2013 HSC Tourism and Events Marking Guidelines

Section I

Multiple-choice Answer Key

Question	Answer
1	A
2	C
3	D
4	B
5	D
6	A
7	C
8	D
9	B
10	C
11	A
12	D
13	C
14	C
15	A

Section II

Question 16 (a)

Criteria	Marks
• Correctly identifies TWO public NSW events held in summer	2
• Correctly identifies ONE NSW event held in summer OR lists TWO public events	1

Sample answer:

Identify events
- Tamworth Country Music Festival is an annual event held in January in the country town of Tamworth in Northern NSW.
- Carols in the Domain is an annual event held in Sydney late December in the lead up to Christmas.

Answers could include:

Annual events in NSW include:
- Mardi Gras
- Chinese New Year
- Tamworth Country Music Festival
- Big Day Out
- Carols in the Domain
- Australia Day
- Soundwave
- Festival of the Sun
- Stereosonic
- Tropfest
- Sydney to Hobart Yacht Race

Question 16 (b)

Criteria	Marks
• Discusses a range of positive and negative impacts of this event • Correctly identifies the location of the event and relates specifically to that community • Provides appropriate examples	4
• Discusses positive and negative impacts of this event • Relates impacts to the community and local business • Provides appropriate examples	3
• Identifies positive and/or negative impacts of this event • Mentions community and/or examples	2
• Provides a limited response with generalised examples	1

Sample answer:

Impacts on businesses and the local community.

For example – Tamworth

NEGATIVE
• Overcrowding at shopping centres, car parks, pubs, restaurants, clubs which causes disruption and delays for local residents.
• Noise upsets local residents.
• Litter generated from increased numbers creates waste issues and cleanup costs for local council.
• Excessive prices occur as businesses increase the price of goods and services.

POSITIVE
• Increased employment (casual) results as businesses are required to cater to increased numbers and demand for products/services. This increases economic activity within the community.
• Increased profit for local businesses as a result of increased trade.
• Community takes pride in appearance, as the town is on show, local council and community strive to have it looking its best.
• Area becomes better known to tourists from increased visibility during event.
• Improvements to local infrastructure as better services are required to cater to increased numbers.

Question 17

Criteria	Marks
• Demonstrates comprehensive understanding of the need to use formal style of language and format in written correspondence to clients • May provide examples to support answer	3
• Demonstrates general understanding of the need to use formal style of language or format in written correspondence to clients • May provide examples to support answer	2
• Provides limited understanding of formal correspondence OR • Uses examples to show understanding	1

Sample answer:

It is important because:
• Clear and concise information prevents confusion or misinterpretation.
• Clients look for formal, professional correspondence.
• Jargon to be avoided because client may not understand.
• Abbreviations to be avoided because client may not understand or misinterpret.
• Demonstrates professionalism, improves reputation.

For example:
• 1400 = 2pm
• DRW
• PAX
• WL, KK
• Grammatical errors
• Informal language/slang
• Incorrect format

Question 18

Criteria	Marks
• Provides a comprehensive explanation of the benefits of using online data in daily operations • Correctly relates to inbound visitor data • Makes reference to appropriate industry examples	5
• Provides a general explanation of the benefits of using online data in daily operations • Relates to inbound visitor data • Uses basic examples	3–4
• Provides a basic outline of how online data may be used	2
• Relates data to attractions sector	1

Sample answer:

• Online data is easily accessible and staff can access at times to suit and not interfere with work pressures.

• Staff can explore inbound markets and cultural aspects of these to use in their daily routine, eg provide site guide appropriate to group needs.

• Websites do not require permission to use so are efficient in cost as well as the amount of information available.

• Staff only need to access and download appropriate data to suit their needs eg clientele from a particular region.

• Having inbound visitor numbers updated regularly by sites such as TA gives current, specific information to suit the industry sector, and can be saved in a format to suit further operational requirements.

Question 19 (a)

Criteria	Marks
• Correctly explains a range of benefits to the tourism business in resolving complaints quickly • Relates benefits to customer satisfaction	3
• Correctly outlines some benefits to the tourism business in resolving complaints quickly • Relates generally to customer satisfaction	2
• Provides a limited benefit in resolving complaints OR • Makes a generalised statement on customer satisfaction	1

Sample answer:

Benefits of resolving quickly include achieving a win-win situation, client satisfaction, repeat business, good publicity and promotion of goodwill.

