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PROBLEM SOLVING REPORT

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MODUL NAME: PROBLEM SOLVING AND DECISION MAKING
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1.0 INTRODUCTION

“A problem exists when an individual has a goal and a choice of means by which it might be achieved but does not know how to proceed immediately. The psychology of problem-solving deals primarily with intellectual problems: those that can be solved mentally or by manipulating symbols. It uses three principal methods: (1) examining what scientists, mathematicians and others have said about their own activities; (2) presenting test problems to experimental subjects, noting the effect of various conditions on the likelihood that the problems will be solved; (3) asking individuals to ‘think aloud’ as they solve problems, and devising theoretical models to explain the sequence of steps that typically appears in such reports.”

“Graham Wallas (1926) described such a problem-solving sequence as consisting of four stages: *preparation*, in which the individual defines the problem for himself or herself and explores various possibilities; *incubation*, when attention is turned to other things and the problem disappears from consciousness; *illumination*, when the solution suddenly appears; and *verification*, in which the new solution is checked to see if it will work. Of course, this sequence does not apply in every case. Moreover, Duncker (1945) noted that every phase of a solution is essentially a productive reformulation of the original problem.”

Macknade Ltd. a Food Hall in Faversham with 175-year-old history founded in 1847 having a mission to connect farmers, suppliers, and consumers closer together in a

true sense of community which have deep roots in the English garden and the Italian island of Ischia with a team of 36 employees.

1.1 THE WORKPLACE PROBLEM

This report will debate the dissatisfied customers problem is facing Macknade Ltd. in this period after covid pandemic, Brexit and cost of living crisis which make difficult for many businesses to not shut down and rest on market.

2.0 ANALYSING INFORMATION

Customers are the important key in every business, make it possible to functioned, are seen as the company command. They are clients or buyers who purchase goods, services, or ideas from a supplier for financial benefit.

Customers evaluate the quality of products the business it's offering and give the feedback. In order for business to run and grow it is crucial that is to keep current clients happy and joins new ones.

There are numerous distinct types of clients who enter every day, including whiny, disgruntled, pushy, hostile, dissatisfied, rushed.

The customer care representative that can confidently work with clients to find solutions and meet their needs, solving their issues is essential listening which is frequently skipped in order to comprehend the client and find a solution. Employees that interact with costumers must demonstrate empathy by apologising if a shop product or service it's flawed while working to remedy their problems, this will help with client retention and good word of mouth.

If a consumer leaves unhappy with the service they received, will likely tell others about their negative experiences, costing the business future clients, which will hurt the business. Customers promote a business favourably or negatively.

Paying close attention to what the client has to say, then give them time to complete and avoiding defending yourself. Repeat what you hear if the person is agitated and has a problem to demonstrate that you have paid attention.

Being kind and curious when ask inquiries. You will have a better understanding of the customer's viewpoint with the more information gathered from them by asking questions rather than making assumptions is simpler.

Consider yourself in their situation, empathize. The objective is to find a solution, not to debate giving the customers impression that is understand what they are going through being on their side.

