



**EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT
EXEMPLAR WRITTEN ASSESSMENT- PAPER 2**

CANDIDATE INFORMATION

SURNAME													
NAMES													
ID NUMBER													
EISA REGISTRATION NUMBER													
ASSESSMENT CENTRE													
ASSESSMENT CENTRE ACCREDITATION NUMBER													

QUALIFICATION INFORMATION

QUALIFICATION TITLE	Occupational Consultant Certificate: Small Business
SAQA ID	118741
NQF LEVEL	5
CREDITS	244
DURATION	2 Hours
TOTAL MARKS	110
PASS MARK	50% (55 marks)
DATE OF EISA	

GENERAL EISA RULES

1. Candidates are **only** allowed to use the supplied EISA booklets.
2. Candidates are **only** allowed to use a black pen for their answers.
3. Candidates to ensure that their name, surname and EISA registration number appear on the front of their EISA booklet.
4. This is a closed-book examination.
5. All EISA booklets must be handed back to the invigilator. No pages may be torn off or removed from the EISA booklet. The removal of EISA booklets from the examination room is prohibited.
6. Candidates may make use of a calculator in this EISA.
7. The use of any communication devices, including smart watches, cell phones, tablets, iPads, headphones and laptops is prohibited.
8. All cell phones are to be switched off for the duration of the EISA.
9. The invigilator will not assist you with the explanation of questions related to the EISA.
10. Candidates are prohibited from communicating with each other in any manner whatsoever.
11. Candidates may not leave the examination venue within one hour of the start of the EISA and in the last 10 minutes of the duration of the paper.
12. Candidates who are found to be disruptive and unruly in the assessment centre will be requested to leave the assessment centre by the invigilator.

I HEREBY CONFIRM THAT I HAVE READ THE ABOVE EISA RULES AND
DECLARE THAT I UNDERSTAND AND ACCEPT THEM.

SIGNATURE OF STUDENT

INSTRUCTIONS TO CANDIDATES

1. Candidates must complete all the questions in this EISA.
2. Candidates must ensure that they use only a black pen when completing this EISA.
3. Should you require additional paper to complete the EISA, please request it from the invigilator. Ensure that you indicate your name, surname, EISA registration number at the top of the additional paper.

Question 1

1.1 Read the scenario below and then answer the questions that follow.

Scenario: EcoFresh Cleaning Supplies Expansion

You are a Small Business Consultant working for **FG Consulting Services**. You have been approached by a start-up business called **EcoFresh Cleaning Supplies**, owned by Ms. Lerato Maseko.

EcoFresh Cleaning Supplies manufactures and sells environmentally friendly household and industrial cleaning products to households, schools, offices, and small retail shops in the local community. The business has been operating informally for one year from a small, rented workspace and has recently experienced growing customer demand.

Ms. Maseko wants to expand the business into a fully registered and profitable enterprise but lacks experience in strategic planning, market research, financial planning, and business management. She therefore requests your professional consulting services to assist with:

- Developing a formal business plan
- Conducting market research
- Identifying business risks and opportunities
- Improving operational processes
- Exploring financing opportunities
- Developing a marketing strategy
- Structuring the business effectively

Before the consulting process can begin, both parties must negotiate and agree on the terms of the consulting service, including elements that protect consultants for small businesses.

During your initial consultation meeting, the following business information is gathered:

Business Information

Vision

To become a trusted supplier of affordable and environmentally friendly cleaning products within local and regional markets.

Mission

To provide high-quality eco-friendly cleaning products while promoting health, environmental sustainability, and excellent customer service.

Products and Services

The business currently produces:

- Liquid detergents
- Multi-purpose cleaners
- Dishwashing liquid
- Hand sanitisers

The products are sold through:

- Local street markets
- Small retail shops
- Direct customer orders
- Social media promotions

Current Business Challenges

- Limited funding and equipment
- Inconsistent marketing activities
- Strong competition from established brands
- Limited knowledge of customer needs and market trends
- Weak financial management systems
- Lack of formal organisational structure
- Rising raw material costs
- Limited online presence

Target Market

The business aims to target:

- Households
- Schools
- Small businesses
- Local retailers
- Community organisations

The owner believes there is growing demand for affordable eco-friendly cleaning products, especially among health-conscious consumers and schools promoting hygiene and environmental awareness.

