

Business Report- Bella's Bakery

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Mission

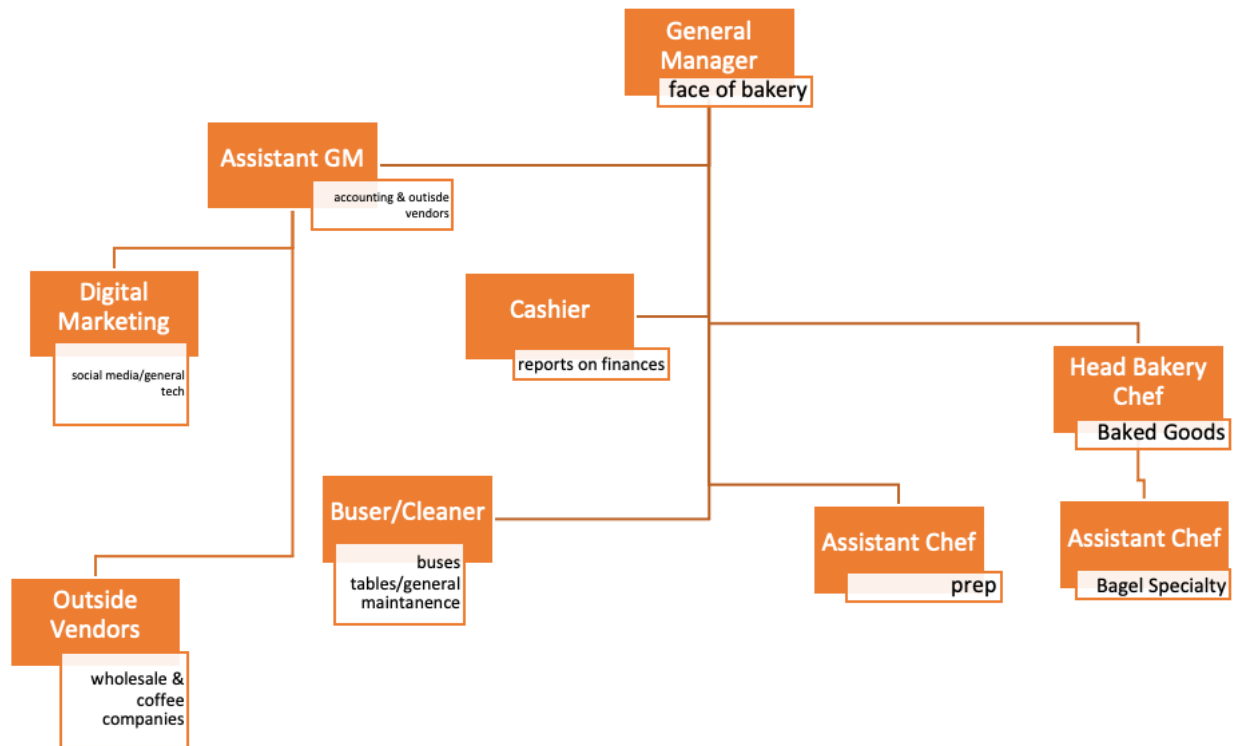
The mission of Bella's Bakery is to provide quality baked goods and exceptional service to our customers. We are known for our New York style bagels as well as our cheesecakes, coffee cakes, muffins, cookies, and more. We also specialize in lattes and cold brew and have a variety of teas and juices. We strive to deliver fresh products in a comfortable, cozy environment.

Tasks to Accomplish

Bella's Bakery requires many roles to complete each task. It is important that the general manager oversees all tasks, however, at Bella's there is more than one head of authority. The General Manager at Bella's is the face of the company and is entitled with the responsibility of making sure customers feel welcomed there. They are also the one who ultimately makes every decision when it comes to hiring, menu items, and use of outside vendors. The Assistant General Manager at Bella's Bakery works alongside the GM but handles more of the financial aspects of the organization. They work together on most business decisions, but the Assistant is more in charge of ordering products, accounting, and has a close relationship with the outside vendors. The Assistant also mainly manages the Digital Marketer for Bella's. This person is in charge of all the technological sides of the organization as well as the social media and online ordering. Then, there are the head bakers; one who specializes in bagels and the other who is in charge of all the other baked goods. These bakers share ideas with the General Managers on new menu items. They both have Assistant chefs who deal with the prep work such as laying out sheet pans,

cutting up vegetables or fruits, or packaging the items. Then there is the cashier and the busser. The cashier directly deals with customers and handles sales of products. The busser is in charge of clearing tables and doing light maintenance such as wiping counters in and out of the kitchen and tidying the bathroom.

