

Student name:	CRISTA GRIGORE	Student ID number:	2118246
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Assignment Title:	Problem Solving and Decision making	Word count for the report(or equivalent):	Task 1 - 3 to 5 minutes per person Task 2 – 2000 ± 10%

Executive Summary

The study has effectively dealt with a number of issues relevant to the formulation of a solution through the implementation of different processes. the report has essentially provided the methods through which the overall problems of the company can be effectively resolved. Further, the study has also utilised different frameworks such as the PESTLE to effectively understand the effect of the macroeconomic factors and their impact on the overall business functioning. In the later part of the study, a plan of implementation has also been provided and the metrics that would help the company in assessing the effectiveness of the solutions that have been implemented in the company.

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Task 1

Introduction

The profitability can be measured by identifying the profit of the organisation and relating it to the company's expenses (Zhichkin *et al.*, 2020). Declining profitability is commonly known as low profitability which can occur due to operating the business by using inefficient business operations. Sometimes the organisation cannot manage the business process which impacts them by increasing the operating cost which leads to inadequate revenue. This assignment will discuss the nature and impact of this issue on the retail organisation, T M Lewin. Then a PESTLE analysis will be done to identify how the macro-environmental factors are affecting the problem. At last, some solutions will be provided and the most appropriate solution will be identified among the different solutions.

A research-informed discussion on the nature and impact of the complex problem on employees and their organisations.

The impact of the Covid19 pandemic on the retail business sector cannot be ignored as most retail brands are still now dealing with this specific problem. During the pandemic, major retailers collapsed as they had to maintain the rules and regulations stated by the state government (Forsythe *et al.*, 2020). The restrictions of the lockdown period not only affected their sales but due to the social distancing and other precautions, the stored items in the warehouse were also wasted. In the post-pandemic time, retailers are dealing with a new issue related to transportation. All the states and countries restricted the people who wanted to enter from outside of the state. It majorly affects the process of supply chain management, the issues related to the supply chain cannot allow the retailers to operate their business efficiently (Gawankar *et al.*, 2020). In the long-term process, it affects the whole structure of the retail business organisation which further leads to a decrease in the business profit. It became very challenging for retailers who are completely dependent on the offline business model. All the retailers who were running the physical stores provided service to the customers affected most during the global pandemic. According to the task description, more than a thousand retail firms went bust in the last year.

T M Lewin was founded in 1898 and further bought by a US-owned company named Torque Brands. This time they were facing the same problem related to the administration process for the second time. As per the case scenario, this company makes formal shirts and operates its current business with around 50 employees. Before the pandemic situation, this organisation operates their business worldwide with the help of more than 150 physical stores. Rising inflation was the main concern for both the retailers and the customers as it rises the cost for the product which also leads to the process rise of any specific product. Due to Covid 19, the purchasing behaviour of the customers and their responses towards the business organisation was also negative. The cost of living was affected by the lockdown restriction. After the Covid 19 situation, all the companies are provided access to their employees to work from home (Rose and Brown, 2021). The need and requirements for formal shirts drastically fall. Not only this, most of the cultural functions in which an individual needs to wear a formal shirt are restricted by the government to fight against the pandemic.

It becomes a major issue for the organisation to make a profit from the business process with which they are working currently for the development of the processes related to the business. With the help of restructuring the business process, this British brand copes some of the issues. But to deal with all the financial problems, the organisation needs some assistance from a professional business consultant.

A PESTLE analysis of the macro-environmental factors contributing to the complex problem.

Identifying the effect of different macro-environmental factors on the business becomes very important for the consultant. Without the proper analysis of the factors, the appropriate business development strategies cannot be implemented. PESTLE analysis is one of the most useful tools which helps managers and consultants to identify the contribution of different factors.

Political: The upper index of the political stability of the UK is 0.54 in the year 2021, whereas the average value calculated based on all the countries worldwide is -0.07. thus, it can be identified that the UK is politically stable (The global economy, 2022). Doing business in a politically stable country can help the retailer to do business more efficiently.