Competitors

The business faces competition from:

- Large national cleaning product brands
- Local informal cleaning product suppliers
- Retail stores selling imported products

Competitors offer:

- Lower prices due to bulk production
- Strong advertising campaigns
- Established customer loyalty
- Online ordering and delivery services

Environmental Factors Affecting the Business

- Increasing fuel and transport costs
- Economic pressure reducing customer spending
- Changes in health and safety regulations
- Increased public awareness of environmental sustainability
- Technological changes and digital marketing trends

Consultant's Task

As the appointed Small Business Consultant, you are required to:

- Negotiate and formalise the consulting agreement.
- Conduct market and environmental analysis.
- Assist in developing a business plan.
- Evaluate market segmentation and competitors.
- Assess risks and operational challenges.
- Recommend financing opportunities and marketing strategies.
- Develop organisational structures and strategic recommendations to support business growth and sustainability.

Use the information provided in the scenario to complete all assessment activities that follow.

1.1.1 True or False Questions

Respond to the true or false questions below and write T for True or F for False next to each statement.

No.	Statement	Answer
i)	A consulting agreement should clearly outline the responsibilities of both the consultant and the client. (1)	
ii)	Confidentiality is not important when negotiating a business consulting contract. (1)	
iii)	Negotiating consulting fees and project timelines forms part of the business consultation process. (1)	
iiii)	A consultant should begin consulting work before agreeing on the scope of work with the client. (1)	
v)	Effective negotiation helps ensure that both the consultant and the client understand the expectations of the consulting service. (1)	
vi)	Only the business owner is responsible for ensuring that the consulting agreement is followed. (1)	

1.1.2 Draw up a consulting contract between FG Consulting Services and EcoFresh Cleaning Supplies.

Your contract must include the following essential elements:

- Parties to the agreement
- Offer and acceptance
- Scope of consulting services (based on the scenario)
- Duration and timeframes
- Consulting fees and payment terms
- Responsibilities of both parties
- Confidentiality clause
- Reporting and communication procedures
- Termination clause
- Signatures and dates

(10)

1.1.3 Multiple Choice Questions

Respond to the multiple-choice questions below. In each case, select the correct answer from the options given. Transfer your answers to the answer table at the end of the questions.

i) Which contract element helps protect a consultant from non-payment for services rendered? (1)

- A. Payment terms
- B. Business logo
- C. Marketing strategy
- D. Customer survey

ii) Why is a confidentiality clause important in a business consulting contract? (1)

- A. It allows consultants to share client information publicly.
- B. It protects sensitive business information from unauthorised disclosure.
- C. It increases product prices.
- D. It replaces the need for a written contract.

iii) Which element of a consulting contract clearly defines the work to be completed by the consultant? (1)

- A. Business location
- B. Staff attendance register
- C. Scope of services
- D. Customer complaints form

iv) A termination clause in a consulting contract is important because it: (1)

- A. Prevents communication between parties.
- B. Allows either party to end the agreement under agreed conditions.
- C. Removes consultant responsibilities.
- D. Guarantees business profits.

v) Which of the following BEST protects a consultant against misunderstandings about responsibilities and deliverables? (1)

- A. Verbal agreements only
- B. Informal discussions with employees
- C. Clearly defined roles, responsibilities, and deliverables in the contract
- D. Social media communication

Multiple Choice Questions Answer Table

Question	Answer
i	
ii	
iii	
iv	
v	

1.2.1 True or False Questions

No.	Statement	Answer
i)	A clear business vision can assist a small business in guiding long-term decision-making and strategic growth. (1)	
ii)	The mission statement of a business mainly focuses on the future position the business hopes to achieve over many years. (1)	
iii)	If the vision and mission of a small business are not aligned with its operations and customer needs, the business may struggle to achieve its goals effectively. (1)	
iiii)	The vision and mission of a business are only important during the start-up phase and do not influence future business planning or growth. (1)	

1.2.2 Using the scenario of EcoFresh Cleaning Supplies, develop at least FOUR relevant market survey questions suitable for gathering information about customer needs, products, pricing, and customer preferences that could be included in a market survey to assist in gathering information for the development of a business plan. (4)

1.2.3 Using the scenario of EcoFresh Cleaning Supplies, identify ONE suitable target audience that can be approached for market research interviews and explain an effective method that could be used to reach the selected target group. **(2)**

1.2.4 (a) Using the scenario of EcoFresh Cleaning Supplies, identify and discuss at least TWO market segments suitable for the business. **(2)**

1.2.4 (b) Analyse at least TWO competitors or competitive factors affecting the business. (2)

1.2.4 (c) Evaluate how market segmentation and competitor analysis could assist the business in improving its marketing and growth strategies. (3)

1.2.5 Discuss any TWO environmental factors that may affect the operations of EcoFresh Cleaning Supplies and how these factors could impact the business. (2)

1.2.6 Using the scenario of EcoFresh Cleaning Supplies, discuss at least TWO strategies the business can adopt to reduce or manage the negative impact of environmental factors on its operations and explain how each strategy could help the business improve sustainability, competitiveness, or profitability. (2)

1.2.7 Using the scenario of EcoFresh Cleaning Supplies, draw up a simple organogram for an effective small business structure.

