



BUSINESS PROBLEM: THE OLIVE TREE BISTRO

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BUSINESS OVERVIEW

The Olive Tree Bistro is a small, family-owned Mediterranean restaurant, which was opened in 2019. The bistro's early success was based on homemade dishes, welcoming service and a cozy atmosphere.

REFRAMING THE PROBLEM

The sales decline is just one of many symptoms of a wider strategic gap. Unlike many other businesses in this area, the bistro does not have online booking capabilities, nor delivery partnerships, nor a digital marketing platform. The bistro's lack of these forms of digital engagement diminishes its **relevance** as digital engagement has become the new standard in this industry



IDENTIFYING THE PROBLEM

Question	Answer	Insight for Presentation
What is the issue?	There has been a sustained 25% decline in sales at The Olive Tree Bistro as a result of the bistro failing to adopt the required technology to be competitive.	Financial threat and strategic irrelevance in the market.
Where is it occurring?	This issue is occurring in the very competitive and technologically advanced Bristol restaurant environment.	The local environment intensifies the pressure to digitalize.
When did this occur?	Over the past 12 Months	Market reached a "digital tipping point" where convenience is expected.
Why is this occurring?	The bistro is currently experiencing low digital visibility, limited customer access points and inefficient operations.	The customer is driven away by friction in the booking process.
Who is affected?	Both the business itself and the potential customers seeking convenience and convenience related products, are likely impacted.	Competitors are capturing market share through convenience.
How much is the impact?	5% of the bistro's annual revenue has been lost due to the decline in sales	Requires an urgent, strategic intervention to reverse the trend.
How can we stop this?	Implement a technology innovation plan to close the digital gap between the bistro and its competition.	Requires an urgent, strategic intervention to reverse the trend.

CAUSE-AND-EFFECT ANALYSIS

- Market Reach:**

- Due to the bistro's lack of digital footprint, it is not visible in the early stages of the customer's dining decision process.
- The bistro relies almost exclusively on foot traffic and telephone bookings for reservations.

- Operational Efficiency:**

- The front-of-house processes at the bistro are manual and create delays in seating and serving tables, leading to increased levels of frustration among both the staff and the guests.

- Customer Data & Loyalty:**

- Lack of a customer database and/or loyalty program makes it difficult for the bistro to target marketing efforts and make informed data-driven decisions regarding the bistro's offerings.

- Product Offer:**

- The current menu items offered by the bistro are not optimized for delivery and often lose quality during the delivery process.

Problem Statement:

The sustained sales decline is the result of the bistro having a technology adoption lag that limits reach, creates operational inefficiencies, and removes relevance in the marketplace.

EVALUATING AND CHOOSING SOLUTIONS

Option	Pros	Cons
A: Full Digital Overhaul	Largest gain in reach; strongest customer data; provides greatest opportunity for future innovation.	Highest initial investment (\$\5k-\\$7k\$); time needed for employee training.
B: Targeted Upgrade	Lower cost; faster implementation; less disruption.	Minimal reach gain; lower competitive response rate; few data insights.

Pestel Factors

Political	Brexit caused an increase in food import prices to the UK, encouraging the use of more locally sourced products and therefore requiring greater use of technology to track and optimize product purchasing.
Economical	Increased costs to operate the bistro (inflation) have created a need to achieve efficiency and communicate value through the use of technology.
Social	Consumers are increasingly preferring to dine at restaurants and book/dine/pay via their mobile devices.
Technology	Most restaurants now offer delivery services and online booking and payment, and therefore the bistro is at a disadvantage if it doesn't offer these options.
Legal	With the emergence of mobile payments and digital ordering systems, there is a growing need to collect data and ensure that all data collected complies with GDPR regulations.
Conclusion	Competitors are offering customers delivery options, managing reviews and running targeted promotions and therefore the pressure on The Olive Tree is mounting.

12-WEEK ACTION ROADMAP & RISK

Time Frame	Key Actions
Weeks 1-2(Foundation)	Identify and sign contracts for booking and delivery platforms.
Weeks 3-4 (Infrastructure)	Set up POS/CRM and train employees to utilize the system.
Weeks 7-8 (Marketing Push)	Execute paid social campaigns and loyalty programs to generate repeat business.
Weeks 9-12 (Optimization)	Make necessary adjustments to the delivery menu to improve speed and profit margins.

MEASURING SUCCESS AND CONCLUSION

Timeframe	KPI	Target
Short-Term	Increase in Online Bookings	+20% in the first month
	Delivery Orders	Weekly delivery orders = 50 per week by Week 8
Long-Term	Monthly Sales Revenue Growth	Sustained > 15%
	Repeat Order Rate	Repeat order rate above 25%
	Average Review Score	Review rating of 4.5 within six months

ANY QUESTIONS?