



University of Wales Trinity Saint David

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London Campus

Module Title:	Problem Solving and Decision Making
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Module Code:	LCLM 4004
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Assessment:	Component 2 Report – Basil's Bakery
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Overview of Case-study

Operating from a Coventry retail park, Basil's Bakery is an independent craft food business serving residents and employees from nearby shops, offices and warehouses. Its range focuses on naturally produced loaves, sweet baked goods and pastries. However, turnover has not recovered to pre-pandemic performance, remaining roughly one quarter below the figure recorded in 2019. Reduced activity across the retail park, vacant units, flexible homeworking arrangements and increasing production expenses have weakened demand. At the same time, the bakery's limited digital services, absence of home delivery and inconsistent advance-ordering process make purchasing less accessible. Consequently, declining revenue is linked to changing customer behaviour and operational shortcomings.

Two Proposed Solutions

Solution A: Digital Ordering and Click-and-Collect Service

Basil's Bakery could implement a straightforward digital ordering service through its own website or an affordable online platform. Customers could submit orders beforehand, choose a suitable collection slot, and complete payment online. This approach would shorten queues and reduce the pressure of managing telephone orders while Basil is preparing baked goods. It would also provide greater convenience for office staff, nearby workers, and other time-conscious customers. In addition, the system could improve order accuracy, streamline operations, and collect useful customer information for future marketing activities. Slack and Brandon-Jones (2023) support operational efficiency, while Kotler, Keller and Chernev (2022) emphasise convenience and digital channels.

Solution B: Local Delivery Partnership

The bakery could collaborate with an established delivery platform or a local independent courier rather than hiring its own driver. This approach would help retain customers who previously worked in the retail park, as well as those now working from home. Outsourcing delivery would allow Basil to remain at the bakery and concentrate on production. It could also widen the business's market reach and generate additional revenue beyond the retail park. However, delivery charges, platform commissions, and product quality during transit would require careful management. Burns (2022), Kotler, Keller and Chernev (2022), and Slack and Brandon-Jones (2023) support these strategic considerations.

Evaluation Results and Justifications

PMI Evaluation

The findings from the PMI analysis suggest that an online ordering system combined with a click-and-collect service represents the most suitable strategy for Basil's Bakery. In line with Adair's (2022) structured decision-making framework, both alternatives were assessed against specific factors, such as customer convenience, financial requirements, operational practicality and the degree of control retained by the business. Convenience and feasibility were prioritised

because they address the bakery's existing problems, particularly customer waiting times and the difficulty of managing telephone requests during production. According to Spetzler, Winter and Meyer (2016), effective decisions depend on reliable information, appropriate alternatives and a careful evaluation of potential outcomes. While external delivery could attract customers from a wider area, commissions, transportation costs and reduced control over product quality could negatively affect profit margins. Digital pre-ordering, however, could improve workflow and reduce operational pressure. As supported by Slack and Brandon-Jones (2023), this option offers greater efficiency, feasibility and managerial control.

Risk Analysis of the Preferred Solution

Appendix 3 outlines the principal risks linked to introducing the digital ordering and click-and-collect system at Basil's Bakery. The main concerns relate to implementation expenditure, system reliability and the ability of the business to integrate the service into its existing routines. These issues are particularly important because the bakery operates with limited financial and staffing resources and relies heavily on Basil's direct involvement. Adair (2022) argues that potential outcomes should be considered carefully before a decision is put into practice. In addition, Spetzler, Winter and Meyer (2016) emphasise that sound decisions depend on weighing uncertainty against expected benefits and value creation. From an operational perspective, these risks can be controlled through realistic capacity planning, appropriate staff preparation, clear workflow procedures and a phased introduction of the service, consistent with Slack and Brandon-Jones (2023). Overall, the proposal remains feasible because the identified risks can be reduced through suitable controls and regular performance review processes.

