

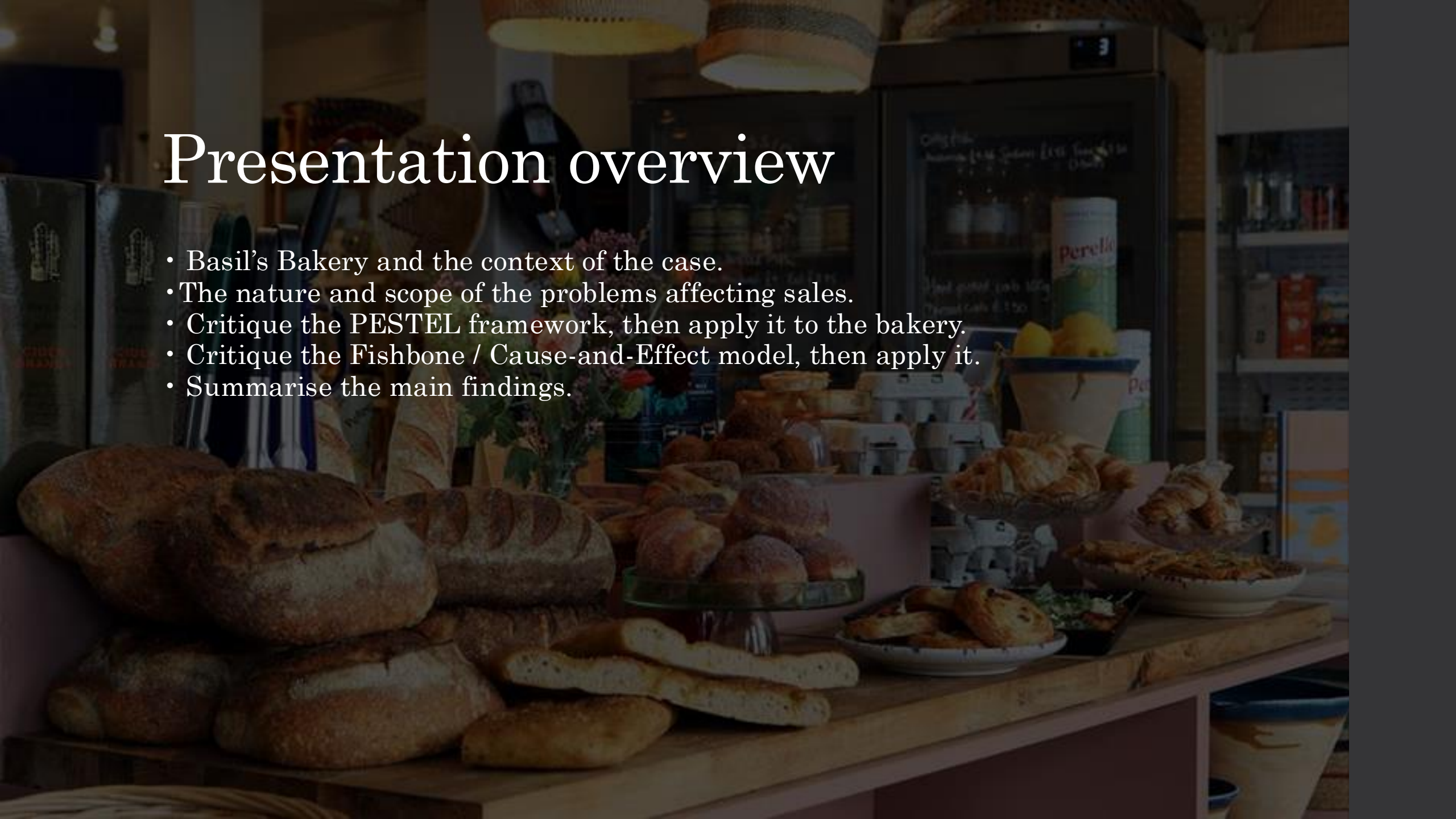
Basil's Bakery

Problem solving and decision-making

Student Name	Ridvana Ferreira
Student Number	2518289
Module Code	LCLM 4004
Lecturer	Annamarie

Presentation overview

- Basil's Bakery and the context of the case.
- The nature and scope of the problems affecting sales.
- Critique the PESTEL framework, then apply it to the bakery.
- Critique the Fishbone / Cause-and-Effect model, then apply it.
- Summarise the main findings.





