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Table of contents

1. Case Study Overview and Problem Nature.....	2
2. Proposed Strategic Solutions.....	2
3a. The evaluation of the proposed solutions.....	3
3b. Results and Preferred Solution Selection.....	3
4a. Risk Analysis of the Selected Solution.....	4
4b. Risk Results and Feasibility.....	4
5a. Implementation Plan.....	4
5b. Implementation Rationale.....	5
6a. Key Performance Indicator (KPI) and Objectives.....	5
6b. Monitoring and Evaluation Methods.....	6
7. Summary of Key Findings.....	6
8. References.....	7
9. Appendices.....	7

1. Case Study Overview and Problem Nature

Basil's Bakery is an independent artisan bakery that is located in Coventry Park in the West Midlands in the UK. Unfortunately, due to the 2020 COVID Lockdowns, sales have dropped and stayed 25% lower than they were in 2019. This drop is happening because the habits and behaviours that were present in 2019 have now permanently changed. Local shops are closing down, nearby office staff are now working from home, and way fewer people are walking through the shopping park.

On top of making less money, Basil has to deal with huge everyday bills. His electricity, business taxes, and rent are all going up. At the same time, the prices for his organic ingredients are constantly changing and unpredictable. Finally, Basil is stuck working inside the kitchen all day. Because of this, he does not have the time to answer the phone or go out to do deliveries.

2. Proposed Strategic Solutions

For Basil to adapt to these permanent shifts in conditions in his customers' behaviour without taking him away from the kitchen or his shop, I propose two specific solutions:

1. **An automated digital, pre-order and Smart Locker system:**

This strategy is launching an e-commerce website that is designed to connect to smart lockers that can be placed outside of the store. These lockers are temperature controlled and both local retailers and hybrid office workers can

order food at their convenience. When the order is ready, they get a text with a secure code to open the lockers. This solves Basil's problem as he does not need to answer phones or stop baking to hand over the food. They simply pre order and collect.

2. Third-party Delivery Services:

This solution is for the customers that no longer have to go to the retail park themselves as they work from home. By placing Basil's Bakery on third party delivery apps, such as JustEat, Deliveroo or UberEats, the business is now expanded to a five-mile delivery radius. Delivery drivers can handle all logistics by picking up deliveries from the designated counter inside the store and delivering it right onto the doorstep of the customers. This is helpful as the customer does not need to leave their house for lunch and Basil does not need to buy a delivery van, which would increase his bills significantly, or leave the store/kitchen.

3a. The evaluation of the proposed solutions.

To figure out which of these two ideas is the best fit for Basil's Bakery, I put them both through a Grid Analysis based on five key points (which you can see in Appendix A). Using metrics like how much it would be to set up, how well they could protect his profits from how expensive organic ingredients could be and most importantly, if they allowed Basil to stay focused in his kitchen, I scored them against each other. I also took a look at if they actually reached the hybrid workers and how well it stopped food waste. This grid made it easy to see what fixes his problems without increasing his bills. It was scored 0-5 according to importance and also urgent. Low setup cost was scored 5, because it is important.

3b. Results and Preferred Solution Selection

Comparing the two scores, it looked like the smart locker system was the clear winner as it scored 22 points to the delivery apps' 14 (note appendix A). While it is easier to use delivery apps, they have high commission fees which would mean more increase in bills and destruction of Basil's profits. The smart locker system is better as it isn't as expensive, improves his profits over time and allows for customers to just pre-order, get their code and collect their food themselves so Basil can stay focused in the kitchen.

4a. Risk Analysis of the Selected Solution

Even though the Smart Locker system is the best choice, it does come with some risks that we can take a look at (which are mapped out in Appendix B). The biggest risk is technology. Customers can get confused with how to work their way around the website or the website crashing. Another risk is that people may be too used to ordering in person. However, these issues can be solved if Basil sets up reliable IT and tech support and shows the customers how to use their codes to get their food by using clear signs.

4b. Risk Results and Feasibility

When you look at the final risk scores, the Smart Locker system is incredibly possible and safe for Basil to run. Delivery apps carry around too many financial risks, such as delivery drivers going missing and high commission fees. The smart lockers only have easy to control tech issues that are minor. It is easy to manage for a solo baker as it does not have monthly fees, does not need extra staff to manage it and Basil can pay attention to his kitchen duties more. The lockers give him total control over his business whilst solving his phone and footfall problems.

