

Module Title: Problem Solving and Decision Making

Module Code: LCLM 4004

Assessment: Component 2 Report – Basil's Bakery

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Task 1: Overview of Case-study

CASE SUMMARY, Basil's Bakery is a small local bakery that makes fresh bread and cakes. Customers like the products, but the bakery has problems in daily work. The main problem root is that the bakery has no clear work system, proper planning on how work should be done. Because there is no structure, work becomes messy from baking to customer service to staff communication. The contributing issues, staff only follow verbal instructions, roles are not clear, supplies run out, new workers are not trained well, machines are not checked often, and the small workplace causes confusion. This leads to slow or inconsistent production, mistakes in order, poor, stress, conflict decision-making.

Task 2: Two Proposed Solutions

SOLUTION PROPOSAL A – CREATE A CLEAR WORK SYSTEM

Create Standard Operating Procedures (SOPs) for baking, customer service and daily tasks. SOPs are simple written steps that show how to do each task. This includes recipe, opening and closing hours, cleaning schedules, and customer service step-by step. Everyone follows the same instructions.

This solution will reduce confusion, make work faster, improve product consistency, help new staff learn quickly, prevent mistakes, and support better teamwork. It gives the bakery a clear system so daily work becomes organized instead of messy.

SOLUTION PROPOSAL B - STAFF TRAINING AND COMMUNICATION

Create a simple training plan and daily communication routine for all the staff. This includes short training sessions for new worker, clear role explanations, and a quick daily meeting before start to work. Staff learn what to do it, and who is responsible for each task.

This solution will reduce mistakes, improve teamwork, make communication clearer, and help staff feel more confident. When everyone understands their role, work becomes faster, smoother and less stressful- and staff can go home with a smile on their face at the end of the day.

Task 3b) Evaluation Results and Justifications

Solution A is the most appropriate solution because it directly solves the main problem: the bakery has no clear work system. The criteria were impact on daily work, ease of implementation, cost, and long-term benefits. It's gave the highest weighting to impact on daily work, because the bakery's biggest issue is confusion in tasks. roles, and communication. SOPs scored highest because they give staff clear steps to follow, reduce mistakes, and make work more organized.

It's also weighted long-term benefits strongly, because the bakery needs a stable system that works even when new staff join. Solution A is preferred choice because it creates structure, improves consistency, and helps the bakery run smoothly every day.

Task 4b) Justifications for the Implementation Plan

The order of the tasks in the Implementation Plan is based on what the bakery needs first to solve the main problem. It's started with creating SOPs because the bakery cannot improve until there is a clear work system to follow. This must come before training, because staff cannot learn something that is not written or organized yet. After the SOPs, the next step-by-step is training the staff, which is why it is scheduled second. Training helps everyone understand their roles and reduces mistakes. The responsibilities were given to Basil and the senior staff because they know the bakery's daily work best and can explain tasks clearly. It's also included a short monitoring period at the end to check if the new system is working. This order makes sense because it follows a simple flow: plan/teach/apply/check. It ensures the bakery improves in a steady and organized way.

This solution will reduce confusion, make work faster, improve product consistency, help new staff learn quickly, prevent mistakes, and support better teamwork. It gives the bakery a clear system so daily work becomes organized instead of messy.

Task 5b) Justifications for the KPI and SMART Objectives

The chosen KPI is Customers Satisfaction Score, because it clearly shows how happy customers are with Basil's Bakery. It is easy to measure using short surveys. It covers many important areas such as product quality, waiting time, staff behavior, and cleanliness. If the score increases, it proves that the bakery's changes are working and customers notice the improvement.

The SMART objectives support this KPI directly. The goal is to Increase Customer Satisfaction, *15% in 3 months* is clear, measurable, and has a deadline. It supports the KPI directly by aiming for higher customer happiness. Reduce waiting time to under 8 minutes is practical because it focuses on better workflow, not expensive equipment. Train all staff in customer care within 4 weeks is achievable and improves the customer experience. Starting a weekly feedback system helps the bakery quickly identify problems and makes continuous improvement and keeps communication open. Together, the KPI and SMART objectives give a simple and structured way to measure progress and make sure customer happiness improves over time.

