

BUSINESS CONSULTANCY REPORT

BASIL'S BAKERY

Student Name: Tarcisio Melo Duarte

Student ID: 2526068

Assignment Title: Business Consultancy Report - Basil's Bakery

Module Name: Problem Solving and Decision Making

Module Code: LCLM4004

Lecturer's Name: Nerys Dosseh



Contents

- 1. Overview of the Case Study and Nature of the Problem
- 2. Proposed Solutions
 - 3a. Evaluation of the Proposed Solutions Using the PMI Technique
 - 3b. Preferred Solution
 - 4a. Implementation Plan
 - 4b. Reasons for Activities, Timings, Order and Responsibilities
 - 5a. KPI and SMART Objectives
 - 5b. Monitoring and Evaluating the Effectiveness of the Solution
- 6. Key Findings
- Reference List
- Appendix 1 - PMI Analysis
- Appendix 2 - Implementation Plan

1. Overview of the Case Study and Nature of the Problem

Basil's Bakery is a small independent business located in a retail park in Coventry, UK. Since opening in 2015, the bakery initially experienced year-on-year sales growth. However, sales declined significantly during the 2020 lockdown and, despite some subsequent recovery, remained approximately 25% below the 2019 level between 2023 and 2025 (Basil's Bakery Case Study, 2026). The case study identifies several contributing factors, including reduced retail-park footfall, shop closures, redundancies and increased home working. At the same time, Basil is experiencing higher utility bills, rent, business rates and insurance, alongside unpredictable costs for organic ingredients (Basil's Bakery Case Study, 2026). Therefore, the central problem concerns the long-term viability of the bakery's current business model.

2. Proposed Solutions

Two realistic solutions are proposed to address Basil's declining sales and changing customer behaviour.

The first solution is an online pre-order and click-and-collect system. Customers would be able to view available products, order and pay online and select a suitable collection time. This directly addresses an issue identified in the case study: customers have requested pre-ordering because waiting times can become unsatisfactory during busy periods, while Basil cannot always answer telephone calls because he is required onsite to bake products (Basil's Bakery Case Study, 2026). Online ordering would therefore improve convenience while potentially allowing Basil to plan production more effectively. Online food sales are recognised as distance selling under UK food-business guidance, and businesses operating online remain subject to food-safety and consumer-information requirements (Food Standards Agency, 2023). Food businesses must also provide customers with accurate allergen information and manage allergens effectively (GOV.UK, 2026a).

The second solution is a third-party local delivery service. This could reconnect Basil with loyal customers who now work from home or no longer work in the retail park, both of which are specifically identified in the case study (Basil's Bakery Case Study, 2026). Using a third party would allow Basil to remain onsite while deliveries are completed externally. However, food delivered to customers must remain safe and suitable during transportation, and appropriate food-grade packaging and temperature controls may be necessary (Food Standards Agency, 2023).

3a. Evaluation of the Proposed Solutions Using the PMI Technique

The two solutions were evaluated using the PMI (Plus, Minus and Interesting) technique, with the detailed analysis presented in Appendix 1.

For online pre-ordering and click-and-collect, an important advantage is increased customer convenience. Customers would no longer need to rely on Basil answering the telephone and could potentially avoid lengthy queues during busy periods. These benefits directly respond to difficulties identified in the case study (Basil's Bakery Case Study,

2026). Advance ordering could also give Basil better visibility of demand and assist production planning.

However, implementing an online system may involve initial setup costs, administration and ongoing responsibility for ensuring that product information remains accurate. This is particularly important for allergens. UK guidance requires food businesses to provide accurate allergen information and maintain procedures for updating that information when recipes or ingredients change (GOV.UK, 2026a).

The major advantage of third-party delivery is increased market reach. It could provide access to customers who are unable or less likely to visit the retail park (Basil's Bakery Case Study, 2026). Nevertheless, delivery creates additional considerations involving transportation, packaging and food safety. Food must be transported in a manner that prevents it from becoming unsafe or unfit to eat (Food Standards Agency, 2020). Furthermore, when food is sold online or by telephone for delivery, allergen information must be provided before the purchase is completed and again when the food is delivered (Food Standards Agency, 2026a).

3b. Preferred Solution

Based on the PMI evaluation, the preferred solution is an online pre-order and click-and-collect system.

