

UNIT 1 - HOSPITALITY AND CATERING INDUSTRY

**EXAM 1HR 30MINS. 90MARK. 40% OF
QUALIFICATION.**



LO1- UNDERSTANDING THE ENVIRONMENT OF THE HOSPITALITY AND CATERING INDUSTRY

AC 1.1, AC 1.2, AC 1.3, AC 1.4

KEY POINTS AND QUESTIONS

Exam Tip 1

Read the question carefully.

AC1.1 Describe the structure of the hospitality and catering industry

*Hospitality and catering industry:
businesses that provide
food, drink and/or
accommodation*

WIDE RANGE OF
SERVICES

**Fastest growing
industry in the UK**

Can be **commercial** (charge customers for the services they provide and therefore make a profit) or **non-commercial** (often run on a limited budget and do not make a profit). Catering businesses can be **residential** (provide accommodation) or **non residential**.

Contract caterers provide food and drink for organisations such as businesses, schools and hospitals as well as events, festivals and wedding receptionists. They may prepare and cook food in advance or on site.

MAIN SECTORS



of the hospitality and
catering industry

- **Accommodation** - provide shelter, food, drink and sometimes entertainment.
- **Food and beverages** - prepares and serves food and drink to the customer.
- **Meetings and events** - provide rooms to hold meetings and events and possibly food and accommodation. Known as conference facilities.
- **Entertainment and leisure** - includes leisure facilities - sporting and entertainment. They often provide food and drink too.
- **Travel and tourism services** - there is a strong link between the hospitality and catering industry and travel. Travellers require food and drink on journeys.

AC 1.1 DESCRIBE THE STRUCTURE OF THE HOSPITALITY AND CATERING INDUSTRY

- Name two types of commercial establishment. (2)
- Name two types of non-commercial establishment. (2)
- Give three examples of residential establishments. (3)
- Give three examples of non-residential establishments. (3)
- Give four examples of when contract caterers might be used. (4)
- List three types of establishment you would expect to find in the entertainment and leisure sector of the hospitality industry. (3)
- Explain how the needs of guests at a wedding reception might differ from the needs of delegates at a conference. (9)
- Outline some advantages of employing a contract caterer for a large garden party. (3)

Extension: Make a list of local hospitality and catering businesses (use the internet for research if needed) Produce a case study for each. What type of establishment are they? (commercial, residential etc.) Which services do they provide? (e.g. accommodation, conference facilities)



Quality Assurance and Quality Control



AA Rosettes

AA rosettes are an award not a ratings system. They are given to restaurants or hotels based on the quality of the food they serve. They do not have anything to do with the quality or the rooms, services available or anything other than food. 1 rosette will be given for standing out in a local area up to 5 for food that is amongst the best in the world.

Michelin Stars

Michelin stars are awarded, by the French tire company, to very few establishments. They are a sign of excellence and gaining or losing one can make a big difference to business. 1 star is the lowest award and 3 the highest.

The UK Star System

Stars are awarded by The AA, Visit Britain, Visit Wales and Visit Scotland. They are based on the services and amenities available as well as the quality. Hotels are rated from 1 (economy) to 5 (luxury).

Ratings

Online customer review sites such as Tripadvisor and Yelp are also very important to the success of a business.



Types of accomodation

- **Hotel**- country house, small, metro etc.
- **B&B**- house with room for up to 6 paying guests.
- **Guest House**- room for more than 6 paying guests
- **Inn** - fully licensed (pub) with rooms.



Types of Pub

Anyone operating premises or organising an event that sells alcohol must have a license.

Managed - people are paid a salary to run it.

Tenanted/Leased - a set amount is paid (often to a brewery) to run it, any profit is kept.

Freehouse - bought outright like a house.

