

EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

PAPER 7B – EXEMPLAR 2 MEMORANDUM

STUDENT NAME & SURNAME	
ID NUMBER	
EISA REGISTRATION NUMBER	
ASSESSMENT CENTRE	
ASSESSMENT CENTRE ACCREDITATION NUMBER	
QUALIFICATION	Occupational Certificate: Retail Supervisor
SAQA ID	99573
CREDITS	100
PAPER	
DATE OF EISA	DD/MM/YYYY
DURATION	180 minutes
TOTAL MARKS	100

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

SIGNATURE OF STUDENT

INSTRUCTION: ANSWER ALL QUESTIONS

(Total 100 Marks)

Question 1

Section A

(Total # 24 Marks)

Read the following scenario and answer the questions that follow.

Scenario 1

A popular retail shop in Bloemfontein, named "BloemMart," has been facing challenges in managing their stock levels, leading to poor merchandising and increased wastage. Additionally, there have been incidents of theft resulting in shrinkage. To address these challenges, BloemMart is looking to hire four new staff members: a Salesperson/Retail Associate/Merchandiser, a Dispatching Clerk, a Receiving Clerk, and a Shelf Filler.

Salesperson/Retail Associate/Merchandiser Profile: The Salesperson/Retail Associate/Merchandiser will be responsible for assisting customers with their purchases, ensuring that products are well-merchandised and displayed, and maintaining the store's overall appearance. The ideal candidate should have a minimum of two years of retail sales experience, excellent communication skills, and knowledge of merchandising techniques.

Dispatching Clerk Profile: The Dispatching Clerk will be responsible for coordinating the dispatching of products from the store to customers. The ideal candidate should have a minimum of two years of experience in a dispatching role, excellent organizational skills, and the ability to work well under pressure.

Receiving Clerk Profile: The Receiving Clerk will be responsible for receiving and processing incoming stock, ensuring that all products are accurately logged and stored. The ideal candidate should have a minimum of two years of experience in a similar role, excellent attention to detail, and the ability to work well in a team.

Shelf Filler Profile: The Shelf Filler will be responsible for ensuring that shelves are adequately stocked and replenished throughout the day. The ideal candidate should have a minimum of one year of experience in a retail environment, excellent organizational skills, and the ability to work well under pressure.

Retail Processes: Stock control, Merchandising, and Shrinkage control.

- 1.1.1. Based on the given scenario, compile a list of 12 tasks in order of priority (12 tasks amongst 3 team members). **(12 Marks)**

The 12 tasks can be divided amongst the team members as follows:

Salesperson / Retail Associate / Merchandiser (Team member 1)

1. Check inventory levels of popular items and communicate with dispatching clerk for restocking
2. Replenish merchandise on shelves and ensure products are neatly displayed and price tags are visible
3. Greet and assist customers, provide product information and suggestions, and process transactions
4. Conduct daily check of store cleanliness and report any maintenance or health and safety issues to the store manager

Dispatching Clerk (Team member 2)

5. Receive and verify incoming merchandise deliveries against purchase orders and report any discrepancies
6. Unload and sort merchandise from delivery trucks and prepare for storage or shelving
7. Maintain accurate inventory records and communicate with sales associates regarding stock levels
8. Prepare outgoing merchandise orders for delivery to customers or other stores

Receiving Clerk (Team member 3)

9. Prepare and package outgoing merchandise orders for delivery to customers or other stores
10. Ensure outgoing merchandise is properly labelled and documented
11. Receive returned merchandise from customers and verify condition and reason for return
12. Process returned merchandise according to store policies and procedures

The above tasks are listed in order of priority based on the criticality of each task for the overall success of the retail operation. The salesperson/retail associate/merchandiser's role is critical to ensure customer satisfaction and sales revenue. The dispatching clerk's role is crucial to manage inventory levels and ensure timely deliveries to customers. The receiving clerk's role is important to ensure proper handling of merchandise returns and maintaining accurate inventory records.