Economical: The housing and household services contribute most to the annual CPIH inflation rate of the UK in August 2022. The rate of inflation rose by around 0.5% which affects the purchasing behaviour of consumers (ons.gov.uk, 2022). Individual product price rises due to increases in the cost of making each product. The continuously increasing inflation rate can affect doing retail business in the UK market.

Social: From the total population of the UK, more than 63% of people are in the age group between 15-64 (Statista, 2022). Thus, targeting the people who come under this group will help the organisation to make more business profit.

Technological: The UK is very developed with their modern technologies which can help retail organisations by providing more access to equipped with modern technologies which can help them to grow further. Automation in supply chain management in business operations can help them to boost their performance and to satisfy more consumers.

Legal: For the retailer, the most important factor is to satisfy all the consumers of the brand by providing better quality to them. The Consumer Right Act 2015 can allow people in the UK to raise their voices against business organisations if they are facing any issues with the company (legislation.gov.uk, 2022). This act assists the companies to maintain their quality related to both service and products.

Environmental: Every organisation needs to think of more sustainable ways which will help both the business and the environment to be healthier. As a retailer, the Torque brand also needs to restructure its business for its sustainability. The UK government also emphasises the vision of protecting the environment and all natural resources which can help them in the growth of employment and the economy (Boyd *et al.*, 2018). Thus, setting long-term goals becomes easier for any retail business organisation.

A research-informed cause-and-effect analysis, using a Fishbone Diagram, of the complex problem.

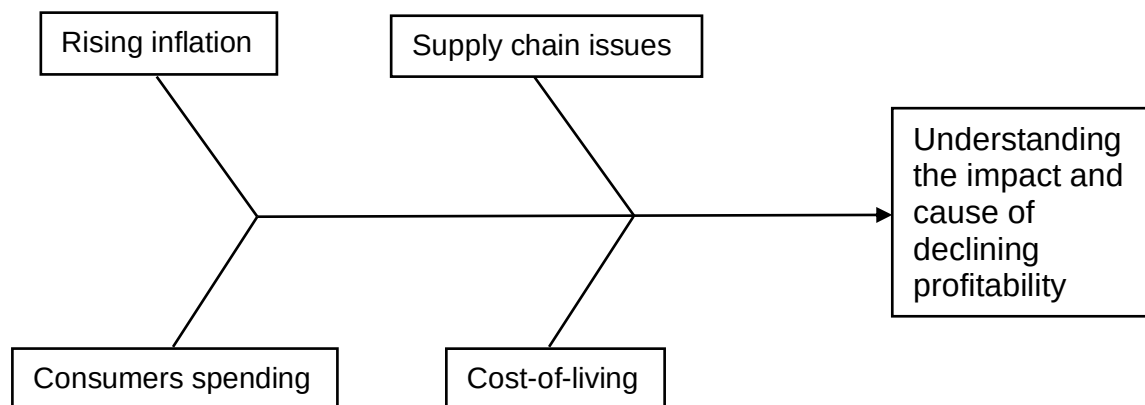


Figure 1: Fishbone Diagram

(Source: Created by the learner)

As a consultant, the aim is to provide the most appropriate solution for Torque Brands which will help the organisation to overcome all the issues which the company faced after the lockdown period. The pandemic affects various factors which can further impact the development process of any retail business. The rising inflation increases the price of raw materials as the supply chain is disrupted due to the regulations of covid 19 pandemic (Tusher, 2022). This affects both the retailers and their customers as increasing in product price is directly proportional to the cost of making individual products. Covid 19 pandemic is not only affected the health of individuals, but it also affects all the financial aspects of the people struggling with the situation. The customers restricted themselves from spending more on items they are not required for daily living. As Torque makes formal shirts for their consumers, the lack of requirements in formalwear lowers their sales which impacts the overall business profitability. The supply chain management system is also disrupted, due to which providing service to more customers becomes very difficult for this specific brand.