Basil's Bakery overview

Small independent bakery in Coventry, UK; opened in 2015.

- Products include cakes, pastries and bread made with high-quality organic ingredients.
- Sales increased year-on-year before 2020, then fell during Covid-19 restrictions.

Nature and scope of the problems

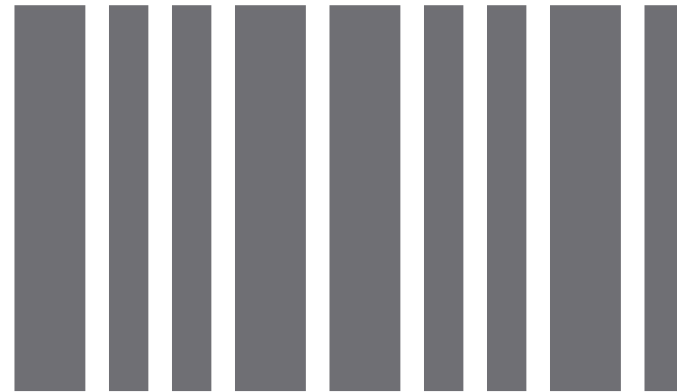
Problem factor	Nature	Scope / Impact
Quieter retail park + vacant shops	External	Fewer potential customers and weaker local footfall
Hybrid/home working	External/ Social	Some office workers no longer visit every working day
Customers losing local jobs	External	Existing customer base reduced
No delivery service	Internal	Customers who are no longer nearby cannot easily buy
Pre-ordering is unreliable	Internal	Customers face waiting and may abandon purchases
Higher utilities, rent, rates and insurance	Economic	Raises overhead pressure while sales are lower
Organic stock cost uncertainty	Economic / Environmental	Makes budgeting and margins harder

Pestel – What it is, why it Helps

- Political
- Economic
- Social
- Technological
- Environmental
- Legal

Benefits

- Structured analysis
- Identifies external influences
- Supports understanding of the business environment



Pastel Application to Bsil's Bakery

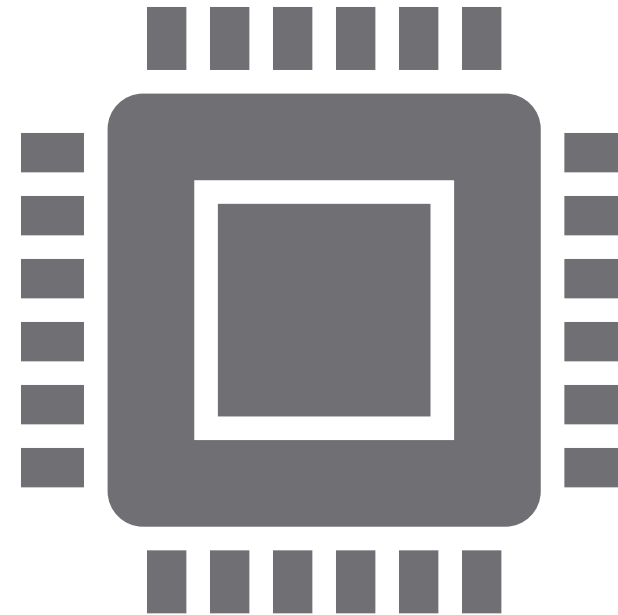
Political Factors	Economic Factors	Social Factors	Technological Factors	Legal Factors	Environmental Factors
Business Rates Government/ Business environment	▪ Higher utilities ▪ Organic ingredient costs	▪ Working from home ▪ Reduced footfall	▪ Online ordering ▪ Delivery technology	▪ Food requirements ▪ Insurance requirements	▪ Organic sourcing ▪ Availability of produce

