and noticeable design element. Line refers to a one-dimensional mark that looks as if it were drawn by a pen. Shape refers to the shapes used in a design. Texture refers to the surface quality of materials. So the viewer can see what is being shown, light is necessary.

LO 19.2-2 Describe the principles of design.

The principles of design are guidelines that can help the elements of design be used effectively. They include emphasis,

movement, balance, and proportion. Emphasis draws attention to the most important part of a display. Movement is the way the design guides viewer eyes over an item or display. Balance is the way items are placed around an imaginary centerline. Proportion refers to the size and space relationship of all items in a display to each other and to the whole display.

LO 19.2-3 List steps to develop a display.

The first step to develop a visual display is to set goals the display will hopefully accomplish. Next, select the merchandise that will be featured. Then, determine the type of display. The display theme is chosen next. Then, the display is evaluated to measure its effectiveness. Finally, maintain the display.

Check Your Marketing IQ

Now that you have completed the chapter, see what you have learned about marketing by taking the chapter posttest. The posttest is available at www.g-wlearning.com/marketing/.

Review Your Knowledge

1. Describe visual merchandising.
2. How is store image created?
3. Identify four elements of visual merchandising.
4. Explain the purpose of display windows.
5. List elements of design.
6. What are the three distinct qualities of a color?
7. Describe the principles of design.
8. Explain how the elements and principles of design function in visual merchandising.
9. List steps to develop a display.
10. Provide examples of ways a display should be maintained.

Apply Your Knowledge

1. Recall the last time you went to a mall. Why did you walk into one store, but pass by another? Describe how visual merchandising enticed you to enter a store.
2. In your marketing plan, you will describe the image of your business. What image does your business project to customers?
3. Draw a store layout for your business using graph paper or other materials. Include each of the four sections of a store's layout.
4. List both the permanent and temporary fixtures that are used in visual merchandising displays by your business.
5. Management has requested you create new displays for a major product. Select two of the types of displays described in this chapter and explain why these could work well for your business.
6. Describe two elements of design that will help you in creating a visual display.
7. Describe two principles of design that are needed to create a visual display for your merchandise.
8. List the steps you will take to create your merchandise display.
9. Create a checklist you can use to evaluate whether your display meets your goals.
10. Create a checklist you can use to maintain your display.

Apply Your Math Skills

Terrence is a visual merchandise manager at a store in the United States. The company's corporate headquarters are in Canada. Terrence is preparing new visual displays for the store but the instructions from corporate are provided in metric units. The units can be converted as follows.

1 inch = 2.54 centimeters

1 foot = 0.30 meters

Apply your math skills to solve the following problems.

1. Terrence needs to install hooks to hang products on a wall. The instructions from

corporate state the fixtures should be placed 40 centimeters apart. How many inches apart should Terrence place the hooks? Round to the nearest inch.

2. Next, Terrence needs to hang a set of promotional signs from the ceiling of the store. The instructions from corporate state the signs should hang 3.5 meters apart. How many feet apart should Terrence hang the signs? Round to the nearest foot.

Communication Skills



**College
and Career
Readiness**

Writing It is important to use critical thinking skills to make sense of challenges you will face as a marketing professional. Suppose a customer has submitted a complaint stating that a visual-merchandising display was offensive. Write a letter from the position of

marketing manager addressing the customer's complaint.

Listening In order to be effective, product displays must attract customers and invite them to examine merchandise more closely. Ask a friend, classmate, or family member to recall a recent shopping experience. What displays did they see? What enticed them to buy or convinced them to not make a purchase? As you listen, note which elements of the display were successful in gaining their attention and which were not.

Speaking Locate a display in your school building, such as a display of athletic trophies or student artwork. Analyze how elements and principles of art are used in the display. Deliver an informal presentation to your class to share your analysis.

Internet Research

Successful Visual Merchandising Use Internet resources to locate real-world examples of successful visual merchandising. Select one example that interests you. Describe how visual merchandising techniques may have led to increased sales for this company.

Elements of Visual Merchandising Conduct an Internet search for *most important elements of visual merchandising*. Select one or two articles from the search results. Which elements did these articles list? How can these elements be applied to visual merchandising displays?

Store Image Using the Internet, locate pictures of the interior and exterior of a business at which you would like to shop. One resource may be the company's website. Describe the elements of visual merchandising shown in the photos. How do they contribute to the store image?

Teamwork

Working with your team, combine elements of advertising and visual merchandising to develop a display for DECA products. Follow the steps described in this chapter. Select the merchandise that will be featured and determine the type of display. Choose a display theme and set goals for the display. Create the display. Write a list of steps that could be taken to maintain the display.

Portfolio Development



College and Career Readiness

Community Service Community service is an important quality to show in a portfolio. Serving the community shows that a candidate is well rounded and socially aware. In this activity, you will create a list of your contributions to nonprofit organizations. Many opportunities are available for young people to

serve the community. You might volunteer for a park clean-up project. Perhaps you might enjoy reading to residents in a senior-living facility. Maybe raising money for a pet shelter appeals to you. Whatever your interests, there is sure to be a related service project.

1. Create a Microsoft Word document that lists service projects or volunteer activities in which you have taken part. Use the heading "Community Service" on the document along with your name. List the name of the organization or person you helped, the date(s) of service, and the activities that you performed. If you received an award related to this service, mention it here.
2. Save the document in an appropriate folder.
3. Update your spreadsheet to reflect the inclusion of this Community Service document.