Results and Feasibility

The risk assessment suggests that the proposed digital ordering and click-and-collect system could be successfully introduced through a gradual implementation process. Adair (2022) argues that decision-makers should evaluate potential outcomes and risks before selecting a course of action. The main concerns for Basil's Bakery involve financial costs, system reliability and possible interruptions to current operations. However, these risks could be controlled by choosing an affordable platform, providing basic training, limiting initial order capacity and

conducting a short trial. Spetzler, Winter and Meyer (2016) emphasise the importance of balancing risks with expected benefits and value creation. Similarly, Slack and Brandon-Jones (2023) highlight capacity management, workflow coordination and operational control. Overall, a phased introduction would make the proposal practical, manageable and financially realistic for the bakery.

Justification for the Implementation Plan

The implementation plan presented in *Appendix 4* follows a structured sequence in which each stage supports the next, helping to minimise potential disruption to the bakery's operations. The process begins with the selection of an appropriate digital ordering platform, as factors such as cost, reliability and functionality will influence subsequent activities. System configuration and testing are completed before launch to identify potential issues involving pricing, payment processing and collection arrangements. Staff training is then provided to ensure employees are prepared to manage the system effectively before customers begin using it. Basil retains responsibility for budgeting, staffing and final decisions because he has the most detailed understanding of the bakery's operational capacity and resource constraints. The technology provider manages the technical setup and ongoing support, as these activities require specialist expertise. A four-week pilot helps limit financial exposure while allowing customer demand, order accuracy and waiting times to be assessed before full implementation. Slack and Brandon-Jones (2023) emphasise the importance of capacity planning, workflow coordination and operational control, while Daft (2022) highlights the value of clearly defined responsibilities and structured implementation. Therefore, the responsibilities and timings outlined in *Appendix 4* support a controlled introduction of the service and provide Basil with evidence to determine whether it should be continued, adjusted or expanded.

Justifications for the KPI and SMART Objectives

KPI and SMART Objectives

The selected KPI measures the proportion of total weekly sales obtained through the online ordering and click-and-collect channel. This measure provides a

clear indication of customer engagement with the new service and its contribution to the bakery's revenue (Parmenter, 2020). The SMART targets include introducing the platform by Week 4, ensuring that digital orders represent at least 15% of weekly transactions by the end of the four-week trial, decreasing average waiting times by 20%, and maintaining a minimum order accuracy rate of 95%. These targets are clearly defined, quantifiable and linked to a specific timeframe. They are also achievable for a small bakery operating with restricted financial and operational resources (Doran, 1981; Slack and Brandon-Jones, 2023).

Monitoring and Evaluation

The KPI should be assessed on a weekly basis by calculating the proportion of digital sales in relation to the bakery's overall sales. This comparison will indicate the level of customer acceptance and determine whether the new service is supporting revenue improvement. Order data can also be examined to monitor accuracy, while customer waiting times should be measured during selected peak periods both before and after implementation. In addition, feedback may be gathered through a brief online or in-store questionnaire. Once the pilot is completed, Basil can evaluate the results against the established SMART objectives and identify any operational weaknesses. Continuous monitoring will provide reliable evidence to support decisions regarding whether the service should be maintained, adjusted or expanded (Parmenter, 2020; Slack and Brandon-Jones, 2023).

Key Findings

- Basil's Bakery continues to operate with sales around 25% lower than in 2019. This decline is linked to reduced customer traffic in the retail park, the growth of hybrid working and limitations within the current service process.
- A digital ordering system combined with click-and-collect represents the most suitable solution, as it increases customer convenience while enabling Basil to remain at the bakery.
- The PMI assessment indicates that this option offers greater operational control and involves less financial exposure than using an external delivery service.

- The principal risks relate to implementation costs, system reliability and potential workflow disruption. However, staff training, platform testing and a controlled pilot could minimise these issues.

- Weekly digital sales, customer waiting times and order accuracy should be reviewed to assess performance improvements and future growth potential.