Customers will spread the word that they have a good relationship with you and that your office has a good service ethic.

Solutions are found quickly which avoids further time being spent on following up and further issues with relevant parties.

Complaints provide a 'second chance' of getting it right.

Opportunity for businesses to improve.

Question 19 (b)

Criteria	Marks
• Recommends a range of methods for dealing with customer complaints in the tourism industry	3
• Recommends some methods for dealing with customer complaints in the tourism industry	2
• Details a method of dealing with customer complaints OR • Outlines the benefits of handling complaints	1

Sample answer:

Methods for dealing with customer complaints might include active listening, observing body language, displaying rapport and empathy. Once the complaint is acknowledged the parties can discuss and agree to a solution.

Taking notes, using a complaint form.

Resolution might consist of an apology, rectification of poor service or quality of product, or offering of added services to suit client needs.

Whatever method is used it should be followed up to avoid any further problems.

Inform supervisor – refer to senior staff member.

Identifying the problem.

Question 20 (a)

Criteria	Marks
• Correctly identifies THREE ports of call	2
• Correctly identifies ONE or TWO ports of call	1

Sample answer:

Broome, Shark Bay (Monkey Mia), Geraldton

Question 20 (b)

Criteria	Marks
• Correctly describes climate conditions using appropriate terminology • Distinguishes climatic changes as cruise heads south	2
• Describes climate in general terms • Identifies more than one climate to be experienced	1

Sample answer:

September – Spring

Tropical climate, wet/dry season

In September they should expect mild to warm weather in the northern parts of WA and a little cooler as they head south of Monkey Mia.

Passengers may need to pack for two climate types.

Question 20 (c)

Criteria	Marks
• Describes a range of attractions at ONE of the three ports of call	3
• Lists a range of attractions at ONE of the three ports of call	2
• Generally lists attractions anywhere along the cruise route	1

Sample answer:

Geraldton:

• 'The Batavia Coast'
• The balmy Mediterranean climate makes Geraldton a favoured destination for surfing and water sports. During spring and summer, southerly breezes are ideal for wind surfing and kite boarding at Coronation Beach.
• Geraldton is a hub for fishing especially rock lobster. Abrolhos Islands located 55km offshore of Geraldton is an archipelago consisting of 122 coral atolls, famous for rock lobster fishing and bird watching. Scenic flights over the islands are a popular attraction.
• Distinctive coloured pearls farmed in Abrolhos Islands.
• Peak season for wildflowers occurs during spring.
• Nambung National Park and Pinnacles Desert.

Answers could include:

Monkey Mia:

• Located in the Shark Bay World Heritage area of the Coral Coast.
• Famous for dugongs, manta rays and hand feeding the bottlenose dolphins.
• Hamelin pool
• Stromalites
• Shell Beach with its layer upon layer of cockleshells.
• Francois Peron National Park

Broome:
• Pearls, Willie Creek Pearl Farm
• Cable Beach
• Sunset camel/horse riding on beach
• Art Gallery – Indigenous art
• Buccaneer Rock
• Broome Crocodile Park
• Dampier Peninsula
• Minyirr Park
• Roebuck Bay
• Riddell Beach, Town Beach
• Markets
• Fishing
• Diving and snorkelling

Makes reference to attractions in Darwin or Fremantle.

Question 21 (a)

Criteria	Marks
• Correctly identifies THREE suitable products for which Ecotourism Australia accreditation can apply	2
• Correctly identifies TWO suitable products for which Ecotourism Australia accreditation can apply	1

Sample answer:

- Tours
- Skippered cruises
- Attractions
- Theme parks
- Accommodation
- Solar powered equipment for tourism products
- Biodegradable materials for tourism products
- Environmentally friendly food packaging for tourism products
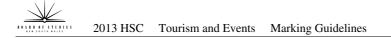- Green events

Question 21 (b)

Criteria	Marks
• Clearly outlines a range of benefits to demonstrate understanding the importance of achieving this accreditation	3
• Outlines a range of benefits gained from achieving this accreditation	2
• Lists limited benefits gained from achieving accreditation	1

Sample answer:

Accreditation provides the following benefits to a tourism operator: reducing their carbon footprint and provision of the Eco framework for implementing sustainable workplace practice. The accreditation is an internationally recognised brand to use on marketing material, along with additional marketing benefits of recognition on website with logo and trade shows.