The cost of living is used to identify how much an individual spends compare to other places. Also, the cost of living in the UK increases as an effect of the global pandemic. Because of this reason, the sales of the company fall which further impacts the business profitability.

An evaluation of alternative solutions to the problem to choose the most appropriate solution among these alternatives.

- Dealing with the negative impact of the inflation rate is a very big challenge for any retail business organization. Due to the higher inflation rate every business operation cost increases which becomes huge in the process of final budget calculation (Hang

et al., 2020). The organization should have to increase the product price by a very low margin despite increasing the product price at once. This also helps to gain more trust of the consumers which leads to more business opportunities. There will not be any problem for the customers to pay for this small amount extra and the company can make more profit out of it by selling more products in the market.

- The issues related to supply chain malmanagement can be mitigated by the proper implementation of automated technology in the business process. Also, the company should have to manage more local suppliers to ensure the business process and the growth of the organization.
- The company need to implement new marketing strategies which can help them to attract more consumers. Thus, selling more products help the organization to increase profitability.

Conclusion

From the presentation, it can be concluded that the companies are facing declining profitability which can be easily mitigated by the proper implementation of strategies which can be assisted by a professional consultant. The main problem faced by the Torque Brand is related to rising inflation. The fishbone diagram helps the consultant to identify all the major issues related to the organisation which leads them to provide a better solution for the issues. Gaining the trust of the customers can mitigate most of the issues related to declining profitability.

Task 2

Introduction

Decision-making is the method through which the right type of choice is selected among two or more alternatives to undertaking a course of action which will aid in the process of achieving a predetermined goal and objective (Zhu *et al.*, 2020). It is very significant in the overall process of the business organisation as it helps the business in making the right type of choices to effectively meet the business goals. The report will be discussing the impacts of the covid 19 pandemic on the operations of a company that sells no essential items. Torque Brands is a clothing brand that was founded by TM Lewin in the year 1898 (Asper the Case study).

A research-informed discussion on the nature and impact of the complex problem on employees and their organisations.

Due to the occurrence of the covid 19 pandemic, there have been a number of harmful impacts have been observed in the course of the operation of the business. This is due to the fact that sudden restriction of the working population reduced the sales of formal clothing as well as tailored suits(As per the case study). Further, the companies engaged in the way of selling no essential items in the market effectively faced the significant brunt of the covid 19 pandemic. It also affected the supply chain of the organisation as a significant lockdown was in place. Further, the rising inflation rates have also impacted the organisation as well as the employees.

It can be said that the employees of the company were the worst affected as they have faced significant hardships during the time of the covid as well as bearing the shock that has been associated with the rising inflation rates in the general course of the operation after the reduction in the outbreak of the covid 19 virus. The organisation also endured the impacts of the cost-of-living squeeze impacting the overall process of operation (Limb, 2022). The organisation also had to endure declining levels of profit as the sale and revenue was reduced triggered by the rise in inflation rates and a significant change in consumer buying behaviour. Further, the increase in the inflation rates also cut down on the real disposable income of the consumers and the purchasing power that they had in general.

A PESTLE analysis of the macro-environmental factors contributing to the complex problem.

Political: The corruption index in the UK shows a score that is equal to 78 (Statista, 2022). It has seen an increase in value since the 2021 form 77. This is generally not beneficial for businesses as the cost o the raw materials in the business cost more. TM Lewin also will face significant impacts as this will effectively increase the factor costs and further reduce the revenue of the company.

Economic: the inflation rate in the UK is at 13.2% in September 2022 (ONS, 2022). There has been a substantial rise in the overall inflation rates in the country in the past months following the covid pandemic. This has affected significantly the way in which business organisation function in the normal course of operation as the cost of the supplies have increased and profitability has taken a hit. TM Lewin has also been immensely affected by the high inflation rates as it has had to change its own as it was not able to cope with the pressures.