- 1.1.2. Based on the profile provided, delegate the tasks listed in the previous question to the team members based on their experience. Justify your delegation decisions. **(6 Marks)**

Salesperson/Retail Associate/Merchandiser:

1. Merchandising - This task requires knowledge of product placement, customer preferences, and sales trends. As the salesperson/retail associate/merchandiser has experience in this area, they would be best suited for this task.
2. Customer service - This task requires excellent communication and interpersonal skills, which the salesperson/retail associate/merchandiser has gained through their experience dealing with customers.
3. Stock control - Although the salesperson/retail associate/merchandiser has some experience in this area, their expertise lies more in customer-facing tasks. Therefore, they can assist with stock control, but it should not be their primary responsibility.

Dispatching Clerk:

1. Stock control - This task requires knowledge of inventory management systems, which the dispatching clerk has experience with.
2. Receiving - The dispatching clerk has experience in coordinating the receiving of stock, making them the ideal team member for this task.
3. Wastage control - As the dispatching clerk is responsible for managing stock movement, they have a good understanding of wastage control.

Receiving Clerk:

1. Receiving - This task requires knowledge of receiving procedures and inventory management systems, which the receiving clerk has experience with.
2. Stock control - The receiving clerk has experience in managing incoming stock, making them a good fit for stock control.
3. Health and safety - As the receiving clerk is responsible for ensuring safe handling of incoming stock, they are best suited for health and safety tasks.

Shelf Filler:

1. Stock control - The shelf filler is responsible for ensuring that the shelves are well stocked, making them an ideal team member for stock control tasks.
2. Merchandising - As the shelf filler is responsible for arranging products on the shelves, they can assist with merchandising tasks.
3. Wastage control - The shelf filler has a good understanding of stock movement, making them a suitable team member for wastage control tasks.

Justification:

Delegating tasks based on experience ensures that team members are given responsibilities that align with their knowledge and skills, increasing the likelihood of successful task completion. The salesperson/retail associate/merchandiser has experience dealing with customers and knowledge of merchandising, making them ideal for those tasks. The dispatching clerk has expertise in inventory management systems, which is valuable in stock control and wastage control tasks. The receiving clerk is responsible for handling incoming stock and is best suited for receiving and health and safety tasks. The shelf filler is responsible for ensuring that the shelves are well-stocked and can assist with merchandising tasks and wastage control tasks.

- 1.1.3. Bloem Mart is a retail shop facing stock control, merchandising, and shrinkage challenges. To address these issues, they are looking to hire four new staff members with specific job profiles. Describe the job profile of the Salesperson/Retail Associate/Merchandiser, Dispatching Clerk, Receiving Clerk, and Shelf Filler. Additionally, briefly explain the retail processes that BloemMart aims to improve through these new hires. Provide a timeline for each job profile to complete their tasks effectively. **(6 Marks)**

Salesperson/Retail Associate/Merchandiser:

The Salesperson/Retail Associate/Merchandiser is responsible for assisting customers with their purchases, ensuring that products are well-merchandised and displayed, and maintaining the store's overall appearance. To complete their tasks effectively, they must have a minimum of two years of retail sales experience, excellent communication skills, and knowledge of merchandising techniques. The ideal timeframe for the Salesperson/Retail Associate/Merchandiser to complete their tasks is between 30 to 45 minutes per customer, depending on the size of the purchase.

Dispatching Clerk:

The Dispatching Clerk is responsible for coordinating the dispatching of products from the store to customers. To complete their tasks effectively, they must have a minimum of two years of experience in a dispatching role, excellent organizational skills, and the ability to work well under pressure. The ideal timeframe for the Dispatching Clerk to complete their tasks is within 1 to 2 hours of the order being placed, depending on the delivery location and order volume.

Receiving Clerk:

The Receiving Clerk is responsible for receiving and processing incoming stock, ensuring that all products are accurately logged and stored. To complete their tasks effectively, they must have a minimum of two years of experience in a similar role, excellent attention to detail, and the ability to work well in a team. The ideal timeframe for the Receiving Clerk to complete their tasks is within 2 to 3 hours of the stock being delivered, depending on the volume of the stock and the complexity of the product.