Food Service

- **counter service** - cafeteria service, multi-point, free-flow, fast-food, vended service, seated counter service, buffet and carvery.
- **table service** - waiter or waitress service (plate service, family service, functions such as weddings and banquets, silver service).
- **transported meal systems** - e.g. meals on aeroplanes, home delivery.
- **cooking and/or service of food from a trolley in front of customers** - e.g. Gueridon service

AC 1.1 DESCRIBE THE STRUCTURE OF THE HOSPITALITY AND CATERING INDUSTRY

- Explain why a couple who are looking for a venue to celebrate their 25th wedding anniversary may look at the star ratings of hotels before making a choice. (4)
- Describe the differences between a guest house and a hotel. (3)
- Outline the impact being awarded AA rosettes might have on an Inn. (3)
- Why are vending machines likely to be found in railway stations. (3)
- Give three advantages of changing the serving of breakfast from waited service to buffet service in a hotel. (3)
- Describe how the manager of a pub might deal with customers leaving negative reviews on Tripadvisor. (6)

Extension: Research establishments that meet each of the standards (e.g. a restaurant with 1 Michelin star, a 4 star hotel etc.) and create a poster with annotated images that show their characteristics. Do their ratings on Tripadvisor and Yelp reflect the standard/award they have been given?

Suppliers

Suppliers need to be reliable, affordable and able to supply suitable ingredients and/or products. Businesses are increasingly looking for local, ethical and environmentally friendly suppliers.

Out sourcing vs In-house

Outsourcing is when a business pays another business to provide a service. Contract catering is an example of this. Another example is hotels paying for linen service (when a company washes and returns bedding, tablecloths etc. replacing them as necessary). This is the opposite to **in-house** when tasks are completed by staff on site.



Catering

- **Management and administration** - managers look after people. Administrators deal with paperwork
- **Food preparation** - kitchen (brigade)
- **Food and Drink Service** - restaurant



Management



Eg. Hotel manager

Eg. Executive head chef

Supervisory

Eg. Head Housekeeper

Eg. Sous chef

Operative

Eg. Porter

Eg. Waiting Staff



Hospitality

- **Management**
- **Front office (also known as Front of House or Reception)**
- **Accommodation**
- **Conference managers** (in a large hotel)

AC 1.1 DESCRIBE THE STRUCTURE OF THE HOSPITALITY AND CATERING INDUSTRY

- Define the term 'Front of house'. (1)
- List 3 jobs within the hospitality sector at supervisory level. (3)
- Describe the role of a 'sous chef'. (3)
- Name 2 other types of chef. (2)
- Describe the role of a night porter. (3)
- Outline the responsibilities of a concierge in a large 4 star hotel. (6)
- Explain why a hotel might outsource laundry services. (6)
- Why are hotels increasingly looking for local/ethical suppliers? (9)

Extension: Watch this program <https://www.bbc.co.uk/programmes/b09ws1xq> and make notes on the different job roles within the hotel.

Exam Tip 2

Take the time to learn what exam command words are asking you to do.

AC1.2 ANALYSE JOB REQUIREMENTS WITHIN THE HOSPITALITY AND CATERING INDUSTRY
AC1.3 DESCRIBE WORKING CONDITIONS OF DIFFERENT JOB ROLES ACROSS THE HOSPITALITY AND CATERING INDUSTRY



Staff

Local



full time
part time
casual or seasonal

Employment Law



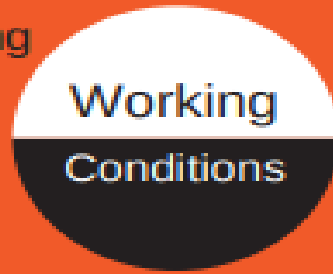
- Equal Pay Regulations 1970
- Health and Safety At Work 1974
- Disabled Discrimination Act 1995
- National Minimum Wage Act 1998
- Working Times Regulations 1998
- Part-time workers Regulations 2000

Come in, WE'RE
OPEN



- Weekends
- Summer
- Christmas
- Split shifts
- Anti-social hours

- A contract setting out their duties, rights and responsibilities
- Paid holiday
- A pay slip showing all deductions
- Rest breaks
- Statutory Sick Pay (SSP)
- Maternity, paternity and adoption pay and leave
- Adequate training and PPE



Personal qualities

- Patient, polite, friendly, well-presented, motivated, honest

Skills

Good communication, team work, attention to detail, ICT, Literacy, ability to think on your feet.