Answers could include:

- Eco tourism provides a Green Travel Directory brochure
- Conservation Organisations eg GBRMPA offer benefits to Eco Certified operators
- Receive a TAAL tick
- Provides traveller with an assurance that the certified experience is backed by commitment to best practice
- Market segments – 'access to new'
- Reputation
- Attract new customers

- Reduce costs
- Increase business

Question 21 (c)

Criteria	Marks
• Correctly defines 'environmental sustainability' and provides ONE suitable example that applies to the tourism and events industry	3
• Correctly defines 'environmental sustainability' and provides ONE example not necessarily related to the tourism and events industry OR • Partially defines 'environmental sustainability' and gives ONE example that applies to the tourism and events industry	2
• Partially defines 'environmental sustainability' OR gives ONE example	1

Sample answer:

Environmental sustainability involves the use of resources and the forms of progress that meet the needs of the present without compromising the ability of future generations to meet their needs. An example of this could be guided tours limiting the number of tourists, minimising negative impacts to the environment.
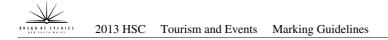
Answers could include:

- Anything required for the operation of a business or project in the context of the environment, energy and water usage
- Eco tourism
- Parks, waterways, oceans, beaches
- Pollution
- Waste management
- Species extinction, strategies such as breeding programs and education
- Conservation of National Parks and World Heritage listed sites
- Zoning of the Great Barrier Reef
- Special turf protection programs used for hosting large events

Section III

Question 22

Criteria	Marks
• Demonstrates a comprehensive understanding of economic, social and environmental impacts by explaining the effects of natural disasters on the tourism and events industry • Identifies some opportunities to assist businesses in the rebuilding process after a natural disaster • Accurately communicates ideas and information in a well structured, cohesive response integrating relevant examples and using correct industry terminology	13–15
• Demonstrates a broad understanding of economic, social and environmental impacts by explaining the effects of natural disasters on the tourism and events industry • Makes reference to the rebuilding process after a natural disaster • Communicates ideas and information in a well structured response integrating relevant examples	10–12
• Demonstrates a sound understanding of economic, social and environmental impacts of natural disasters on the tourism and events industry • Makes reference to the rebuilding process • Communicates ideas, integrating relevant examples	7–9
• Demonstrates a basic understanding of at least TWO economic, social or environmental impacts of natural disasters on the tourism and events industry • Makes reference to the rebuilding process • Provides limited examples	4–6
• Demonstrates limited understanding of at least ONE economic, social or environmental impact of natural disasters • Provides limited examples	1–3

Answers could include:

Economic
Destruction of property, damage to infrastructure, loss of employment, insurance costs, cleanup costs, restricted transport, increased taxes to cover drain on Government funding, health and sanitation, demand on emergency services and equipment eg SES. Other areas/attractions see increased attendance.

Social
Loss of life, injuries, demand on medical services, loss of homes, pressures on volunteer organisations, loss of employment, no money to relocate, leads to strain on relationships, psychological problems. Brings communities together, bonding, increased awareness of location.

Environmental
Destruction of habitat for wildlife, destruction of ecosystems, polluted/contaminated waters / unsuitable for drinking, demands on volunteer wildlife organisations eg WIRES, awareness and regeneration.

The effects of the above mentioned impacts will result in lack of tourism numbers to the affected area until rebuilding occurs.

Opportunities for the rebuilding process may include:
• Build monument as future attractions
• New facilities with new features
• Marketing campaigns
• Offering familiarisations to reinforce the recovery
• Discounted travel/accommodation packages
• Increased employment to the area
• Opportunity for new tourism markets and restructuring
• Grants from Government to diversify and reconstruct
• Addressing environmentally sustainable strategies in rebuilding

Reference to the rebuild process:

• Business may have to close
• Costs to rebuild
• Time length to rebuild
• Bring community together

Section IV

Question 23 (a)

Criteria	Marks
• Correctly identifies an extensive range of legal and consumer protection issues	3
• Identifies some specific legal and/or consumer protection issues	2
• Lists limited legal or consumer protection issues	1

Sample answer:

When preparing quotes a consultant should be aware of the financial obligations and explain these to the customer. They also have a duty of care to the customer and must not discriminate. The agent and tour operators should be licensed.
The consultant would need to advise the customer of inclusions, variations in pricing, booking conditions and supplier reliability.