Social: The majority of the age distribution in the UK falls in the category of 15 to 64 years old. The percentage of people falling in the specific category is 63.53 in the year 2021 (Statista, 2022). This helps businesses as it allows them to effectively help in the process of increasing

revenue and enjoying a higher market share. TM Lewin has also been aided in the process of operations in the business. This is due to the fact that the company effectively targets this specific market of consumers.

Technological: The size of the automation market in the region of the UK is 7.93 billion dollars (Statista, 2022). This is very beneficial for companies in the UK. TM Lewin also benefits from the key improvements in the automation industry as the benefits can be observed in the higher revenue and reduced indirect costs that are present in the organisation.

Legal: The consumer Rights Act 2015 govern the rights of customers in the region of the UK (legislation, 2022). This affects the way that the business offers the different products and services of the company in the process of operations. TM Lewin also needs to effectively implement strategies that are in line with consumer rights as well in the future.

Environment: The UK Environment Act is the legislation that governs the protection of the environment of the UK (legislation, 2021). Businesses need to follow the regulations so that it becomes more sustainable. TM Lewin also needs to follow these legislations to be sustainable in the future.

A research-informed cause-and-effect analysis, using a Fishbone Diagram, of the complex problem

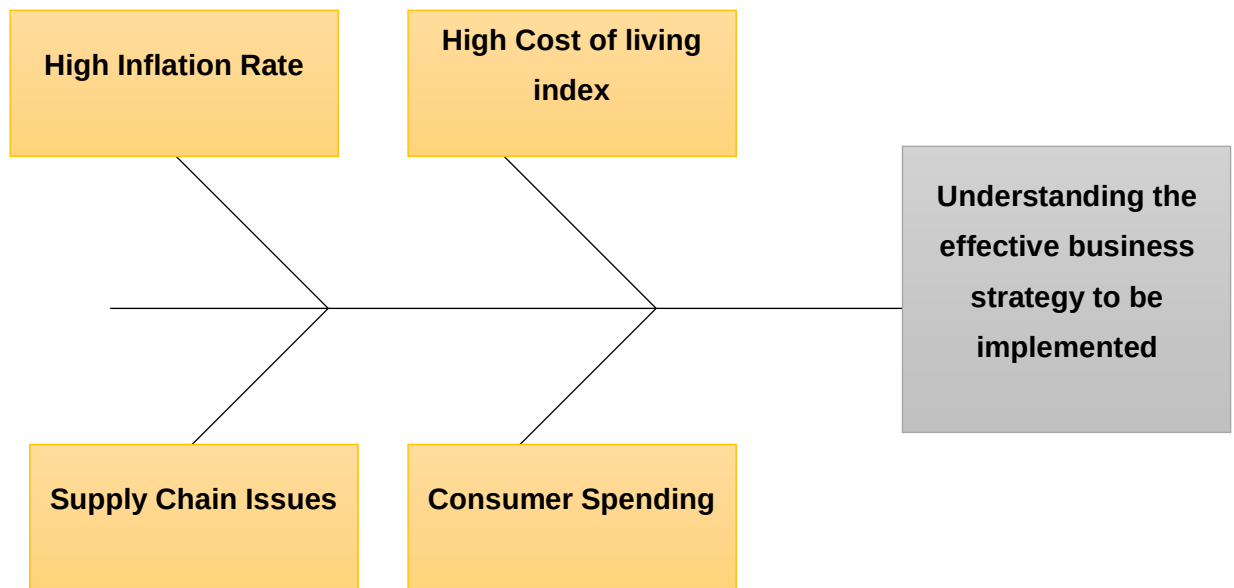


Figure 1: Fishbone Diagram
(Source: Created by the learner)

One of the most significant solutions to the problems of the company is the implementation of innovative digital marketing strategies in the course of improving the overall process of the business functioning. Additionally, the company also needs to effectively improve the supply chain through the implementation of customer segmentation on the basis of supply chain management effectively. The company can also look to shift its mode of operation to online as it requires a lesser amount of capital investment and working capital requirements as well. Thus, through the implementation of these solutions in the process of handling problematic issues, the company can perform better.