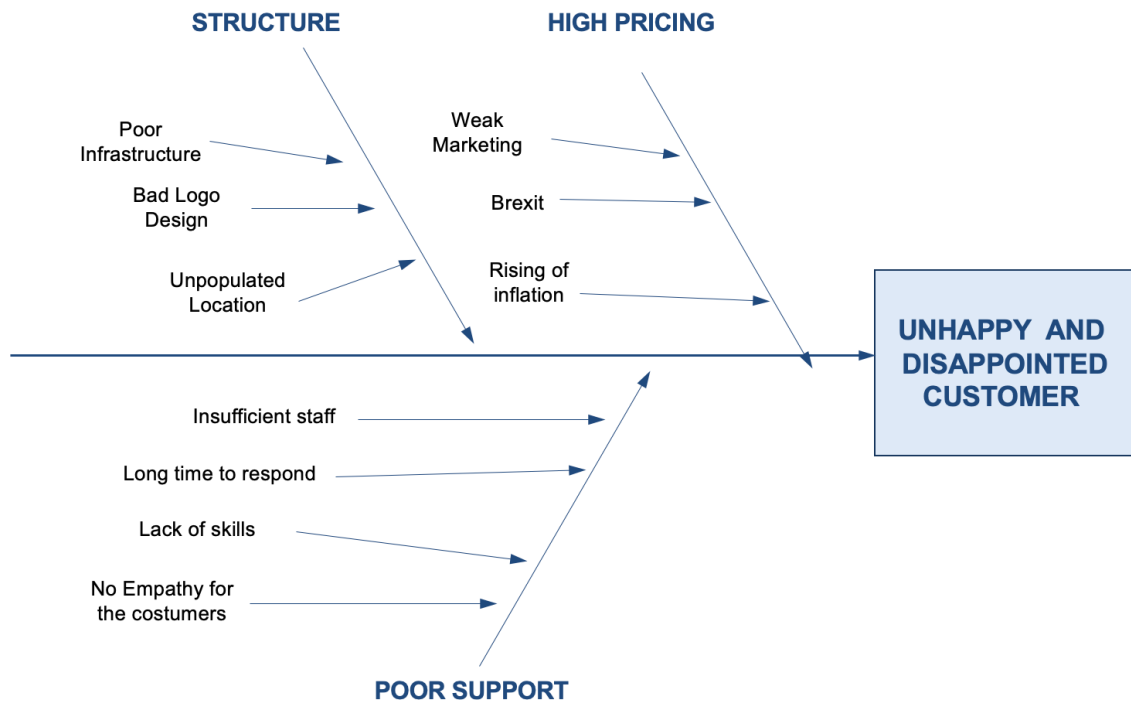
Offer an apology without blame and customers will off back when they perceive the true regrets by simply express regrets to the customer and avoid placing the blame on any other people or departments. Join forces with the client to solve the issue and try to find trained person for with the customers.

2.1 ROOT CAUSE ANALYSIS (RCA)

" The Fishbone diagram is a process of breaking down the known truths that provide an orderly way of observing result and the reason that accounts for those effects. Because of the intention of the Fishbone diagram, it may be delegated as a cause-and-effect diagram by Watson in 2004." (Shinde et al.,2018)

"Fishbone diagram (also known as Ishikawa diagram) was created with the goal of identifying and grouping the causes which generate a quality problem. Gradually, the method has been used also to group in categories the causes of other types of problems which an organization confronts with." (Ilie et al., 2010)

CAUSES OF UNHAPPY AND DISAPPOINTED CUSTOMER



2.2 APPLYNING SITUATIONAL ANALYSIS MODELS

“The analytic strategy called SWOT (strengths, weaknesses, opportunities, and threats) allows an organisation the opportunity to match its resources an ability to the environment in which it operates. SWOT is a tool that assists with decision-making and strategizing in a variety of areas within the field.” (Leong and Leach, M.M.,2007).

SWOT Analysis

Strengths	Weaknesses
Loyalty.	Lack of training.
Empathy.	Lack of employees.
Good communicators.	Price increase.
Good listeners.	

Opportunities	Threats
Capital increase.	Loss of customers.
Store expansion.	Loss of profit.
New customers	Closure of activity.

“A PESTLE analysis studies the key external factors (Political, Economic, Sociological, Technological, Legal and Environmental) that influence an organisation. It can be used in a range of different scenarios, and can guide people professionals and senior managers in strategic decision-making.”(CID website., 2021)

Political

Brexit is the main cause of inflation for the export and import products because of the political changes and taxes.

Economic

Pandemic period is reflected on the household budget.

Social

Requests of home delivery service is rise till pandemic.

Technological

Use of technology help to communicate with costumers, feedback and to do delivery service more effective.

Legal

Customers protection and legislation.(Citizens Advice)

Environmental

Macknade Ltd. is promoting ecological products being focus on sustainability.

3.0 RANGE OF ALTERNATIVE SOLUTIONS

After analysing the problem has highlighted the high prices because of inflation, poor support date of insufficient skilled staff. Us a SWOT and PESTLE to do the analyse has come some suggestions.

- 1.Training a good representative for customer's service.
2. Offering 5% off any product to the loyal client, then can have new product before the general public has access.
3. Employing more skilled staff.

3.1 EVALUATION OF ALTERNATIVE SOLUTION

Matrix Analysis for the alternative solution.