Also may include:

Legal issues could include:
• Privacy – confidentiality
• Discrimination
• Duty of care
• Financial obligations
• Product liability
• Licensing

Consumer protection issues when preparing quotes could include:
• Checking inclusions/exclusions in prices
• Supplier reliability
• Validity dates of brochures
• Restrictions on services eg age of customer
• Variations in pricing eg seasonal
• Correct client details eg family to match bedding at accommodation
• Price matching
• Ethical behaviour
• Discounting

Also may include:

• Special needs
• Correct dates for travel
• Frequent traveller or previous traveller discounts
• Advise booking conditions
• Date of quote
• Payment requirements eg deposit due date
• Inclusive of taxes and fees

Question 23 (b)

Criteria	Marks
• Accurately describes a range of appropriate features and benefits for car rental for client type	4
• Describes a range of features and benefits for car rental	3
• Generally lists some features and/or some benefits for car rental	2
• Lists features OR benefits for car rental OR • Limited list of both features and benefits	1

Sample answer:

Car rental is the most appropriate product for a family due to the following features and benefits:

Features   **Benefits**

Large range of vehicles   —   Size and model of car to suit family and luggage

Navigation equipment   —   GPS in unknown location – peace of mind

Optional extras
        – DVD   —   Entertain children
        – baby seat   —   If required for young child – no need to bring own
        – luggage racks   —   If required for extra bags

Insurance included   —   Covers damage

Roadside assistance   —   If breakdown occurs – peace of mind

Question 23 (c)

Criteria	Marks
• Selects an extensive range of appropriate products and services for customer type with an explanation for choices • Accurately relates products and services to client type • Provides suitable options for leisure time with sound reasoning	8
• Selects a range of appropriate products and services for customer type with an explanation for choices • Accurately relates products and services to client type • Provides suitable options for leisure time with some reasoning	6–7
• Selects some products and services for customer type with basic explanation for choices • Relates generally to client type • Provides suitable options for leisure time	4–5
• Selects some products and services • Provides some reference to leisure time activities	2–3
• Gives some relevant information	1

Answers could include:

Explain WHY or HOW a sporting group may require the following products and services.

Transport – eg air + coach + transfers
  – WHY – efficient.
  – Flights are the fastest mode of transportation interstate.
  – Coach is the most cost-effective and appropriate mode of transferring groups from place to place while keeping group together, and all equipment needed

Accommodation – motel/apartments/keep costs down, more spacious, often includes breakfast, may include kitchen facilities, recreational activities, laundry facilities

Entertainment / attractions / cruises or similar as a group to satisfy needs for leisure time / activities, or an orientation tour of sights as a group

Food and beverage – give reasons why choosing these places
Travel insurance – give reasons why eg In the case of serious injury at the events, lost luggage/equipment, expensive sporting equipment, or last minute cancellations.

Question 24 (a)

Criteria	Marks
• Identifies an extensive range of appropriate technologies used within the events industry in relation to marketing and registration	3
• Identifies some appropriate technologies used within the events industry in relation to marketing OR registration	2
• Identifies basic technologies used within the events industry	1

Answers could include:

Technologies used in the event organisation process may relate to:
• Project management systems
• Delegate registration and tracking systems eg Electronic Database Management
• Computer Aided Design (CAD) systems
• Internal venue booking systems
• GPS
• Digital technology
• Multimedia
• Broadband, ADSL, NBN
• Timing chips, microchips
• Smartphone apps used for market research eg Live audience polling
• Social network sites eg Twitter, Facebook, iCloud
• Ticketing technology eg Trybooking
• Registration scanning

Question 24 (b)

Criteria	Marks
• Demonstrates a comprehensive understanding of the benefits of such technologies specifically in relation to marketing and registration	4
• Demonstrates a sound understanding of the benefits of such technologies specifically in relation to marketing and registration	3
• Demonstrates a general understanding of the benefits of such technologies in relation to marketing OR registration	2
• Demonstrates a limited understanding of the benefits of such technologies	1

Sample answer:

Benefits of such technologies in relation to marketing and registration of events can include a reduction in paper usage for marketing and promotion, reducing the costs of production through the use of free SNS such as Facebook. Technology, specifically the internet, allows for global visibility enabling the event and sponsors a wider audience for advertising. Electronic databases and software programs designed specifically for event registration allow for increased speed in the processing of applications and ability to store large quantities of client information for future marketing purposes.