AC 1.2 ANALYSE JOB REQUIREMENTS WITHIN THE HOSPITALITY AND CATERING INDUSTRY

AC 1.3 DESCRIBE THE WORKING CONDITIONS OF DIFFERENT JOB ROLES ACROSS THE HOSPITALITY AND CATERING INDUSTRY

- Give three occasions when casual staff may be employed. (3) Where might a business find these staff at short notice? (1)
- Outline 3 responsibilities of an employer. (3)
- Give five qualities or skills needed by a receptionist working in a five-star hotel. (5)
- Compare the working environment of a chambermaid/ housekeeping operative and a hotel manager. (9)
- The Royal Hotel needs to recruit staff for its busy holiday season, discuss the type of contract that would suit the following interviewees. What are the advantages to the Royal Hotel and the employees?
 - (a) A College student who studies 5 days a week but gets weekends and holidays off college. (6)
 - (b) A mother of a 12 year old who is at school nearby in term time. (6)
- Explain why a hotel situated in a British seaside resort may employ a mixture of full-time, part-time, temporary and casual staff. (12)

Extension: Research the personal qualities and skills, responsibilities, working conditions and salary of a member of staff at each operating level within the hospitality and catering industry.

AC 1.4 EXPLAIN FACTORS AFFECTING THE SUCCESS OF HOSPITALITY AND CATERING PROVIDERS

Factors affecting success

- **Costs** - material, labour, overheads.
- **Profit**
- **Economy** - if the economy slows down (recession) then people have less disposable income (money) to spend.
- **Environmental** - cost, image, regulations
- **Technology** - service, delivery and stock control
- **Emerging and innovative cooking techniques** - sous vide, fermentation, heme, cold brew,
- **Customer demographics and lifestyle and expectations** - catering to the target market.
- **Customer service and service provision**
- **Competition**
- **Trends** - veganism, alcohol free beverages, hyper local food.
- **Political factors** - Brexit, environmental, health.
- **Media** - social media, celebrity endorsements, advertising, traditional media.

Reasons for failure

- A saturated market - no room for another similar business.
- Location - limited footfall (not enough people living, working or travelling past the area)
- Failure to create a strong brand /USP
- Lack of capital (large sum of money used to start a business)
- General business incompetence
- Poor financial control
- Lack of industry experience
- Poor quality of life (long working hours etc.)

Strengths

Weaknesses


Opportunities

Threats

AC 1.4 EXPLAIN FACTORS AFFECTING THE SUCCESS OF HOSPITALITY AND CATERING PROVIDERS

- Give two advantages of effective portion control. (2)
- A hotel has calculated the actual cost of one portion of chicken chasseur at £2.86. List 3 other costs to be considered when calculating the selling price. (3)
- State some of the factors that might affect the success of a new delicatessen opening just off the high street of a large and busy town. (5)
- Discuss the similarities and differences in customer service and customer provision you might expect to find between a fast food restaurant and a restaurant in a four star hotel. (9)
- A country house hotel wants to become more environmentally friendly. Outline reasons why they might want to do this. (3) Describe how they might achieve their goal. (9)
- Explain how technology can contribute to the success of a hotel. (12)

Extension: Pick an episode of The Hotel Inspector <http://www.channel5.com/show/the-hotel-inspector/> to watch. Identify the different factors affecting success and the reasons for failure that are discussed. Then carry out a SWOT analysis.



LO2- KNOW THE REQUIREMENTS FOR PROVISION

AC 2.1, AC 2.2, AC 2.3

KEY POINTS AND QUESTIONS

Exam Tip 3

Always pay attention to how many marks a question is worth.

AC2.1 Describe the operation of the kitchen

AC 2.2 Describe the operation of front of house



ESSENTIAL

DOCS &

RECORDS

Kitchen

Temperature charts, Time sheets, Accident report forms, Food safety information, Equipment fault reports, Stock usage reports.

Front of House

Stock control, Personnel, Health and Safety, Food hygiene, Booking/ Reservations, Purchasing, Financial/ vat etc.



Staff Allocations

All employees must have a clear job description that explains their role and responsibilities.

Employees may have regular hours or there may be a rota which changes. The number of staff, and the level of skill of these staff, an establishment requires will depend on it's size, how busy it is, and the quality and type of service(s) offered.



Safety and Security

Staff may be given a uniform. All PPE must be supplied free of charge.

Establishments should carry out risk assessments regularly. They must also have Public Liability Insurance and Employers' Insurance.

Premises are required to have certain signs displayed, such as evacuation procedures and may also have safes, CCTV, etc.