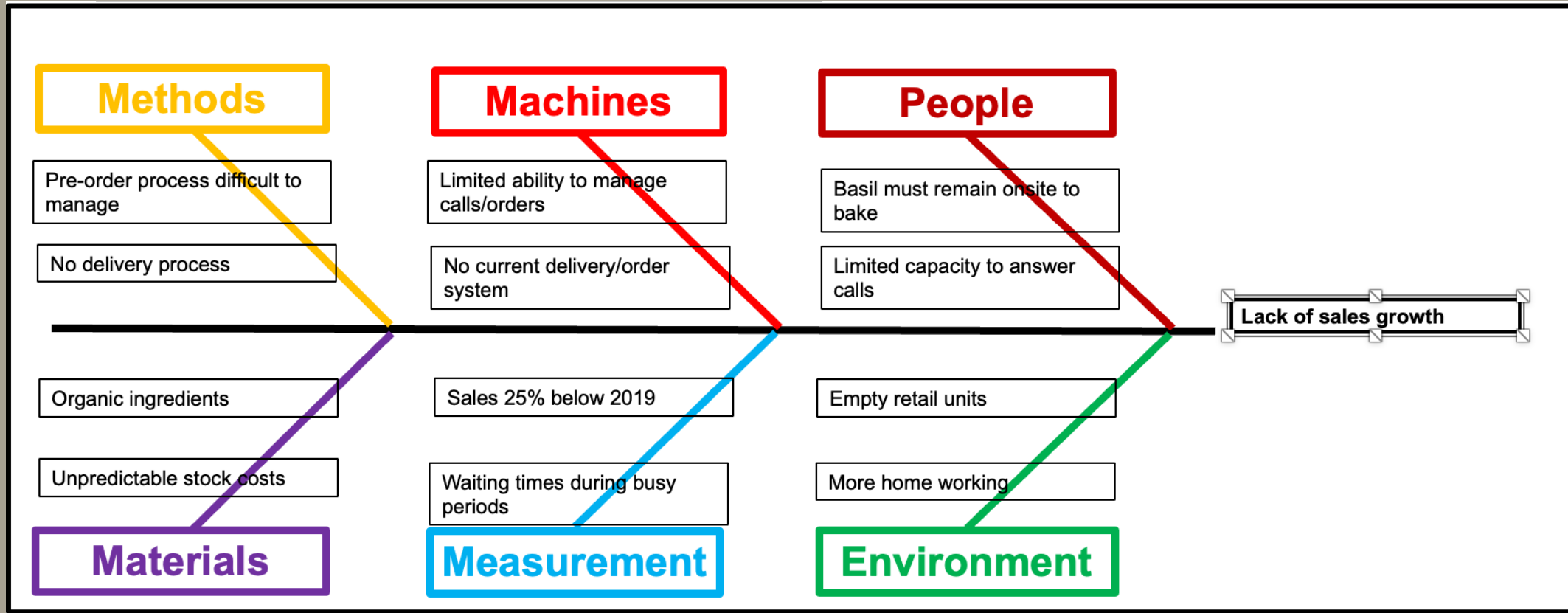
Fishbone / Cause-and-Effect- Critique

Purpose: Identify and organise possible causes of a specific problem.

Categories:

- Methods
- Machines
- People
- Materials
- Measurement
- Environment





Application of Cause-and-Effect

Key Findings



Sales remain around **25% below 2019**.



The problem has **multiple contributing factors**.



External factors reduce Basil's level of control.



Internal operational issues also contribute to the problem.



PESTEL and Fishbone provide **different but complementary perspectives**.

Reference List

University of Wales Trinity Saint David, 2026) Lecture slide week 2 defining a problem

Brooks, I., Weatherston, J. and Wilkinson, G. (2011) *The international business environment: challenges and changes*. 2nd edn. Harlow: Financial Times/Prentice Hall.

Proctor, T. (2014) *Creative problem solving for managers: developing skills for decision making and innovation*. 4th edn. London: Routledge.

Sproull, R. (2018) *The problem-solving, problem-prevention, and decision-making guide: organized and systematic roadmaps for managers*. New York: Taylor & Francis.

University of Wales Trinity Saint David (2026a) *LCLM4004 Problem Solving and Decision-Making: Component 1 – Basil's Bakery*. Assessment specification.

University of Wales Trinity Saint David (2026b) *Week 2 – Component 1 Launch*.
Module teaching materials

Thank you

Questions and answers
