

INTRODUCTION

Burr's Bakery is a bakery chain. Founded in 2015 by baker Owen Burr, the business grew quickly between 2015-2022 and opened a production facility.

Some key features of the business relevant to this report are:

- Burr's Bakery specialises in freshly prepared food, so product quality is essential.
- The business took on investor Isaac in 2018 to fund expansion. Though he lacked bakery experience, Isaac then oversaw operations, recruitment, and training while founder Owen focused on marketing.
- Isaac and Owen became more detached from the bakeries, including using an office away from the stores.
- Revenue grew from £730,000 to £2.55 million by 2020 as staff exceeded 100, but sales have since declined.
- Performance is worsening - wastage rose from 8% to 24%, customer satisfaction fell from 95% to 68%, and net profit dropped from £255,000 to £100,350 since 2019.
- Burr's now faces urgent issues with staffing, training, culture, quality, and operations.

STRUCTURE OF THIS REPORT

Based on the evidence provided, I have identified three key management and leadership issues that need to be addressed at Burr's Bakery.

For each issue I have analysed:

- The evidence relevant to the issue.
- How each issue might affect the ability of the business to achieve its stated aims of excellent quality products, improved net profit, and business expansion.
- Recommendations focused on investing in people, improved management procedures, and a different organisational culture.
- Potential challenges or limitations for each recommendation.

The report concludes with a summary of the issues, recommendations and key factors that will determine success.

ISSUE 1: HR PLANNING NOT SUFFICIENTLY FOCUSED ON TRAINING

Main findings: Isaac's inadequate training programme leads directly to poor shop performance and inability to maintain quality.

Evidence:

The 1-day off-the-job training focuses on business history and sales, not the key practical skills that staff need to bake and serve food in-store. This results in unprepared staff, contributing to an unacceptably high and rising 24% wastage rate. High labour turnover (32 leavers in 2022 or 28.9%) also shows dissatisfaction with training. Even experienced staff see

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