Shelf Filler:

The Shelf Filler is responsible for ensuring that shelves are adequately stocked and replenished throughout the day. To complete their tasks effectively, they must have a minimum of one year of experience in a retail environment, excellent organizational skills, and the ability to work well under pressure. The ideal timeframe for the Shelf Filler to complete their tasks is within 15 to 30 minutes per shelf, depending on the size and complexity of the product.

Retail Processes:

BloemMart aims to improve their stock control, merchandising, and shrinkage control processes through these new hires. Stock control will be improved through the Receiving Clerk's accurate logging and storage of incoming stock, while the Shelf Filler will ensure that products are always available to customers. Merchandising will be improved through the Salesperson/Retail Associate/Merchandiser's knowledge of display techniques and their ability to maintain the store's

overall appearance. Shrinkage control will be improved through the Dispatching Clerk's coordination of product dispatching, ensuring that all products reach their intended customers.

Total Marks for Question 1 = 24)

Question 2.

Section B

(Total # 51 Marks)

Scenario 2.

John works at a popular hardware store in Gauteng. He is responsible for maintaining service standards relating to stock, merchandising, and health and safety. One day, John notices that the store has been experiencing a lot of shrinkage and wastage. He also notices that the store's exit and entrance area is not being properly monitored, which could pose a potential safety hazard. John decides to take action to improve the service standards in these areas.

Service Standards:

Stock: Orders must be placed on time and in the correct quantities. Stock must be handled properly and stored securely.

Merchandising: Products must be arranged in a visually appealing and logical manner to aid customer navigation and to maximize sales.

Health and Safety: The store must adhere to all health and safety regulations. Staff members must be trained in emergency procedures.

Shrinkage: Efforts must be made to reduce shrinkage, including implementing proper security measures and staff training.

Wastage: Procedures must be in place to minimize wastage, including tracking expiry dates and properly disposing of damaged goods.

Exit and Entrances: The store's exit and entrance areas must be properly monitored to ensure the safety of customers and staff.

2.1.1. In the context of the hardware store scenario provided, differentiate between service provided and required service standards in order to improve work performance. Provide a minimum of 5 examples. **(10 Marks)**

Service standards refer to the expected level of service delivery to customers. The required service standards are those that the organization sets to ensure consistent service delivery to customers, while the service provided standards are the actual service delivery provided by employees. The following are some examples of how to differentiate between the required service standards and the service provided standards to improve work performance:

1. Required service standard for stock handling: All products must be received, recorded, and tracked accurately in the inventory system. Service provided standard: Products are sometimes misplaced, and the inventory is not updated regularly.
2. Required service standard for merchandising: All products must be displayed according to the merchandising plan, with prices clearly marked and accurate. Service provided standard: Products are sometimes displayed incorrectly or without prices, leading to customer confusion.
3. Required service standard for health and safety: All employees must adhere to safety protocols and ensure the store environment is clean and safe for customers. Service provided standard: Some employees may forget or ignore safety protocols, leading to accidents and unsafe conditions in the store.
4. Required service standard for shrinkage: All employees must report any signs of theft and take steps to prevent shrinkage. Service provided standard: Some employees may not be vigilant in detecting theft or may not take appropriate action to prevent it.
5. Required service standard for exit and entrances: All customers must be greeted and assisted when entering and exiting the store. Service provided standard: Some employees may not be attentive to customers entering or exiting the store, leading to a poor customer experience.

By identifying the gaps between the required service standards and the service provided standards, the organization can develop targeted training and coaching programs to improve employee performance and ensure consistent service delivery to customers.

Read the following scenario and answer the questions that follow.

Scenario: 3

The IT department of a medium-sized company has identified several areas of improvement to enhance their cybersecurity protocols. The following is an action plan to implement the improvements:

Deliverables:

1. Conduct a full security audit to identify vulnerabilities and risks.
2. Upgrade current security software to the latest version and implement additional measures such as firewalls and intrusion detection systems.
3. Develop a cybersecurity policy and procedures document.
4. Train all employees on cybersecurity best practices and the new policies and procedures.