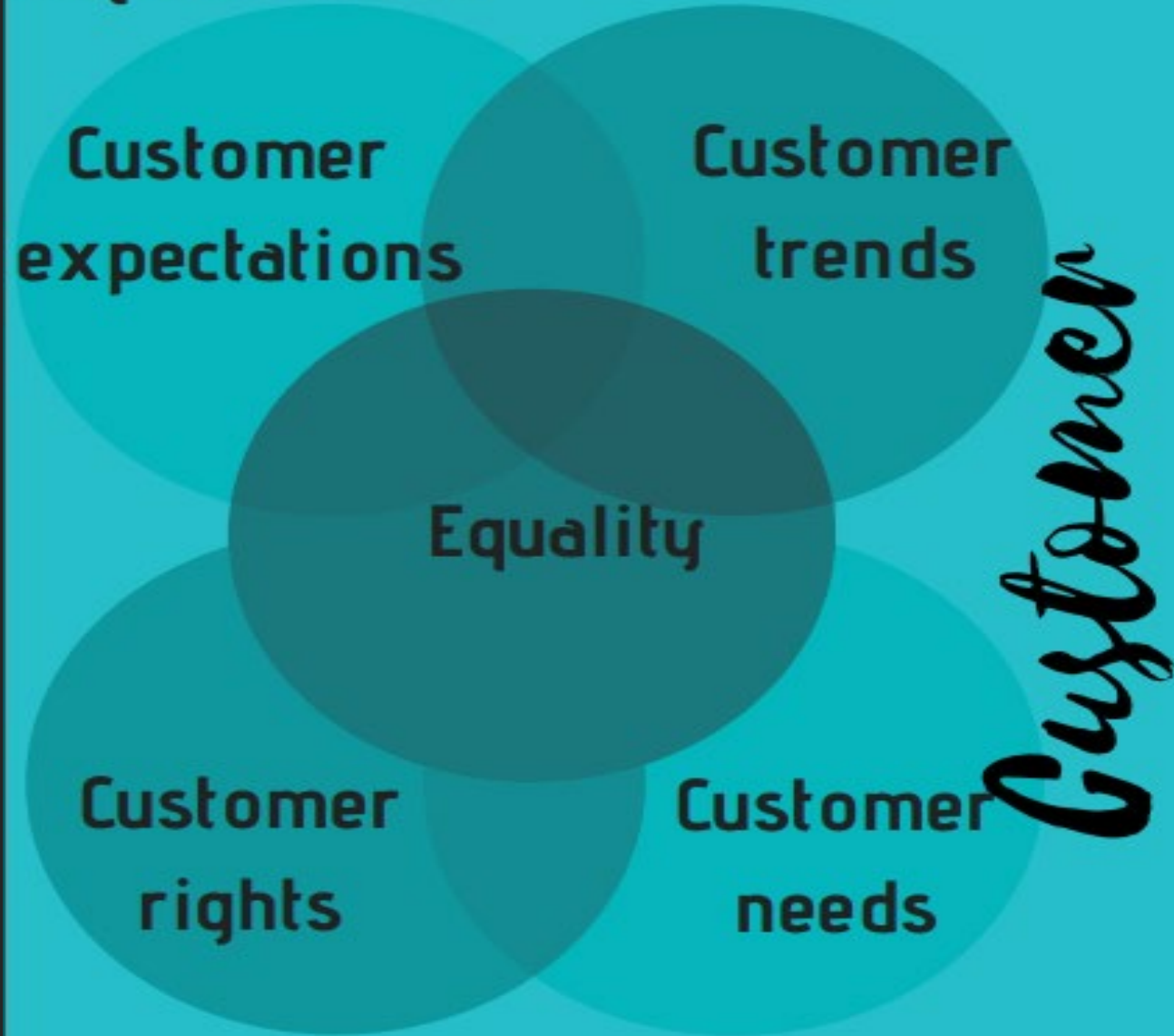
AC 2.1 DESCRIBE THE OPERATION OF THE KITCHEN

AC 2.2 DESCRIBE THE OPERATION OF FRONT OF HOUSE

- List 3 pieces of large equipment found in a professional kitchen. (3)
- Draw and name 3 types of knife. (3)
- Explain how the use of EPOS might contribute to the success of a restaurant. (9)
- Give 3 types of record kept in a professional kitchen. (3)
- Outline 4 details likely to be found in personnel records. (4)
- What is the main rule of stock rotation? (1)
- Describe the measures that establishments should carry out to ensure the health and safety of customers. (6)
- Explain how the type of service offered would effect the design of the premises and staff allocations (12)

Extension: Visit a local café/restaurant (or watch a suitable you tube clip/ TV programme). Describe the operation layout and work flow, equipment and materials used. Make notes on stock control, documentation used, staff allocation, dress code and safety and security.