The strongest reason for selecting this option is that it addresses an existing customer requirement. The case study explicitly states that customers have asked whether they can pre-order because of unsatisfactory waiting times, while Basil has difficulty consistently answering the telephone (Basil's Bakery Case Study, 2026). Therefore, the solution responds to demonstrated customer demand rather than an assumed problem.

Click-and-collect should also be operationally simpler than immediately introducing delivery. Delivery creates additional requirements concerning safe transportation, packaging and, where relevant, temperature control (Food Standards Agency, 2023). Nevertheless, online ordering must be implemented carefully. Businesses selling food online are still responsible for food safety and appropriate customer information, including allergen information (Food Standards Agency, 2023; GOV.UK, 2026a). Consequently, click-and-collect represents a controlled first stage in modernising Basil's business model,

while delivery could be reconsidered after the digital ordering system has demonstrated positive results.

4a. Implementation Plan

The selected solution should be introduced through an eight-week phased implementation plan, detailed in Appendix 2.

During Week 1, Basil should establish baseline performance by recording weekly sales revenue, transaction numbers and waiting times during peak periods. These measurements would provide a benchmark against which the new system could subsequently be evaluated.

During Weeks 2 and 3, Basil should select an appropriate online ordering system and develop the digital menu. Information should include products, prices, availability, collection slots and relevant allergen information. Food businesses are legally required to provide allergen information to customers and effectively manage allergens during food preparation (GOV.UK, 2026a).

During Week 4, Basil should test the customer journey, including ordering, payment, production and collection. During Week 5, selected existing customers should test the service and provide feedback. Week 6 should then be used to resolve identified problems.

The system should be officially launched during Week 7, followed by ongoing monitoring from Week 8 onwards. Performance should be assessed against the KPI and SMART objectives established in Section 5. The phased approach is appropriate because UK guidance recommends that food businesses carefully plan and prepare their operations and maintain appropriate food-safety procedures (Food Standards Agency, 2023).

4b. Reasons for Activities, Timings, Order and Responsibilities

The activities are deliberately arranged sequentially to reduce financial and operational risk. Baseline measurement comes first because Basil needs reliable pre-implementation information against which subsequent performance can be compared.

System development follows baseline measurement because the ordering platform must contain accurate information before customers use it. This is particularly important for

allergens because accurate allergen information is a legal requirement, and businesses should update this information whenever recipes or ingredients change (GOV.UK, 2026a).

Testing occurs before the public launch to identify potential problems with payments, product availability, collection times or customer usability. A limited customer pilot then provides practical feedback before the system becomes available to the wider customer base.

Basil should retain responsibility for products, prices, availability and production capacity because these activities relate directly to his bakery expertise. Specialist technical work could be outsourced where necessary. After launch, Basil should regularly review performance so that unsuccessful aspects of the system can be identified and adjusted.

5a. KPI and SMART Objectives

The principal Key Performance Indicator (KPI) should be weekly sales revenue. This is appropriate because the central commercial problem identified in the case study is that sales between 2023 and 2025 remained approximately 25% below the 2019 figure (Basil's Bakery Case Study, 2026). Comparing weekly revenue before and after implementation would therefore provide a direct indication of whether the proposed solution contributes to sales recovery.

The following SMART objectives are proposed:

1. Launch a fully operational online pre-order and click-and-collect system within eight weeks.
2. Achieve at least 20 online orders per week within three months of launch.
3. Increase average weekly sales revenue by 10% compared with the pre-launch baseline within six months.
4. Reduce average customer waiting time during peak periods by 30% within three months.
5. Achieve at least 80% positive customer satisfaction within three months of launch.

These percentages and targets are proposed consultancy objectives, rather than results supplied by the case study. Their purpose is to establish measurable benchmarks against which Basil can evaluate the new system. The objectives are specific because they identify defined outcomes; measurable because they contain numerical indicators; achievable

because implementation is phased; relevant because they address sales and customer convenience; and time-bound because each objective has a deadline.

5b. Monitoring and Evaluating the Effectiveness of the Solution

The KPI and SMART objectives should be monitored systematically to establish whether click-and-collect produces genuine business improvement.

Basil should record weekly sales revenue before and after implementation. This should be compared with the baseline established during Week 1 and with the broader sales problem identified in the case study (Basil's Bakery Case Study, 2026).