Your organogram should include:

- The business owner or manager
 - At least THREE other relevant positions or departments within the business
 - Clear reporting lines
- (4)**

1.2.8 Using the scenario of EcoFresh Cleaning Supplies, identify a suitable location for the small business and assess ONE risk associated with operating from that location. **(2)**

1.2.9: True or False Questions

Respond to the true or false questions below and write T for True or F for False next to each statement.

No.	Statement	Answer
i)	A small business can explore financing options such as bank loans, government funding, and investor partnerships to support business growth. (1)	
ii)	Financing is only needed when a business is making a loss and cannot be used for business expansion or equipment purchases. (1)	
iii)	Before applying for funding, a small business should prepare proper financial and business planning documents. (1)	

1.2.10 (a) Using the scenario of EcoFresh Cleaning Supplies, recommend ONE suitable marketing strategy that could assist the business in attracting and retaining customers. (2)

1.2.11 (b) Explain TWO ways that the strategy could improve customer attraction, customer loyalty, competitiveness, or profitability. (2)

1.2.10 (c) Analyse how the strategy could contribute to the long-term growth and sustainability of EcoFresh Cleaning Supplies. (2)

SUB- TOTAL: 57 marks

Question 2

2.1 Read the scenario below and then answer the questions that follow.

Scenario: Fresh Harvest Bakery

You are completing your workplace experience placement as a Junior Small Business Consultant at **FG Consulting Services**. As part of your practical training, you have been assigned to assist a small business called **Fresh Harvest Bakery**, a growing bakery that supplies bread, cakes, and pastries to local shops, schools, and community members.

The business has operated successfully for several years using mostly manual systems and traditional selling methods. However, due to increasing competition, rising operating costs, and changing customer expectations, the owner, Ms. Nomsa Khumalo, has decided to introduce major operational changes to improve business performance and sustainability.

The proposed changes include:

- Introducing a digital point-of-sale and stock control system
- Expanding online marketing and delivery services
- Restructuring employee roles and responsibilities
- Introducing customer service standards and performance monitoring
- Improving financial record keeping and reporting systems

Although management believes these changes will improve the business, several challenges have emerged during implementation:

- Some employees are resisting the new technology and work procedures.
- Employees fear that restructuring may lead to job losses.
- Communication between management and employees has become poor.
- Customers have complained about temporary service delays during the transition period.
- Staff morale has decreased due to uncertainty about the changes.

The owner has requested your assistance in helping the business manage the change process effectively and maintain positive relationships with employees, customers, and suppliers.

As part of your work experience activities, you are required to:

- Analyse the changes taking place in the business.

- Identify stakeholders affected by the changes.
- Recommend turnaround and change management strategies.
- Develop action and communication plans to support implementation.
- Explore the role of the change management team.
- Apply coaching and counselling principles to support employees during the transition process.

Use the information provided in the scenario to complete all assessment activities that follow.

2.1.1(a) Using the scenario of Fresh Harvest Bakery, identify and analyse TWO operational changes taking place in the business. **(2)**

2.1.1(b) From the challenges identified in 2.1.1 (a) recommend ONE impactful turnaround strategy that could assist the business to improve performance and achieve growth. **(1)**

2.1.2 Using the scenario of Fresh Harvest Bakery, identify and describe TWO types of change and scope that is taking place within the business. assess how the changes may affect employees, customers, or business operations. **(4)**

2.1.3 Using the scenario of Fresh Harvest Bakery, identify at least FOUR stakeholders involved in the change process and state the role or interest of each stakeholder in the changes taking place in the business. **(4)**

2.1.4 Using the scenario of Fresh Harvest Bakery, identify any TWO members who may form part of the change management team and discuss how the team supports the implementation of change in the business. **(3)**

2.1.5 Using the scenario of Fresh Harvest Bakery, develop an action plan to support the implementation of change in the business.

Your action plan must include:

- at least THREE actions,
- the purpose of each action, and
- the expected benefit or outcome for the business.

Use the table below to present your answer.