AC 2.3 Explain how hospitality and catering provision meet customer requirements



REQUIREMENTS

TYPE OF ESTABLISHMENT



Type of customer

Leisure

Local Resident

Business/
Corporate

AC 2.3 EXPLAIN HOW HOSPITALITY AND CATERING PROVISION MEETS CUSTOMER REQUIREMENTS

- List 3 current trends within the food service industry. (3)
- Outline the rights of the customer. (4)
- People have the right to not be discriminated against. Explain how hospitality and catering providers might ensure that they fulfil this right in terms of staff. (12)
- People have the right to not be discriminated against. Explain how hospitality and catering providers might ensure that they fulfil this right in terms of customers. (12)
- Describe the requirements of a business customer. (6)
- Explain the similarities and differences between customer expectations of a customer eating in a fast food establishment and a customer eating in a fine dining establishment. (9)

Extension: For a range of hospitality and catering providers, research how they ensure customers and staff are not discriminated against.



LO3- UNDERSTAND HOW HOSPITALITY AND CATERING PROVISION MEETS HEALTH AND SAFETY REQUIREMENTS

AC 3.1, AC 3.2, AC 3.3

KEY POINTS AND QUESTIONS

Exam Tip 4

You can answer most questions with common sense and a bit of imagination.

- AC3.1 Describe personal safety responsibilities in the workplace
- AC3.2 Identify risks to personal safety in hospitality and catering
- AC3.3 Recommend personal safety control measures for hospitality and catering provision

Health and Safety covers employers, employees, and customers. Everyone is responsible.

HASAWA Health and Safety at Work Act 1974

RIDDOR Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

COSHH Control of Substances Hazardous to Health Regulations 2002

PPER Personal Protective Equipment at Work Regulations 1992

MHR Manual Handling Operations Regulations 1993

RISK ASSESSMENT



What
Where
Who
How likely
How serious



Prevention

Cuts

Burns

Sprains
and
Strains

Slips,
Trips,
Falls

Action

AC 3.1 DESCRIBE PERSONAL SAFETY RESPONSIBILITIES IN THE WORKPLACE
AC 3.2 IDENTIFY RISKS TO PERSONAL SAFETY IN HOSPITALITY AND CATERING
AC 3.3 RECOMMEND PERSONAL SAFETY CONTROL MEASURES FOR HOSPITALITY AND CATERING PROVISION

- List 3 duties of the employee under HASAWA. (3)
- Outline the role of the H.S.E. (3)
- Give 2 substances covered by COSHH. (2)
- Explain the security risks to employees working in a country pub in a rural location. (12)
- Describe what action would need to be taken if a chef burned themselves. (6)
- Outline the risks associated with dishwashing. (4) Explain how these risks might be addressed. (9)
- Discuss the ways an establishment can reduce safety and security risks for their staff. (12)

Extension: Visit this webpage <http://www.hse.gov.uk/catering/index.htm> Once you have had a look at a few different areas, click the link to visit the Shattered Lives website and have a look at the case study and some of the resources available.



LO4- KNOW HOW FOOD CAN CAUSE ILL HEALTH

AC 4.1, AC 4.2, AC 4.3, AC 4.4, AC 4.5

KEY POINTS AND QUESTIONS

Exam Tip 5

Think about longer answers before you start writing. Use PEE to make your answers clear.