SOLUTIONS	BUDGET 4		PROFIT 5		RESULTS
Training staff	10	40	8	40	80
Loyalty offers	8	32	8	40	72
Employing skilled staff	6	24	7	35	59

"Matrix analysis is a task analysis method that can be used to identify and depict relationships between and among concepts. The result of matrix analysis is identification of all the possible paired relationships among the concepts being taught. These relationships can help to determine the appropriate sequencing in instruction, which affects developing the instructional material."(Kozmenco,Kaye.,2019)

4.0 IMPLEMENTING THE SOLUTION

"Created by Jeff Hiatt, founder of [Prosci](#), the ADKAR change model has been proven to help individuals understand and accept change so companies can successfully innovate and become more efficient."(lucidchart; online source.,n.d).

Training a good representative for customers service will help the business to deal with the needs of customers. Building a sturdy customer's service team training to develop skills like sympathy and patience to win them trust, and be professionally, to have strong communication skills by showing them knowledge for understanding their issues, creating a connection throw social media to hear their feedback.

Awareness	Implementing a new method after evaluation.
Desire	Let now customers about changes.
Knowledge	Prove the right training.
Ability	Adequate training.
Reinforcement	Feedback from customers after changes. Positive one.

4.1 COMMUNICATION PLAN WITH STAKEHOLDERS

Highlighting the necessity of change on the board directors meeting with the proposal and being admitted the management and employees get update.

Stakeholder list:

Part time employees, - internal

Full time employees, -internal

Customers, -internal

Customers service team,- internal

Management team, -internal

Cleaning staff service, -internal

Suppliers, -internal

Investors,- internals

Shareholders,- external

Local council,- external

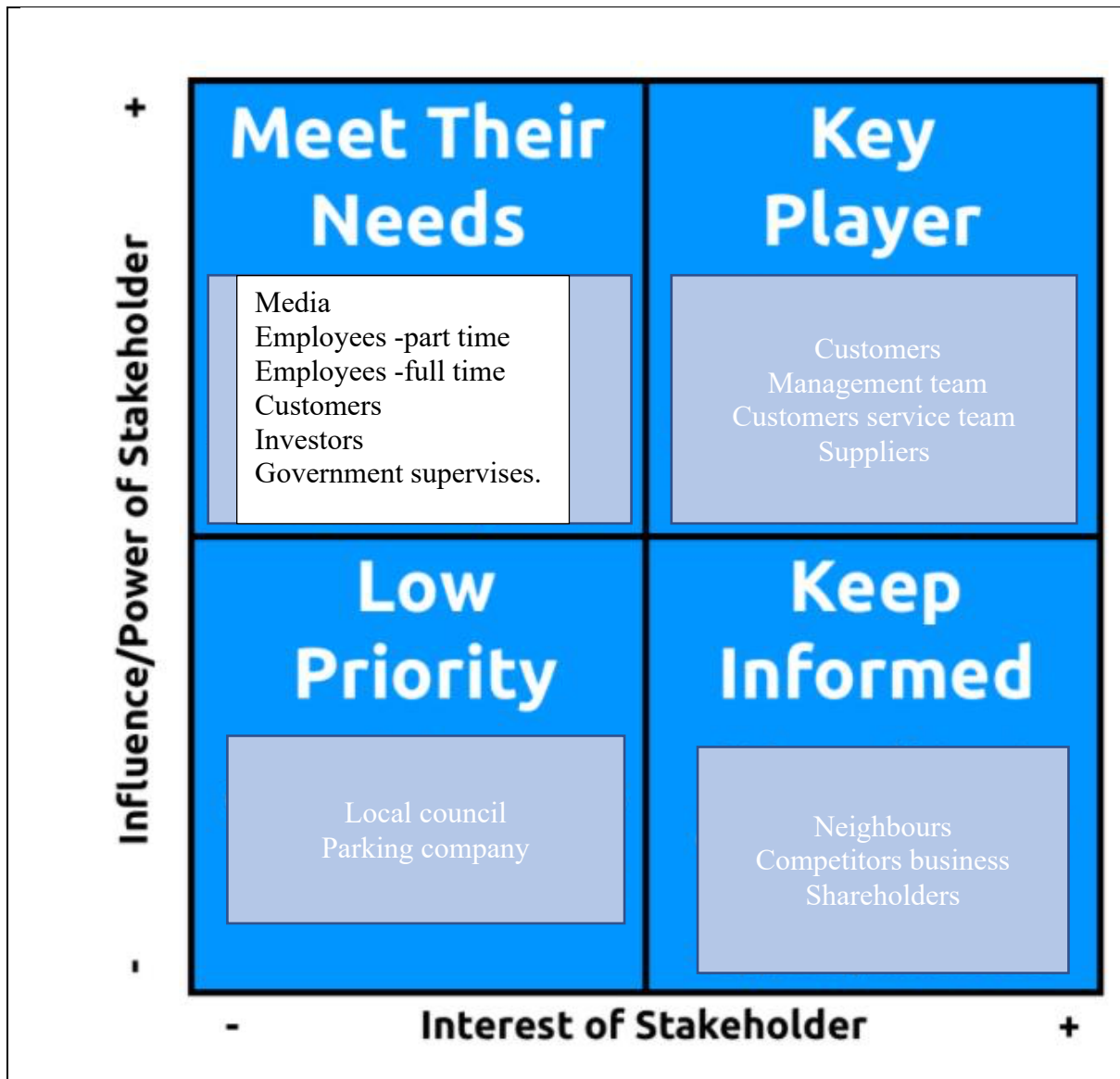
Media, - external

Competitors business,- external

Neighbours,- external

Government supervises authority, -external.

Parking company external.



“Stakeholder Analysis is the first step in Stakeholder Management, an important process that successful people use to win support from others.

Managing stakeholders can help you, too, to ensure that your projects succeed where others might fail.”(mindtools website,. n.d.)

STAKEHOLDERS COMMUNICATION PLAN

Stakeholders	Power/Interest	Key Interest/Issues	Communication vehicle	Frequency	
Customers service team	High/high	Communicate with client	Mail website	weekly	
Customers	High/high	Unhappy clients are a huge lost	Mail Phone website	1 month	
Employees F.T	Low/high	Skills improvement	mail	daily	
Employees P.T	Low/high	Skills improvement	mail	weekly	
Suppliers	High/high	Provisioner	Mail	weekly	
Media	Low /high	Image	Mail	Rarely	
Investors	Low/high	Profit	Mail	Update	
Government supervises.	Low/high	Food and regulation	Mail	Occasionally	
Local council	Low/low	Facility	Mail	Rarely	
Parking company	Low/low	Facility	Mail	Rarely	
Management team	High/high	Purposes and objects	Meetings, mails phones, face to face	Daily	
Neighbours	Low/high	Annoyance	Mail	Monthly	
Competitors business	Low/high	Competition	Mail	Monthly	
Shareholders	Low/high	Profit	Board meeting	6 month	

“Stakeholder analysis: identifying your stakeholders as early as possible in the project and across the various phases of the project lifecycle and gathering information about their interest and influence on the project, and communications preferences. Communications planning: developing, sharing, and maintaining a stakeholder engagement strategy and communications plan throughout the project lifecycle. Updating plans: seeking stakeholder feedback about the value of communications and adapting your plans to reflect stakeholder changes, feedback, and project progress.”(APM, .n.d.)

5.0 MONITORING AND REVIEW TECHNIQUES

solutions	Month 1	Month2	Month3	Month4	Month5
Training staff					
Loyalty offers					
Employing skilled staff					

milestone



start at month 1,

stop at month 5.

To give a good training at the existing staff needs at least minimum 3 month.

Will be implementing loyalty discount 5% for one month at year additional at other offers.

Estimation for employing new personal with right skills is a minimum 4 month.

6.0 CONCLUSION

For identify and solve the problem at Macknade Ltd Shop Farm use of Fishbourne diagram, SWOT, PESTLE, MATRIX interest grid, PMI analysis, ADAKAR GAP model, Stakeholder plan, Grant chart which hope fully will increase the business income, quality of services.

To archive client happiness, business, must go above and beyond. Occasionally, this entails providing an additional good, service, or gift cards. Following up after attempting to settle the issues is essential and a crucial last step, thus it must be done.

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APPENDIX

[illegible]

* Covid Rules

Economic - dept - country suffers from financial crisis

Social - Difference between people

Technological - Lack of equipment -

Legal - concentration - inappropriate behaviour from students, tutors, etc.

Environmental - too small classroom - no windows
London is highly polluted

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Maxine Graham

Gracia Kayindo

Marilena Mihai

Role Play

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(219205)**

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Consultant: Good Morning Mrs Mihai, I am glad you could join me on our meeting regarding staff support and consultation. I have called you here today so we could talk about certain issues that you reported about.

Employee: Good morning, it is a pleasure to be here and finally discuss about these issues.