Answers could include:

- Less time and staff required at registration
- Reduce the need for paper in marketing and promotion
- Reduced costs in marketing and promotion through use of free SNS
- Global visibility
- Improved event timelines and critical paths
- Increased speed in processing event information eg timing chips
- Ability to store vast amounts of information electronically EDBM
- Minimise mistakes
- Less waste at registration/no left over name badges
- Real time data
- Up to date information
- Reduced costs in staffing and resources
- Innovative

More general benefits may include:
- Improved tracking of supplies
- Improved special effects
- Advancements in lighting and sound
- Increased security through accreditation – limiting access to various parts of an event site eg at a music festival, only people wearing the correct lanyard are allowed access

Question 24 (c)

Criteria	Marks
• Critically analyses the benefits of this event for a range of stakeholders • Provides appropriate examples to show understanding • Communicates specific ideas and information in a well-structured response	8
• Analyses the benefits of this event for a range of stakeholders • Provides appropriate examples to show understanding • Communicates ideas in a structured response	6–7
• Discusses the benefits of this event for stakeholders • Provides examples to show understanding	4–5
• Outlines at least ONE benefit gained by a stakeholder AND • Provides examples	2–3
• Gives some relevant information regarding stakeholders	1

Answers could include:

Key stakeholders for this event include any organisation or individual involved or affected.

• Event Management Team

 Provides an opportunity to profit from the event, gain a positive reputation, show ability, and develop skills and experience. Repeat business.

• Sponsors

 Sponsorship is central to the revenue of the event. The event provides sponsors with access to new target markets, networking opportunities, lifts public profile and brand awareness.

• Local Government

 Offers return benefit for local residents, commercial benefits, improved resources for the local region, funding grants from State Government, increased economic activity.

• Host Community

 Promotes their community/town, improved infrastructure/amenities/services. Local business owners gain commercial benefits. Widens cultural and social opportunities. Employment opportunities.

• Audience/spectators/participants

 Provides entertainment

• Media

 Advertising campaigns, employment, commercial benefits.

Tourism and Events
2013 HSC Examination Mapping Grid

Section I

Question	Marks	Unit of competency / Element of competency	Communication	Teamwork	Problem-solving	Initiative and enterprise	Planning and organising	Self-management	Learning	Technology
1	1	SITTTSL001A Operate an online information system / Check and download information – Copyright – page 93			X		X			X
2	1	SITXCOM001A Work with colleagues and customers / Communicate with customers – Barriers to communication – page 43/44	X		X					
3	1	SITTIND001B Develop and update tourism industry knowledge / Seek information on the tourism industry – Knowledge of sectors – page 13/14							X	
4	1	SITXCOM001A Work with colleagues and customers / Work in a team – page 53/54	X	X			X			
5	1	SITTTSL004A Source and provide Australian destination information and advice / Develop knowledge of Australian destinations – Features of destinations – page 25/26					X		X	
6	1	SITTTSL001A Operate an online information system / Access online information – Appropriate search methods – page 92	X				X			X
7	1	SITXOHS001B Follow health, safety and security procedures / Follow workplace procedures for health, safety and security – Costs of workplace injury – page 77	X		X	X				
8	1	SITXENV001A Participate in environmentally sustainable work practices / Identify and measure current resources used – page 71		X		X		X	X	
9	1	SITXCOM002A Work in a socially diverse environment / Communicate with customers and colleagues from diverse backgrounds – Proactive strategies – page 61	X	X		X				
10	1	SITXADM001A Perform Office Procedures – Process office documents – page 34	X	X			X	X		X

Question	Marks		Unit of competency / Element of competency	Employability skills (Please put an X where appropriate)							
				Communication	Teamwork	Problem-solving	Initiative and enterprise	Planning and organising	Self-management	Learning	Technology
11	1	SITTTSL004A	Source and provide Australian destination information and advice / Develop knowledge of Australian destination information – Features of region – page 25							X	
12	1	SITXOHS001B	Follow health, safety and security procedures / Follow workplace procedures for health, safety and security – Identify hazards – page 78/79	X	X	X			X		
13	1	SITTIND001B	Develop and update tourism industry knowledge / Seek information on the tourism industry – Role of industry bodies – page 14/15	X			X				X
14	1	SITXCOM002A	Work in a socially diverse environment / Communicate with customers and colleagues from diverse backgrounds – Cultural diversity – page 60	X	X	X					
15	1	SITXENV001A	Participate in environmentally sustainable work practices / Seek opportunities to improve resource efficiency – page 72/73			X	X	X			