AC 4.1 Describe food related causes of ill health

Bacteria ← people, insects, waste → headache, fever, vomiting
Microbes ← norovirus, toxoplasmosis → fever, aching, blindness
Chemicals ← fertilisers, pesticides → long term problems
Metals ← lead, cadmium, mercury → brain damage
Poisonous plants ← raw kidney beans, toadstool → diarrhoea
Allergies ← nuts, celery, fish → difficulty breathing, swollen lips
Intolerances ← lactose, gluten → cramps, bloating, diarrhoea



AC 4.4 Describe common types of food poisoning

Campylobacter - found in poultry, raw meat - causes headache, abdominal pain
Salmonella - found in eggs, under cooked chicken - causes fever, vomiting
E-coli - found in beef, raw vegetables - causes nausea, bloody diarrhoea
Clostridium Perfringens - found in under cooked meats - causes abdominal cramps
Listeria - found in unpasteurised milk, cheese - causes stiff muscles, confusion
Bacillus Cereus - found in rice, room temperature food - causes watery diarrhoea
Staphylococcus Aureus - found in salads, sandwiches - causes projectile vomiting

*Most at risk:
Infants,
pregnant women
the elderly*

AC 4.5 Describe the symptoms of food induced ill health

Intolerance Digestive system can't process particular food. Hours to days before symptoms show. Possible to eat a small amount without symptoms. Eating larger quantities causes moderate to serious illness. Once you stop eating it symptoms disappear. Fairly easy to identify problem food

Allergy Immune response to allergen. Can take just minutes for effects to show. Tiny amount can trigger reaction. Reaction occurs every time and can be fatal. May need adrenaline and/or anti histamines. Difficult to identify allergen as it may only be present in tiny amounts with a number of other ingredients.

Poisoning Bacteria or toxins attack digestive system most commonly. Effects of toxins can be evident within 30 minutes, bacteria within 12 hours up to a week. More than one person is likely to be ill. It can cause serious illness or death. Medical treatment may be required. Hard to detect as smell, taste and appearance don't always change.



AC 4.1 DESCRIBE FOOD RELATED CAUSES OF ILL HEALTH

AC 4.4 DESCRIBE COMMON TYPE OF FOOD POISONING

AC 4.5 DESCRIBE THE SYMPTOMS OF FOOD INDUCED ILL HEALTH

- List 3 causes of food related ill health. (3)
- Outline common causes of food spoilage. (4)
- What is anaphylaxis? (1) Give 2 foods that commonly cause anaphylactic reactions. (2)
Describe what should be done if someone is suffering from an anaphylactic reaction. (6)
- Give 2 common types of food poisoning (2). Describe likely sources and symptoms for the 2 types of food poisoning given. (9)
- Explain the differences between food intolerances and food allergies. (12)
- Why is it important chef's are aware of different allergies? (6)
- Catering outlets are constantly changing to meet customers needs.
Assess how caterers can ensure that the needs of customers with allergies special dietary needs are met. (9)

Extension: Watch this programme, paying particular attention to the case of salmonella poisoning. <https://www.youtube.com/watch?v=AlaSXeycilc>

AC 4.2 Describe the role and responsibilities of the Environmental Health Officer (EHO)



The Big Picture - EHOs are experts in Environmental Health employed by a wide range of organisations. Roles cover a variety of legislation and enforcement such as animal welfare and housing standards as well as food safety. Although most choose to specialise in one area.



Businesses that prepare or serve food must be registered. The role of the EHO includes: inspecting business for food safety standards, following up complaints, following up outbreaks of food poisoning, collecting samples for testing, giving evidence in prosecutions, maintaining evidence, submitting reports



Legislation enforced by the EHO includes: The Food Safety Act, The Food Safety Act (General Food Hygiene) Regulations, The Food Safety (Temperature Control) Regulations, The Food Composition Regulations.



High risk, establishments will be inspected every 6 months whereas low risk, establishments may be visited every 5 years. Risk depends on the type of business and the outcome of previous inspections. Officers inspect premises, handlers and hygiene practices giving a rating between 0 and 5.



The EHO has the power to enter at any reasonable time, to carry out an inspection, to seize and detain food, to issue a Improvement Notice, to issue an Prohibition Notice and to prosecute.

AC 4.3 Describe food safety legislation

The Food Safety Act ensures:
Businesses do not include anything in food, remove anything from food or treat food in any way which means it would be damaging to the health of people eating it. The food businesses serve or sell is of the nature, substance or quality which consumers would expect.
The food is labelled, advertised and presented in a way that is not false or misleading

The Food Safety (General Food Hygiene Regulations) requires businesses to take appropriate action to identify any food safety hazards and risks relevant to their business, and put control measures in place to prevent problems. This means practising and maintaining procedures based on HACCP (Hazard Analysis Critical Control Point) principles. The methods (controls) used should be effective, proportionate and documented.