An evaluation of alternative solutions to the problem with an aim of choosing the most appropriate solution among these alternatives

Apart from the solutions that have been ascertained through the fishbone diagram, there are a number of alternative ways which can be used to effectively implement the processes of the company so that the problematic issues can be better handled in the course of operation. One of the solutions that can be implemented in the course of operation is making the **spending visibility** in the course of operation (Meyer *et al.*,2022). This helps the business in understanding the areas in which the company has been making different spending. Further, the company also needs to effectively understand the course's important and non-important areas of the business functioning.

The company TM Lewin can also aim to sell products that have a **high-profit margin** as it helps to cater the products to the consumers in a better way and also help in managing the processes that are displaying declining trends due to inflation.

Plan Implementation

The implementation of the processes that are best suitable for the company is the targeting of high-profit margin products such as regular clothing or semi-formal wear which can be utilised in situations other than formal and office environments. Additionally, the company can also work on the application of customer targeting methods which are aligned with the supply chain of the organisation. This can effectively resolve the issues that are present in the company with regard to the issues that it has been facing after the covid 19 pandemic. Thus, the problems that have happened specifically due to the rising rate of inflation, supply chain issue and the rising levels of the cost of living can be effectively resolved through the process of the

Success indicators

There are a number of success indicators in the process of implementing a business decision in the business company of TM Lewin. Some of the effective metrics through which the effectiveness of the overall business organisation can be understood effectively. One of the primary metrics to understand the effectiveness of business decisions is that it has a decisive

impact on the functioning of the company. Secondly, the decision can help the company in the process of identifying different goals. Further, the company also needs to understand that the business decision needs to be in a way that the objectives of the company can be effectively reached in the process of functioning. It also needs to be understood that the company's decision also helps the company in the process of providing growth and development opportunities in the course of achieving the business objectives. The decision that has been implemented in the company also needs to aid the business organisation in clearly outlining the processes and the strategies that need to be implemented in the company to effectively aid in the process of operation.

Conclusion

Through the process of completing this report, the solution to the problems of the company of TM Lewin has been effectively analysed. Further, the study has utilised the different types of diagrams to effectively analyse the overall process of solutions that need to be implemented by the business organisation. Additionally, the report will also effectively analyse the company's performance based on the different frameworks particularly using the PESTLE. In the latter part the implementation of the solutions has been discussed and the metrics which indicate the overall success of the solution can be effectively understood. In all the study has clearly highlighted the factors and the processes that are involved in the process of implementing a proper business decision to alleviate the problems in the company.

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Appendix: PPT

Student name:		Student ID number:	
Programme:	Certificate of Higher Education in Skills for the Workplace		
Module:	Problem Solving and Decision Making		
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Introduction

- Declining profitability is commonly known as low profitability which can occur due to operating the business by using inefficient business operations.
- This assignment will discuss the nature and impact of this issue on the retail organisation, T M Lewin.

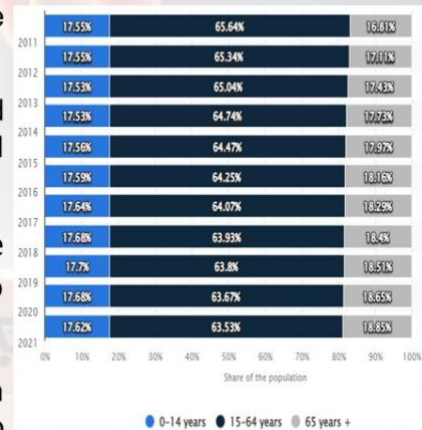


A research-informed discussion on the nature and impact of the complex problem on employees and their organisations.