5a. Implementation Plan

To get the new Smart Locker and pre-order system up and running without messing up Basil's daily baking schedule, I have designed a straightforward 8-week rollout plan (detailed in Appendix C).

- Weeks 1 and 2 are about setting up the website. Basil will hire an IT guy to set up a basic website and also put the menu up so that people can start ordering online.
- Weeks 3 and 4 are for making sure the lockers are set up. Basil can hire a company that can drop off and set up the lockers right outside.
- Weeks 5 and 6 are for testing out the website. Basil and the tech guy will complete a quiet test run to make sure the codes to open the lockers actually work.
- Weeks 7 and 8 are the final step in the process. A marketer will put up social media ads for hybrid/nearby workers to let them know they can order the food online.

5b. Implementation Rationale

The reason why we have made the implantation plan eight weeks long is to stop Basil from being overwhelmed by the changes. He is in the kitchen all day and cannot afford to be sidetracked by the website and locker construction. Leaving those tasks to an IT contractor makes sure that the system works perfectly and does not stop daily sales. Testing the lockers before telling the public means Basil can fix any early tech glitches in private. Finally, waiting until the end to advertise the change means that the customers can try it out without issues.

6a. Key Performance Indicator (KPI) and Objectives

For Basil to see if his new smart lockers are working and bringing in money, he needs a simple way to track it. The main thing he should look at is the Digital Order Conversion Rate, which just shows how many people visit the website and actually buy food. The main goal is for the locker system to bring in at least thirty percent of the bakery's total weekly sales within twelve weeks of launching. This gives Basil a clear, realistic target that shows if he is winning back those hybrid workers.

6b. Monitoring and Evaluation Methods

Tracking this will be easy for Basil and will not take him away from his kitchen or baking. The website will automatically collect the sales data so he does not have to do any extra paperwork. Every Sunday, Basil can look at the numbers to see how many online locker orders came in compared to normal walk-in cash sales. If the numbers are lower than his thirty percent goal, he can change things right away, like offering online-only morning discounts to get more local retail workers using the lockers.

7. Summary of Key Findings

2. **Sales dropped heavily:** Ever since the 2020 lockdowns, bakery sales have dropped and stayed twenty-five percent lower because of permanent shifts in customer habits.
3. **Fewer people around:** Local shops are closing down, office staff are working from home, and footfall in the shopping park is way lower.

4. **Bills are shooting up:** Basil is dealing with huge everyday bills for electricity, rent, and business taxes, while organic ingredient prices are unpredictable.
5. **Stuck in the kitchen:** Basil has no time to answer phones or do deliveries himself because he is trapped baking all day.
6. **Lockers are the best choice:** The smart locker system fixes all of these problems perfectly because customers can just pre-order and collect, saving Basil time and protecting his profit margins from delivery app fees.

8. References

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9. Appendices

APPENDIX A:

Weight criteria 0-5 Weight for Solution 0-3

Evaluation Criteria	Weight 0-5	Solution A	Weight for solA	Sol B	weight
Low setup costs	5	4	20	3	9
Protects organic profit margins	3	1	3	2	6
Allows Basil to stay in the kitchen	5	3	15	3	9
Reaches hybrid workers	3	3	9	2	6
Helps stop food waste	3	2	6	1	3
TOTAL SCORES			53		33

Numbers are allocated at this point because not every criterion is important, the weight scoring method is needed as it helps to identify which is the best solution going forward.

APPENDIX B:

Risk Identified	Strategy	Likelihood	Impact	Total Score	How to Fix It
Website crashing or tech glitches	Solution 1	2	2	4 (Medium)	Set up a reliable IT support contract to fix things fast.
Customers confused by the technology	Solution 1	2	2	4 (Medium)	Put up clear, simple signs

					showing how to scan codes.
High commission fees ruining profits	Solution 2	3	3	9 (High)	Avoid delivery apps completely and use the lockers.

This risk matrix is used to identify risk and also helps to manage solutions

APPENDIX C:

Phase	Activity	Timing	Who Does It
Phase 1	Build the e-commerce website and upload the bakery menu	Weeks 1–2	External IT Contractor
Phase 2	Deliver and install temperature-controlled lockers outside store	Weeks 3–4	Locker Hardware Company
Phase 3	Soft launch to test text messages and secure locker codes	Weeks 5–6	Basil & IT Contractor
Phase 4	Run local social media ads targeted at hybrid office workers	Weeks 7–8	Freelance Marketing Helper