Food Labelling Regulations - To sell food and drink products, the label must be clear and easy to read, permanent, easy to understand, easily visible and not misleading. It must include certain basic information and list the ingredients. It might also have to show certain warnings.

AC 4.2 DESCRIBE THE ROLE AND RESPONSIBILITIES OF THE ENVIRONMENTAL HEALTH OFFICER (EHO)

AC 4.3 DESCRIBE FOOD SAFETY LEGISLATION

- Give 3 powers of the EHO. (3)
- There is an outbreak of food poisoning amongst guests following a wedding. Describe how the EHO might follow this up. (6)
- A local Fish and Chip shop is being inspected by the EHO. Outline 4 checks they might carry out. (4) Explain the effects of a low hygiene rating being given following the inspection. (9)
- The Armthorpe Hotel has decided to refurbish the kitchen and dining room. Describe the role of the EHO before , during and after the refurbishment. (12)
- List 3 details that you would expect to find on a food label. (3)
- Describe how a chef might use HACCP when receiving a delivery of fresh chicken. (9)

Extension: Visit these webpages <https://www.food.gov.uk/>
<https://www.gov.uk/browse/business/food>. Explore different areas to expand your understanding of the food inspection process, food safety legislation and food poisoning.



**LO5 - BE ABLE TO
PROPOSE A HOSPITALITY
AND CATERING
PROVISION TO MEET
SPECIFIC
REQUIREMENTS**

AC 5.1, AC 5.2

KEY POINTS AND QUESTIONS

Exam Tip 6

Check your answers. Do they make sense? Have you answered the question?

AC 5.1 REVIEW OPTIONS FOR HOSPITALITY AND CATERING PROVISION



What do we know?

**Identify and classify types of customer.
Identify and classify existing provision.**



Which types of establishment exist already?

Which types of customer are already catered for?



Which types of establishment don't exist already?

Which types of customer aren't already catered for?



What are the gaps in the market? Which types of establishment fit these gaps?

Is there space for more establishments of the same type that already exist?



Have customer demographics changed?

Are some types of establishment struggling because of this?

Which areas of the market are

AC 5.2 RECOMMEND OPTIONS FOR HOSPITALITY PROVISION

Based on your review of the area. Make the required number of proposals (if no number is given go for 1 proposal for every 3 marks) for new provision.

Outline 2 advantages and acknowledge 1 disadvantage, briefly explaining how it might be overcome.

From these proposals choose the one that you think is the strongest option. Justify your decision by carrying out a SWOT analysis. You should explain 2 strengths (this is likely to be a more detailed explanation of the advantages you already outlined) and acknowledge 1 weakness but again explain in more detail how it could be overcome. You should then explain 2 opportunities in detail and acknowledge one threat and how that could be dealt with. This should all be linked to the identified need for provision and the target market of the given area.



AC 5.1 REVIEW OPTIONS FOR HOSPITALITY AND CATERING PROVISION

AC 5.2 RECOMMEND OPTIONS FOR HOSPITALITY PROVISION

- Define the term target market. (1)
- List 3 types of catering establishment that might appeal to young professionals. (3)
- Outline the requirements of families when choosing suitable accommodation providers. (4)
- Outline the potential weaknesses of a large pub chain opening an establishment in a small town. (4)
- Treeton is a suburb on the outskirts of a large city. It has always been popular with families, however recently a number of starter homes have been built which has attracted a number of young professionals that work in the city but can't avoid to buy there. There is a supermarket and retail outlets with cafés, a number of fast food outlets and a few family friendly restaurants chains.

(a) Propose 3 new catering providers (9) (b) Recommend and justify 1 option to take forward.

Extension: (a) Make a list of number of hospitality and catering establishments in a town or city near to you. Categorise them into what type of service they provide, whether they are commercial or non commercial and what type of customer they cater for. Then think about what proposals you could make for new establishments. What does the area need and why? Think about accommodation and leisure provision as well as catering.

(b) Watch an episode of million pound menu. <https://www.bbc.co.uk/programmes/b0b3pt5h> Pay careful attention to conversations about target markets, gaps in the market, competition, strengths, weaknesses and finances.

Exam Tip 7

Never leave a question unanswered. You need a few marks from every question to pass.