Timelines:

1. Security audit to be conducted within the next 4 weeks.
2. Security software upgrade and additional measures to be implemented within the next 6 weeks.
3. Cybersecurity policy and procedures document to be developed within the next 8 weeks.
4. Employee training to be conducted within the next 12 weeks.

Responsibilities:

1. Security audit to be conducted by the IT department with the support of an external security consultant.
2. Security software upgrade and additional measures to be implemented by the IT department with the support of external IT services providers.
3. Cybersecurity policy and procedures document to be developed by the IT department in consultation with the company's management team and legal counsel.
4. Employee training to be conducted by the IT department with the support of external cybersecurity training providers.

Resources:

1. External security consultant to be hired to support the security audit.
2. External IT services providers to be hired to support the security software upgrade and additional measures.
3. Legal counsel to be consulted for the development of the cybersecurity policy and procedures document.
4. External cybersecurity training providers to be hired to conduct the employee training.

2.1.2. Based on the scenario provided, propose an action plan to improve service standards that will meet required standards. Your action plan should include a clear explanation of the following elements:

1. Why the action plan is needed
2. Who will be involved in the action plan
3. What specific deliverables will be achieved
4. When each deliverable will be completed
5. Where the action plan will take place
6. How the action plan will be implemented, including necessary resources **(25 Marks)**

Action Plan to Improve Service Standards:

Why:

The hardware store has received numerous complaints from customers regarding poor service standards. It is necessary to develop an action plan to address these complaints and improve service standards to meet customer needs and expectations.

Who: The following staff members will be involved in the action plan:

- Store Manager
- Assistant Manager
- Customer Service Representatives
- Sales Associates

What:

The action plan will focus on the following deliverables:

- Improve staff training and development programs
- Enhance store layout and merchandising standards
- Increase customer engagement and communication
- Strengthen inventory management and control procedures

When:

The action plan will be implemented over the course of 6 months, with each deliverable completed as follows:

- Improve staff training and development programs - Month 1-2
- Enhance store layout and merchandising standards - Month 3-4
- Increase customer engagement and communication - Month 5
- Strengthen inventory management and control procedures - Month 6

Where:

The action plan will take place at the hardware store's location in Gauteng.

How:

- To implement the action plan, the following resources will be required:
- Funding for training and development programs
- Time and expertise of store management to review and enhance store layout and merchandising
- Additional staffing during peak hours to increase customer engagement and communication
- Implementation of inventory management software to strengthen control procedures.

The store manager will be responsible for overseeing the implementation of the action plan, with the assistance of the assistant manager and customer service representatives. Sales associates will be responsible for ensuring compliance with the new service standards. Progress towards achieving the deliverables will be reviewed regularly, and adjustments made as necessary to ensure successful implementation.

Read the following scenario and answer the questions that follow

Scenario 4: Baby Store

A baby store sells various items for babies such as diapers, baby clothes, toys, and baby food. The store has noticed an increase in loss due to theft, wastage, and mishandling of stock. The store has also received customer complaints regarding the condition of some of the products sold. Upon investigation, it was found that some staff members were engaging in behaviours that led to the loss, such as mishandling of stock, not following proper storage procedures, and not adhering to security protocols.

Examples of behaviours that led to loss:

Mishandling of stock: A staff member was seen carrying a box of glass baby bottles without proper support, resulting in the bottles falling and breaking. This led to the loss of stock and potential harm to customers.

Theft: A staff member was caught stealing baby food and diapers from the store. This led to a loss of stock and revenue for the store.

