

BASIL'S BAKERY

Problem Analysis and Evaluation



Roman Semko

Student Number: 2528724



Module

Problem Solving and Decision Making (LCLM4004)



University

University of Wales Trinity Saint David



Presentation

July 2026

Introduction & Case Study Overview



Independent artisan bakery in Coventry, UK



Established in 2015



Strong sales growth from 2015–2019



COVID-19 disruption in 2020



Sales remain approximately **25%** below 2019 levels



Objective: identify the causes of sales stagnation and evaluate the business problem



2015

Bakery Opens



2015–2019

Sales Growth



2020

COVID-19 Impact



2023–2025

Sales 25% Below 2019



Today

Problem Analysis



Key Issue: Sales have failed to recover to pre-pandemic levels despite the removal of COVID-19 restrictions.



5W2H Analysis



Understanding the problem

Question	Answer
Who?	Basil, customers, office workers and retail park employees
What?	Lower sales after COVID-19
When?	Since 2020 (COVID-19 pandemic)
Where?	Coventry Retail Park
Why?	Lower footfall, home working, shop closures and no delivery service
How?	No online ordering or delivery service
How Much?	Sales remain about 25% below 2019 levels

PESTEL Analysis

External factors affecting Basil's Bakery



BASIL'S BAKERY
— ARTISAN BAKERY —

P



Political

- COVID-19 restrictions
- Government regulations

E



Economic

- Inflation increased costs
- Higher rent and utilities

S



Social

- More people work from home
- Changing shopping habits

T



Technological

- No online ordering
- No delivery service

E



Environmental

- Organic ingredients
- Crop failure risk

L



Legal

- Food safety regulations
- Employment laws

Source: Basil's Bakery Case Study (2025)

SWOT Analysis

Internal and external analysis of Basil's Bakery



STRENGTHS

- Organic products
- Loyal customers
- Good reputation



WEAKNESSES

- No delivery service
- No online ordering
- Depends on retail park visitors



OPPORTUNITIES

- Online ordering
- Delivery service
- Social media marketing



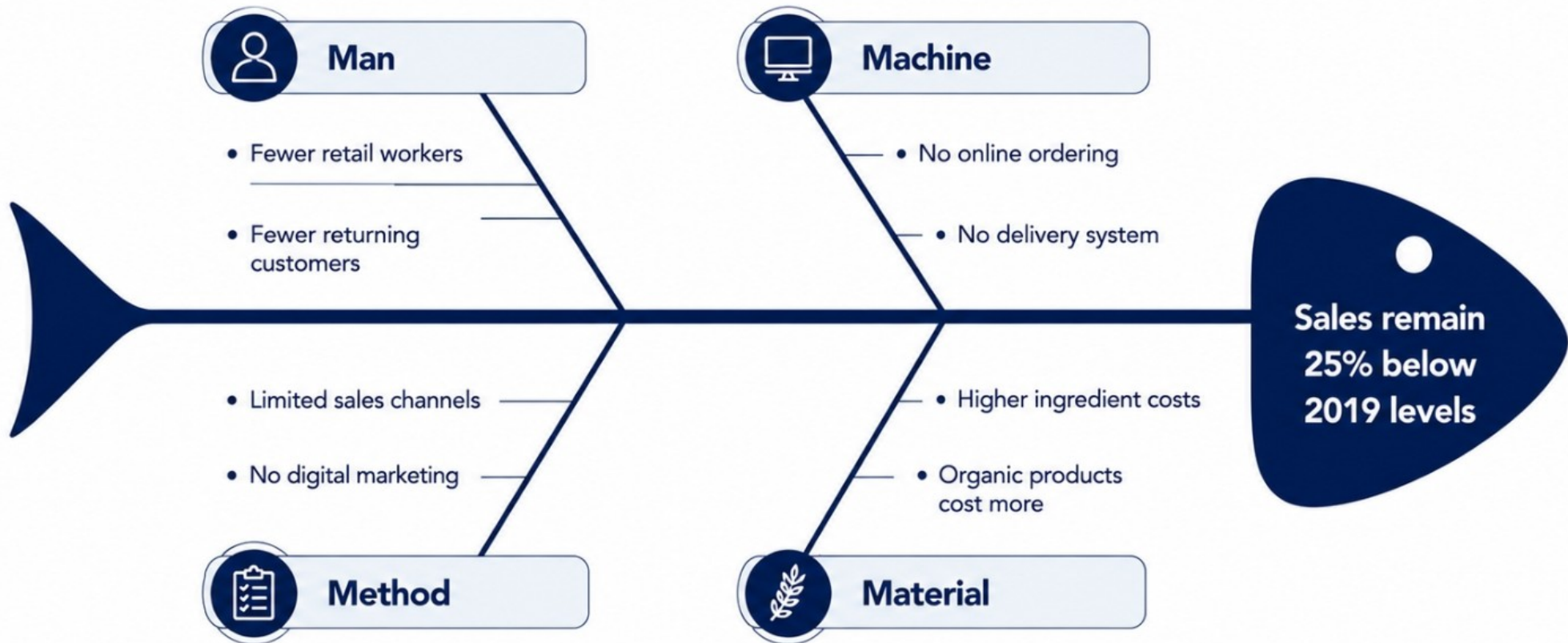
THREATS

- Inflation
- Home working
- Fewer visitors

Source: Basil's Bakery Case Study (2025)

Fishbone Analysis (4M Model)

Root causes of Basil's Bakery sales decline



Source: Basil's Bakery Case Study (2025)

Basil's Bakery Case Study (2025). *Problem Solving and Decision Making Module Materials*. University of Wales Trinity Saint David.

CIPD (2026). *SWOT Analysis Factsheet*. Available at:
<https://www.cipd.org/uk/knowledge/factsheets/swot-analysis-factsheet/> (Accessed: 7 July 2026).

MindTools (2025). *PEST Analysis*. Available at:
<https://www.mindtools.com/aqa3q37/pest-analysis/> (Accessed: 7 July 2026).

MindTools (2025). *Cause and Effect (Fishbone) Diagram*. Available at:
<https://www.mindtools.com/a3mi00v/cause-and-effect-analysis> (Accessed: 7 July 2026).

MindTools (2025). *5W2H Analysis*. Available at:
<https://www.mindtools.com/ajk3x6z/5w2h-analysis/> (Accessed: 7 July 2026).