(5)

Change Challenge	Action to be Implemented	Purpose of the Action	Expected Outcome

2.1.6 Using the scenario of Fresh Harvest Bakery, create a communication plan that can promote positive change during the implementation of the business changes.

Your communication plan must include:

- At least TWO communication activities or methods.

(2)

- The purpose of each communication activity. (1)
- The stakeholders involved. (1)
- How the communication plan could support positive changes in the business. (2)

Use the table below to present your answer.

Communication Activity/Method	Purpose	Stakeholders Involved	Expected Benefit for the Business

2.1.7 Using the scenario of Fresh Harvest Bakery, discuss at least THREE characteristics of a good coach and explain how each characteristic can support employees and management during the change process. (6)

Question 3

3.1 Read the scenario below and then answer the questions that follow.

Scenario: Pure Taste Foods

You are a Small Business Consultant working for **FG Consulting Services**. You have recently been engaged by a small manufacturing business called **Pure Taste Foods**, owned by Mr. Kabelo Ndlovu, to provide consulting services aimed at improving operational efficiency and business performance.

Background of the Business

Pure Taste Foods produces and supplies packaged sauces, spices, and ready-made food products to local supermarkets, restaurants, schools, and community retailers. The business has grown steadily over the past four years and currently employs 18 workers.

Due to increased customer demand and expansion into new markets, the owner has noticed several operational challenges affecting the smooth flow of business activities and overall profitability.

Mr. Ndlovu therefore entered into a consulting agreement with your company to:

- Analyse the business value chain
- Identify operational weaknesses and inefficiencies
- Improve coordination between departments and suppliers
- Strengthen customer service and product delivery
- Recommend strategies to improve productivity and profitability

Business Operations and Value Chain Activities

The business value chain currently includes the following activities:

Inbound Logistics

- Raw materials such as spices, packaging materials, and ingredients are sourced from local suppliers.
- Deliveries from suppliers are sometimes delayed, causing production interruptions.

Operations / Production

- Employees mix, process, package, and label products manually.
- Production delays occur due to equipment breakdowns and inconsistent stock availability.

Outbound Logistics

- Products are distributed to supermarkets, restaurants, and local retailers.
- Transport delays and poor delivery scheduling sometimes result in late deliveries to customers.

Marketing and Sales

- Products are promoted through local events, retail displays, and social media.
- The business has limited digital marketing skills and weak online customer engagement.

Customer Service

- Customer complaints are handled informally.
- Some customers complain about delayed responses and inconsistent product quality.

Operational Relationship Challenges

The owner reports the following problems within the value chain:

- Poor communication between suppliers, production staff, and delivery teams
- Lack of coordination between sales and stock control departments
- Delayed supplier deliveries affecting production schedules
- Customer complaints not communicated effectively to production staff
- Limited use of technology to track stock and deliveries
- Increased operational costs due to wastage and delays

The business recently lost a supply opportunity with a major retailer because of delayed deliveries and inconsistent communication.

Governance and Reporting Structure

Pure Taste Foods has a small management board consisting of:

- The business owner

- Operations supervisor
- Finance officer
- Sales and marketing coordinator

The Board has requested a formal report from the consultant outlining:

- Weaknesses within the value chain
- Challenges affecting operational relationships
- Recommendations to improve business efficiency and coordination
- Strategies to improve communication across the value chain

Consultant's Task

As the appointed Small Business Consultant, you are required to:

- Identify and explain the value chain of the business.
- Evaluate operational relationships between departments and stakeholders.
- Analyse challenges affecting the value chain.
- Recommend improvement strategies.
- Develop an action plan and communication approach to report challenges and solutions to the Board.

Use the information provided in the scenario to complete following questions.

- 3.1.1** Using the scenario of Pure Taste Foods, identify at least TWO operational relationship challenges within the value chain, explain how these challenges affect business operations, customer service, or profitability, and recommend suitable strategies that could improve coordination and communication within the value chain. **(4)**

3.1.2(a) Using the scenario of Pure Taste Foods identify at least FOUR components of the value chain used by the business. **(4)**

3.1.2(b) Evaluate how the operational relationships between departments, suppliers, and customers affect business efficiency and performance. **(4)**

(6)

[illegible]

(4)

- At least ONE challenge to be communicated.
- The communication method to be used.
- The purpose of communication.
- The expected outcome for the business.

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Challenge Identified	Communication Method	Purpose of Communication	Expected Outcome

SUB- TOTAL: 22 marks

GRAND TOTAL: 110 marks