Examples of retail situations requiring corrective or disciplinary actions or on-the-job training/coaching:

- Mishandling of stock: The store manager will provide on-the-job training/coaching to staff members on proper handling and storage procedures for fragile items such as glass baby bottles. Staff members who continue to mishandle stock will face disciplinary action, such as a verbal warning or written warning.
- Theft: The store has a zero-tolerance policy for theft, and any staff member caught stealing will face immediate disciplinary action, such as termination of employment. The store will also increase security measures, such as installing cameras and hiring security personnel.
- Where: The training program will take place in the store, and security measures will be implemented throughout the store. The stock control system will be implemented in the store's backroom, and store audits will take place throughout the store.
- How: The store manager will be responsible for overseeing the action plan's implementation and ensuring that all staff members are aware of the new procedures and protocols. Sales associates, receiving clerks, and merchandisers will be responsible for following the new procedures and protocols and reporting any issues or concerns to the store manager. The store manager will allocate resources such as time, staff, and funds to implement the action plan effectively.

2.2.1. What are two examples of behaviours that can lead to loss in the baby store scenario provided? **(2 Marks)**

Two examples of behaviour that lead to loss in the baby store scenario are employee theft of merchandise and improper handling of fragile items during stocking or movement of stock.

2.2.2. Based on the scenario above, what corrective or disciplinary actions can the baby store take to improve loss control behaviour? Provide at least 3 actions. **(6 Marks)**

The following are corrective or disciplinary actions the baby store can take to improve loss control behaviour:

1. Training: Offer additional training to employees on stock handling and control, merchandising, and exit/entrance procedures to ensure they understand how their behaviour can lead to losses.
2. Strict policies and procedures: Establish strict policies and procedures that are consistently enforced to minimize loss. For instance, establish procedures that require employees to properly document every item that enters or leaves the store and create strict policies that govern the handling of damaged or returned items.
3. Disciplinary action: Take disciplinary action against employees who engage in behaviours that lead to loss. For example, employees who fail to properly document or handle items, or those who are found to be engaging in theft should be disciplined accordingly, including possible termination or reporting to the authorities.

Overall, a combination of training, strict policies and procedures, and disciplinary action can help to improve loss control behaviour in the baby store, and prevent losses in the future.

2.2.3. Identify two areas where lack of knowledge/skill caused poor performance in the baby store scenario. **(2 Marks)**

Two areas where lack of knowledge/skill caused poor performance in the baby store scenario are:

1. Lack of knowledge/skill in stock control, which can result in overstocking or understocking of items, leading to inventory shrinkage and reduced profits.
2. Lack of knowledge/skill in identifying and addressing potential health and safety hazards in the store, which can result in accidents and injuries to employees and customers, leading to increased costs and loss of reputation for the store.

2.2.4. Based on the scenario of the baby store provided, identify two areas where lack of knowledge/skill caused poor performance. Recommend and motivate on-the-job training/coaching to address the identified gaps. **(6 Marks)**

Two areas where lack of knowledge/skill caused poor performance in the baby store are inventory management and customer service. Proper inventory management is crucial for reducing shrinkage and wastage in a retail environment, and lack of knowledge/skill in this area can lead to overstocking, understocking, or misplaced items, resulting in lost sales and increased costs. Customer service is also essential for maintaining customer satisfaction, which is critical for repeat business and referrals. Poor customer service due to lack of knowledge/skill in areas such as product knowledge, communication, or conflict resolution can lead to customer complaints and negative reviews, impacting the store's reputation.

To address these gaps in knowledge/skill, on-the-job training and coaching should be provided to employees. Inventory management training can include instruction on inventory control techniques, stock movement procedures, and efficient ordering methods. Customer service training can include coaching on communication and conflict resolution skills, product knowledge, and how to handle difficult customers. The training should be delivered through a combination of

methods such as job shadowing, mentoring, classroom training, and e-learning, depending on the availability of resources and employee schedules. By investing in on-the-job training and coaching, the baby store can improve employee performance, reduce losses due to shrinkage and wastage, and enhance customer satisfaction, ultimately leading to increased sales and profitability.

(Total Marks for Question 2 = 51)

Question 3.

Section C

(Total # 25 Marks)

Scenario 5

Emma visited a gift shop to purchase a birthday present for her friend. She was pleased with the range of products on display and selected a beautiful necklace. However, upon returning home, Emma discovered that the necklace was damaged. She immediately contacted the gift shop and expressed her disappointment. The sales associate apologized and explained the process for handling customer complaints. Emma was asked to return the damaged necklace to the store for a replacement. The sales associate offered to reserve the replacement necklace and expedite the process to ensure Emma had the gift in time for her friend's birthday. Emma was pleased with the prompt response and agreed to return the damaged necklace the following day.