- The impact of the Covid19 pandemic on the retail business sector cannot be ignored as most retail brands are still now dealing with this specific problem.
- T M Lewin was founded in 1898 and further bought by a US-owned company named Torque Brands.
- It becomes a major issue for the organisation to make a profit from the business process with which they are working currently for the development of the processes related to the business.

A PESTLE analysis of the macro-environmental factors contributing to the complex problem.

- **Political:** Doing business in a politically stable country can help the retailer to do business more efficiently.
- **Economical:** The housing and household services contribute most to the annual CPIH inflation rate of the UK in August 2022.
- **Social:** Thus, targeting the people who come under this group will help the organisation to make more business profit.
- **Technological:** Automation in supply chain management in business operations can help them to boost their performance and to satisfy more consumers.

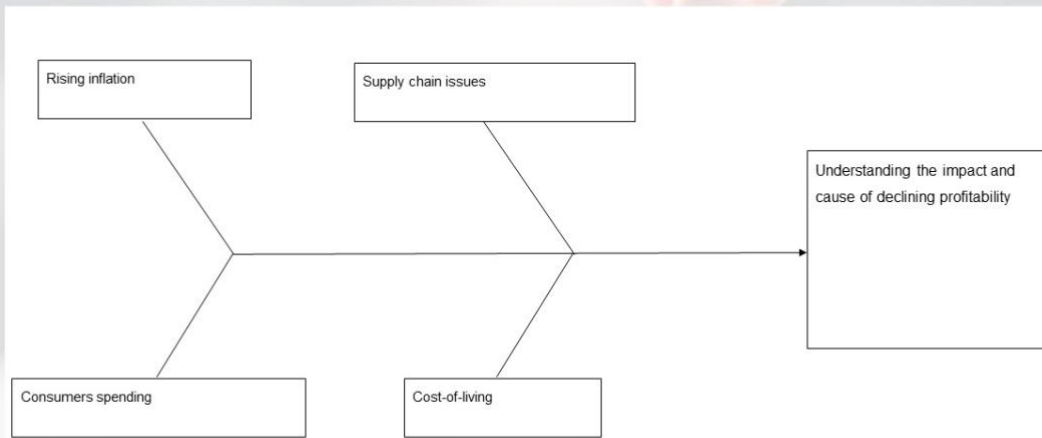


A PESTLE analysis of the macro-environmental factors contributing to the complex problem.

- **Legal:** For the retailer, the most important factor is to satisfy all the consumers of the brand by providing better quality to them.
- **Environmental:** As a retailer, the Torque brand also needs to restructure its business for its sustainability.



A research-informed cause-and-effect analysis, using a Fishbone Diagram, of the complex problem.



A research-informed cause-and-effect analysis, using a Fishbone Diagram, of the complex problem.

- As a consultant, the aim is to provide the most appropriate solution for Torque Brands which will help the organisation to overcome all the issues which the company faced after the lockdown period.
- Covid 19 pandemic is not only affected the health of individuals, but it also affects all the financial aspects of the people struggling with the situation.
- The supply chain management system is also disrupted, due to which providing service to more customers becomes very difficult for this specific brand.
- The cost of living in the UK increases as an effect of the global pandemic.

An evaluation of alternative solutions to the problem to choose the most appropriate solution among these alternatives.

- The organization should have to increase the product price by a very low margin despite increasing the product price at once.
- The issues related to supply chain malmanagement can be mitigated by the proper implementation of automated technology in the business process.
- The company need to implement new marketing strategies which can help them to attract more consumers.



Conclusion

- The main problem faced by the Torque Brand is related to rising inflation.
- The fishbone diagram helps the consultant to identify all the major issues related to the organisation which leads them to provide a better solution for the issues.
- Gaining the trust of the customers can mitigate most of the issues related to declining profitability



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