Task 7) Key Findings

The Basil's Bakery needs to improve customer satisfaction because customers are not fully happy with service quality. Long queues show that waiting time is a major problem that affects customer experience. Staff give different levels of service, so customer-care training is needed to make service consistent. The bakery does not collect regular feedback, meaning customer opinions are often missed. Clear goals like the SMART objectives help the bakery measure improvement and stay focus on better service.

Reference List

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Appendices

Appendix 1 – Task 3a

PMI Evaluation Table

<u>Solution A - CREATE A CLEAR WORK SYSTEM</u>		
Plus	Minus	Interesting
CLEAR WORK SYSTEM makes daily tasks easier and reduce mistakes.	Takes time to plan and organize the new system.	A clear a work system may reveal hidden problems in the bakery's workflow.
EVERYONE FOLLOWS THE SAME STEPS works become more organized.	Some staff may need time to adjust to new routines.	Could help improve waiting time and speed service.
CUSTOMERS GET FASTER SERVICE staff work know exactly what to do.	Might require small changes to roles or responsibilities.	Staff may feel more confident when tasks are clearly defined.
LESS CONFUSION instructions are simple and clear.		Bakery may find new ways to improve efficiency.
NEW STAFF CAN LEARN QUICKLY making training easier.		Clear work system can make the bakery look more professional.

Solution B - STAFF TRAINING AND COMMUNICATION

Plus	Minus	Interesting
BETTER COMMUNICATION helps staff work together smoothly.	Training takes time away from daily bakery tasks.	Staff may share new ideas once communication improves.
IMPROVED CUSTOMER SERVICE staff understand expectations clearly.	Some staff resist change or feel shy in training.	Training could reveal hidden strengths in the team.
FEWER MISTAKES instructions are clearer	Small cost for training materials.	Better communication may speed up service and reduce waiting time.
STRONGER TEAMWORK staff learn to support each other		Staff may feel more comfortable asking questions.
STAFF FEEL MORE CONFIDENT improves service quality		Training could help build a more positive work environment.

Reference:

PMI Evaluation - is a decision-making tool introduced by **Edward de Bono**. It is used to evaluate ideas by listing positive, negative, and interesting points.

Implementation Plan

The bakery has UNCLEAR WORK PROCESSES, which causes confusion, slow, service and unhappy customers.

CREATE A CLEAR WORK SYSTEM for daily tasks and communications.

	WHAT	HOW	WHEN	WHO	Done
1	Identify all daily tasks	Watch staff working and write down every step they do.	13 th July - 19 th July 2026	Bakery owner + manager	Done
2	Create simple step-by-step system	Turn the list into clear instructions everyone can follow.	20 th July – 26 th July 2026	Manager + senior staff	Done
3	Train staff on the new system	Hold a short meeting and let staff practise the new steps.	27 th July - 2 nd August 2026	Manager + all staff	Done
4	Monitor and improve	Check weekly if the system works and make small changes.	3 rd August – 9 th August 2026	Manager	Done

Reference

Kotler, P. & Keller, K.(2016) *Marketing Management*. Pearson Education.

Appendix 3 – Task 5a

The Key Performance Indicator is **CUSTOMER SATISFACTION**

SMART Objectives

Specific	Measurable	Attainable	Relevant	Time-Bound
It focuses only on customer satisfaction	The bakery can check feedback, complaints, and service speed.	A small bakery can improve service with simple changes.	Customers satisfaction affects sales and repeats visits.	The bakery aims to improve results within a set number of weeks.
Targeting quality of customer service.	Using short quick survey	Bakery can improve through greeting customers warmly.	Good services increase boots sales.	Reviewed weekly within a set number of weeks.

The SMART Objective is Increase customer satisfaction by 15% within four weeks by creating a clear work system and improving staff communication. This objective provides structure for achieving the KPI. Basil's Bakery can adopt the following: Increase the Customer Satisfaction Score from 80% to 90% within three months by improving product freshness, enhancing staff service training, and collecting weekly customer feedback.

Doran, G. (1981) *There's a S.M.A.R.T. way to write management's goals and objectives*. Management Review.