Section II

Question	Marks		Unit of competency / Element of competency	Employability skills (Please put an X where appropriate)							
				Communication	Teamwork	Problem-solving	Initiative and enterprise	Planning and organising	Self-management	Learning	Technology
16 (a)	2	SITTTSL004A	Source and provide Australian destination information and advice / Develop knowledge of Australian destinations – Detailed knowledge of region and events – page 25/26							X	
16 (b)	4	SITTIND001B	Develop and update tourism industry information / Seek information on the tourism industry – Impacts Economic/Env – page 13/14					X		X	
17	3	SITXADM001A	Perform office procedures / Draft written communication – page 37	X		X	X				

Question	Marks	Unit of competency / Element of competency		Employability skills (Please put an X where appropriate)							
				Communication	Teamwork	Problem-solving	Initiative and enterprise	Planning and organising	Self-management	Learning	Technology
18	5	SITTTSL001A	Operate an online information system / Access online information – Information systems purpose – page 91	X		X				X	X
		SITXCOM002A	Work in a socially diverse environment / Communicate with customers – Strategies, staff training for cultural diversity – page 53	X		X	X				
19 (a)	3	SITXCOM001A	Work with customers and colleagues / Respond to conflict and customer complaints – page 50/51/52	X	X	X			X		
19 (b)	3	SITXCOM001A	Work with customers and colleagues / Respond to conflict and customer complaints – Benefits – page 52				X	X		X	
20 (a)	2	SITTTSL004A	Source and provide Australian destination information and advice / Develop knowledge of Australian destinations – page 24							X	
20 (b)	2	SITTTSL004A	Source and provide Australian destination information and advice / Develop knowledge of Australian destinations – Climate and seasonal factors – page 25				X		X	X	
20 (c)	3	SITTTSL004A	Source and provide Australian destination information and advice / Develop knowledge of Australian destinations – page 25						X	X	
21 (a)	2	SITTIND001B	Develop and update tourism industry knowledge / Seek information on the tourism industry – Environmental issues – page 14				X	X			X
21 (b)	3	SITXENV001A	Participate in environmentally sustainable work practice / Comply with environmental regulations – Industry accreditation schemes – page 72				X	X	X		
21 (c)	3	SITXENV001A	Participate in environmentally sustainable work practice / Identify current resources used within the workplace – Define environmental sustainability – page 70, 72							X	
		SITTIND001B	Develop and update tourism industry knowledge / Seek information on the tourism industry – page 14								

Section III

Question	Marks	Unit of competency / Element of competency	Employability skills (Please put an X where appropriate)							
			Communication	Teamwork	Problem-solving	Initiative and enterprise	Planning and organising	Self-management	Learning	Technology
22	15	SITTIND001B Develop and update tourism industry knowledge / Impacts from event, multiplier and flow on – Economic and social impacts from changes, environmental negative impacts – page 13/14			X	X			X	

Section IV

Question	Marks	Unit of competency / Element of competency	Employability skills (Please put an X where appropriate)							
			Communication	Teamwork	Problem-solving	Initiative and enterprise	Planning and organising	Self-management	Learning	Technology
23 (a)	3	SITTTSL006B Prepare quotations – page 116/119/120	X		X		X		X	X
23 (b)	4	SITTTSL005A Sell tourism products and services – Customer needs and expectations – page 104/107/108/110	X		X		X		X	X
23 (c)	8	SITTTSL002A Access and interpret product information – Product info – page 97/99	X		X		X		X	X
24 (a)	3	SITXEVT003B Process and monitor event registrations – Using appropriate technology – page 137, sponsors – page 140	X		X	X	X			X
24 (b)	4	SITXEVT001B Coordinate onsite event registrations – Registration equipment – computer technology, Process registrations – page 145/148 text page 146/147	X		X	X	X			X
24 (c)	8	SITXEVT001B Develop and update event industry knowledge / Stakeholders – page 125/127/128	X		X	X	X			X