References

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Appendices

PMI Evaluation Table – Solution A: Digital Ordering and Click-and-Collect

Plus	Score	Minus	Score	Interesting	Score
Reduces waiting times	+5	Initial technology cost	-2	Could collect customer data	+2
Allows advance ordering	+5	Staff require basic training	-1	Could support loyalty promotions	+2
Improves order accuracy	+4	Some customers may prefer telephone orders	-1	May later integrate delivery	+3
Allows Basil to remain onsite	+5	System requires regular maintenance	-1	Could strengthen digital presence	+2
Total	+19	Total	-5	Total	+9

Adaptated from Bono (n.d.)

APPENDIX 1

PMI Evaluation Table – Solution B: Local Delivery Partnership

Plus	Score	Minus	Score	Interesting	Score
Reaches customers working from home	+5	Delivery commission reduces margins	-4	Could reach new geographical areas	+3
Reduces dependence on retail park footfall	+5	Less control over customer service	-3	May generate larger group orders	+2
No need to employ a driver	+3	Products may be damaged during delivery	-3	Could test demand before expansion	+2
Creates an additional sales channel	+4	Delivery fees may discourage customers	-3	Could support corporate lunch orders	+3
Total	+17	Total	-13	Total	+10

Adaptated from Bono (n.d)

APPENDIX 2

Risk Analysis Table – Solution A: Digital Ordering and Click-and-Collect

Risk	Likelihood	Impact	Mitigation
Initial system costs exceed the available budget	Medium	High	Compare low-cost platforms, establish a fixed budget and begin with essential functions only
Basil or employees struggle to use the platform	Medium	Medium	Provide basic training and written operating instructions
Technical failure interrupts customer orders	Low	High	Select a reliable provider and maintain a telephone or in-person backup process
Customers make limited use of digital ordering	Medium	Medium	Promote the service in-store, through social media and with an introductory offer
Collection orders disrupt bakery operations	Medium	Medium	Introduce collection time slots and set a daily order limit during the trial period

Source: Developed using principles from Adair (2022), Spetzler, Winter and Meyer (2016), and Slack and Brandon-Jones (2023).

APPENDIX 3

Implementation Plan – Digital Ordering and Click-and-Collect Service

Task	What	When	Who	Done
1	Compare suitable low-cost ordering platforms, confirm the budget and select a provider	Week 1	Basil and an external technology adviser	☐
2	Upload the product range, prices, collection slots and payment information, then test the system	Weeks 2–3	Technology provider and Basil	☐
3	Train employees, prepare written instructions and establish backup procedures for technical problems	Week 3	Basil and technology provider	☐
4	Launch a four-week pilot, promote the service and limit daily click-and-collect orders	Weeks 4–7	Basil and bakery employees	☐
5	Review sales, order accuracy, waiting times, customer feedback and operating difficulties	End of Week 7	Basil	☐
6	Correct identified problems and decide whether to continue, expand or modify the service	Week 8	Basil and technology provider	☐

Source: Developed using principles from Daft (2022) and Slack and Brandon-Jones (2023).

APPENDIX 4

KPI and SMART Objectives

SMART element	Objective
Specific	Introduce a digital ordering and click-and-collect service to improve customer convenience and reduce reliance on telephone pre-orders.
Measurable	Achieve at least 15% of weekly orders through the digital platform, reduce average waiting time by 20%, and maintain order accuracy at 95% or above.
Attainable	Begin with a four-week pilot, limited daily order volumes and staff training to ensure the bakery can manage the additional workload.
Relevant	The objectives directly address long waiting times, inefficient pre-ordering and reduced customer accessibility, which contribute to the bakery's sales problem.
Time-Bound	Launch the system by Week 4 and evaluate performance at the end of the four-week pilot in Week 7.

Source: Adapted from Doran (1981) and Parmenter (2020).

APPENDIX 5