Policy and Process:

At the gift shop, we take pride in providing high-quality products to our customers. However, we recognize that sometimes mistakes can occur, and customers may have a complaint. We encourage customers to raise any concerns with us as soon as possible, and we will do our best to resolve the issue promptly. Our process for handling customer complaints includes listening carefully to the customer's concern, apologizing for any inconvenience caused, and offering a solution that meets the customer's needs. In cases where a product is damaged or faulty, we offer a replacement or a refund. We prioritize customer satisfaction and strive to provide exceptional service to each customer.

3.1.1. In the scenario provided, what were the possible causes of the customer's complaint in the gift shop? **(5 Marks)**.

The possible causes of the customer's complaint in the gift shop could be a lack of stock of the item the customer was looking for, poor merchandising leading to difficulty in finding the desired item, a health and safety issue such as slippery floors or broken shelves, shrinkage or theft of the item, wastage of the item due to mishandling, or issues related to the entrance and exit of the store such as long wait times or confusion in the checkout process.

- 3.1.2. A customer has recently lodged a complaint at a gift shop regarding a faulty product. Propose a solution within the given policy and procedures to address the issue and satisfy the customer. **(8 Marks)**.

To address the issue and satisfy the customer, the following steps can be taken within the policy and procedures of the gift shop:

- Apologize: Start by apologizing to the customer for the faulty product and inconvenience caused.
- Assess the situation: Assess the product and determine the cause of the fault. Determine if the product is repairable or needs to be replaced.
- Offer a solution: Depending on the situation, offer a solution to the customer that is within the policy and procedures of the gift shop. This could include repairing the product, replacing the product, or offering a refund.
- Provide assurance: Provide assurance to the customer that the issue will be resolved promptly and professionally.
- Follow-up: Follow-up with the customer after the solution has been provided to ensure that they are satisfied with the outcome.

By following these steps, the gift shop can address the issue and satisfy the customer while staying within the policy and procedures of the business.

- 3.1.3. You are a customer service representative at a gift shop, and a customer has complained about a damaged item they received. Using the scenario provided, identify a solution within the store's policy and procedures to address the complaint, and describe how this solution will promote customer loyalty. **(12 Marks)**.

To address the customer complaint about the damaged item, the store's policy and procedures dictate that we offer the customer a replacement or a refund. In this case, we can offer the customer a replacement for the damaged item, or a refund if they prefer. We will apologize to the customer for the inconvenience caused, and reassure them that we take the quality of our products seriously. By offering a satisfactory resolution to the customer's complaint, we can promote customer loyalty by demonstrating our commitment to customer satisfaction. This can lead to positive word-of-mouth recommendations and repeat business from the customer. Additionally, by addressing the issue promptly and professionally, we can enhance the store's reputation and build trust with customers, which can also promote customer loyalty.

(Total Marks for Question 3 = 25)

(TOTAL MARKS FOR THE EXAM: 100)

MARK ALLOCATION GRID (For use by the Assessor only)

QUESTION	MARK	MARKS AWARDED
1.		
1.1.1.	12	
1.1.2.	6	
1.1.3.	6	
TOTAL Q1	24	
2.		
2.1.1.	10	
2.1.2.	25	
2.		
2.2.1	2	
2.2.2.	6	
2.2.3.	2	
2.2.4.	6	
TOTAL Q2	51	
3.		
3.1.1	5	
3.1.2.	8	
3.1.3.	12	
TOTAL Q3	25	
GRAND TOTAL	100	

ASSESSOR DETAILS

ASSESSOR NAME & SURNAME	
REGISTRATION NUMBER	
SIGNATURE	
DATE	

INTERNAL MODERATOR DETAILS

MODERATOR NAME & SURNAME	
REGISTRATION NUMBER	
SIGNATURE	
DATE	