Online transactions should be recorded separately, including the number and monetary value of orders. This would allow Basil to determine whether online ordering generates additional revenue or primarily transfers existing counter transactions to the digital channel.

Waiting times should also be measured during comparable peak periods before and after implementation because customers have specifically reported dissatisfaction with waiting times (Basil's Bakery Case Study, 2026). Customer satisfaction could be monitored through a short survey covering ease of ordering, collection efficiency and overall experience.

A formal review should occur after three months. If online orders remain below the proposed target of 20 per week, Basil should investigate factors such as customer awareness, collection times or usability. A second review should take place after six months. If weekly revenue has increased by approximately 10%, waiting times have decreased and customer feedback is positive, the solution can reasonably be considered effective. Basil could then assess whether third-party delivery represents an appropriate second-stage development.

6. Key Findings

- Basil's Bakery is experiencing declining sales alongside increasing operating costs (Basil's Bakery Case Study, 2026).

- Sales between 2023 and 2025 remained approximately 25% below the 2019 level (Basil's Bakery Case Study, 2026).
- Reduced footfall, shop closures, redundancies and increased home working have weakened Basil's traditional customer base (Basil's Bakery Case Study, 2026).
- Customers have specifically requested delivery and pre-ordering services (Basil's Bakery Case Study, 2026).
- Online ordering and delivery must comply with relevant UK food-safety and allergen-information requirements (Food Standards Agency, 2023; GOV.UK, 2026a).
- PMI analysis indicates that online pre-order and click-and-collect provides the most appropriate initial solution.
- An eight-week implementation period is proposed, followed by formal reviews at three and six months.
- Weekly sales revenue should be used as the principal KPI.

Reference List

Basil's Bakery Case Study (2026) Assessment Brief: Basil's Bakery. Unpublished course assessment material supplied to students.

Food Standards Agency (2020) Food safety for food delivery. GOV.UK. Available at: <https://www.gov.uk/government/publications/food-safety-for-food-delivery/food-safety-for-food-delivery> (Accessed: 17 August 2026).

Food Standards Agency (2023) Starting a food business. GOV.UK. Available at: <https://www.gov.uk/guidance/starting-a-food-business> (Accessed: 17 August 2026).

Food Standards Agency (2026a) Allergen guidance for food businesses. Available at: <https://www.food.gov.uk/business-guidance/allergen-guidance-for-food-businesses> (Accessed: 17 August 2026).

GOV.UK (2026a) Running a food business: Allergies. Available at: <https://www.gov.uk/running-food-business/allergies> (Accessed: 17 August 2026).

Appendix 1 - PMI Analysis

Solution	Plus	Minus	Interesting
Online pre-order and click-and-collect	Reduces reliance on telephone ordering; potentially reduces queues; responds directly to customer requests; allows Basil to remain onsite; may improve production planning (Basil's Bakery Case Study, 2026).	Setup and possible subscription costs; requires ongoing administration; accurate product and allergen information must be maintained (GOV.UK, 2026a).	Could provide useful customer and sales data and later support delivery.
Third-party delivery	Could reconnect home workers and former retail-park customers; increases geographical reach; Basil can remain onsite (Basil's Bakery Case Study, 2026).	Delivery/commission costs; packaging and transportation requirements; food must remain safe during delivery (Food Standards Agency, 2020).	Could become a second-stage strategy if online ordering proves successful.

Appendix 2 - Implementation Plan

Time	Activity	Responsibility	Purpose
Week 1	Record baseline sales, transactions and peak waiting times	Basil	Establish current performance
Weeks 2-3	Select online system and create menu, including relevant allergen information (GOV.UK, 2026a)	Basil / technical provider	Develop the service
Week 4	Test ordering, payments and collection	Basil	Identify operational problems
Week 5	Conduct customer pilot	Basil / selected customers	Obtain customer feedback
Week 6	Correct identified problems	Basil / technical provider	Prepare system for launch
Week 7	Launch and promote click-and-collect	Basil	Encourage customer adoption
Week 8 onwards	Monitor KPI and SMART objectives	Basil	Evaluate effectiveness
Month 3	First formal review	Basil	Assess early performance
Month 6	Full performance review	Basil	Decide whether to retain, modify or expand the service

