

Module Title: Problem Solving and Decision Making

Module Code: LCLM 4004

Assessment: Component 2 Report – Basil's Bakery

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Task 1: Overview of Case-study

Basil's bakery has been established in 2015 and run smoothly until the pandemic. Post covid, the dynamic on the market changed, a lot of people continued to work from home, and Basil's bakery has been severely affected. The commercial centre where the Bakery is places is not that populated than used to be, a lot of shops have been closed and the employees made redundant. Currently Basil is the only employee that is handling the business. Basil's core skills are baking; there are no further trainings or qualifications like marketing or business management that could help the owner to adapt to the changes and new requirements. Basil doesn't do delivery, also there is no system in place to take orders. Basil struggle to adapt to the new market dynamic and resist the change.

Task 2: Two Proposed Solutions

1. Hiring competed/trained staff or training Basil in marketing and business administration
2. Changing the location or putting a delivery system in place

Basil is fully competent in baking, however, seems to lack a clear understanding of running a business or marketing knowledge to adapt to such a dynamic market. If Basil cannot afford to hire competed staff, he must train himself to get a better understanding of business needs and any adjustment that needs to be made to keep himself on top in a very competitive market.

On the other hand, changing the location to a high street or a more populated commercial space would help attract clients. Offering delivery services is essential as the main competition would most likely have already in place this facility. This would boost the sales and attract more customers.

PMI Evaluation

Solution A, training would help definitely, however Basil's is human an can clash over doing so many jobs alone regardless of its competence. Also, when he is away the bakery most likely will be shut as there is no staff to cover him.

Basil's training/improvement A

Plus	Minus	Interesting
Improves knowledge and skills	Training has a financial cost	Can improve Basil's confidence and motivation
Better understanding of the market	Basil's need time away from work to attend training	May increase customer loyalty in the long term
Increase customer satisfaction	Results may not be immediate	Innovation and adaptability
Improves the company's reputation	Refresher training may be required	Creates a culture of continuous learning
TOTAL:	TOTAL:	TOTAL:

Solution B is encouraging a new start in a more populated area and an online delivery system in place covers a second-person job. Also, the delivery is going to be made by external staff (ex uber driver) which is not taking away Basil's from his shop.

Changing the venue/delivery system B

Plus	Minus	Interesting
Populated area	Moving away from local customers	Brand new customers may have a positive impact
Customers can place order online	Delivery system cost	Delivery service can cover both old and new customers
External delivery staff	System maintenance is required	Can improve overall productivity and Basil can focus on baking
Speed up customer service	Technical failures may disrupt service	Can be integrated with ai or chatbots
TOTAL:	TOTAL:	TOTAL:

Task 3b) Evaluation Results and Justifications

The PMI analysis was used to compare two possible solutions to improve customer satisfaction: staff training and a knowledge base system. Staff training offers several advantages, including improving employees' knowledge, communication skills and confidence, which can lead to more accurate responses and higher customer satisfaction. However, a knowledge base system also has important benefits because it provides staff with quick access to accurate information and ensures consistent responses to customers. Nevertheless, implementing and maintaining it need training to use it effectively. Although both solutions have strengths and weaknesses, well-trained employees are more likely to answer customer queries correctly, reduce complaints and improve the organisation's reputation. Therefore, staff training is considered the most appropriate and sustainable solution for improving customer satisfaction.

Reference: (Harvard)

De Bono, E (1992). *Serious Creativity; Using the power of lateral Thinking to create New Ideas*. New York: Harper Business

Solution A- Staff Training and Business Skills development

- *Train Basil in digital marketing, customer service, financial management, and business planning.

- *Improve customer experience and business management skills.

Solution B- Digital Ordering and Marketing System

- *Introduce an online ordering and pre order system.

- *Create social media marketing pages.

After conducting the PMI analysis in my perspective Solution B would be more appropriate in Basil's case.

Task 4b) Justifications for the Implementation Plan

Implementation Plan

Name the problem you are solving: Basil's decline in sales

Name the solution you are implementing: Reallocation and delivery system

	What	HOW	WHEN	WHO	
1	Identify delivery platform	Review customer complaints, feedback and the rating	10 th August-17 th August 2026	Basil	
2	Identify new venue	Hand notice to the old venue and start the procedure for the new one	10 th August 2026 17 th August 2026	Basil	
3	Find new customers	Hire a freelancer or a marketing advisor to create campaigns/offers to attract new customers	10 th August 2026 14 th August 2026	Basil	
4	Prepare	Compliance, health and safety, menus and timetables	10 th August 2026 30 th August 2026	Basil	

Key Performance Indicator is:

Basil Bakery analysis:

Specific	Measurable	Attainable	Relevant	Time-Bound
Improve sales and customer service by providing delivery and rebranded product	Increase customer satisfaction from 70% to 90% and reduce customer complaints by 30%	Products are going to be delivered to all customer surrounding the new venue and the old one.	The delivery system and the new venue will improve customer satisfaction and Basil bakery's reputation	Achieve the objective within 6 months
Customers retention	Increase delivery with 50%	Fast delivery	prebooking	Quality increase

Task 5b) Justifications for the KPI and SMART Objectives

The Key Performance Indicator is:

The implementation plan aims to improve customer satisfaction by offering them a quick and easy solution to get to the Basil's products. A new venue will help to attract new customers and by delivery Basil still can be in touch with his old ones.

KPI: Customer Satisfaction Score (CSAT)

***Target: Increase customer satisfaction to 90%**

***Measurement: weekly customer feedback surveys and online reviews.**

***Responsible: store Manager/Basil**

***Review period: Weekly and monthly.**

Task 7) Key Findings

Solution B is more adequate for Basil case the PMI and SMART are highlighting the potential challenges and the benefits that may target the business. We are also aiming for 6 months' time frame to get the business up and running with the new plan.

Most important key findings:

- Basil's training can help, however being the only person covering everything most likely led to exhaustion and low performance. Also the fatigue can lead to health and safety issues.
- More populated venues are most likely to attract new customers
- Delivery system is essential as it's easy to be used and accessible
- The competition may be higher as well
- Basil doesn't need to leave his bakery to deliver
- Basil can cover with delivery both areas, the new one where he operates and the old one with his loyal customers
- Rebranding can have a positive impact and a fresh start for Basil's bakery

Reference List

Reference (Harvard)

Project Management Institute (PMI) (2021) *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. 7th edn.

- Newtown Square, PA; Project Management Institute.