Organization Chart



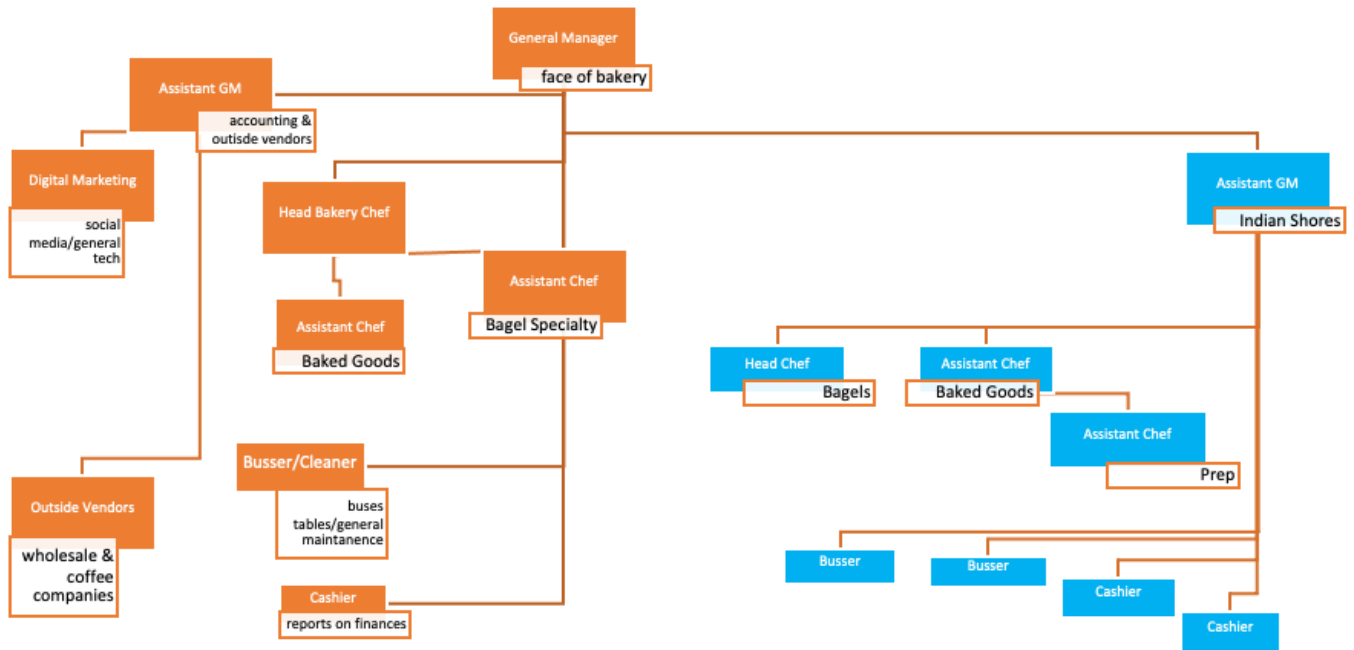
How it Works

Bella's Bakery utilizes a team-based structure which is divided into close-knit teams of employees that each serve particular goals. As previously mentioned, there is more than one head of authority. Bella's uses the matrix structure specifically which allows everyone to report to more than one leader in authority. Each unit has different purposes and therefore has different authorities. This balance between leadership roles and levels of employees improves decision making as well as combines function and product departmentalization.

A Second Location

With the success of Bella's Bakery over the years, we have expanded to a new location in Indian Shores, Florida. This has brought up some challenges which involve new hires and evolution of management. By using our matrix structure, it is important to delegate the tasks over each team. Therefore, our General Manager has had to hire another Assistant Manager to oversee the Indian Shores location. They have also had to hire two new bakers as well as some assistant chefs and the Assistant GM is in charge of these people. Additionally, there need to be more cashiers and cleaners for this new location. This location has a bit more space than the original allowing for more tables and chairs; therefore creating a need for more bussers and cleaning help. Bella's will still use the same Marketing Specialist for both locations, they will just have taken on more responsibility managing the website and online menus for both. All in all, the GM will have more responsibility having to make appearances at both locations but will still allocate information and tasks to each team across the board.

3 Years Later



Madeira Beach Location- Orange

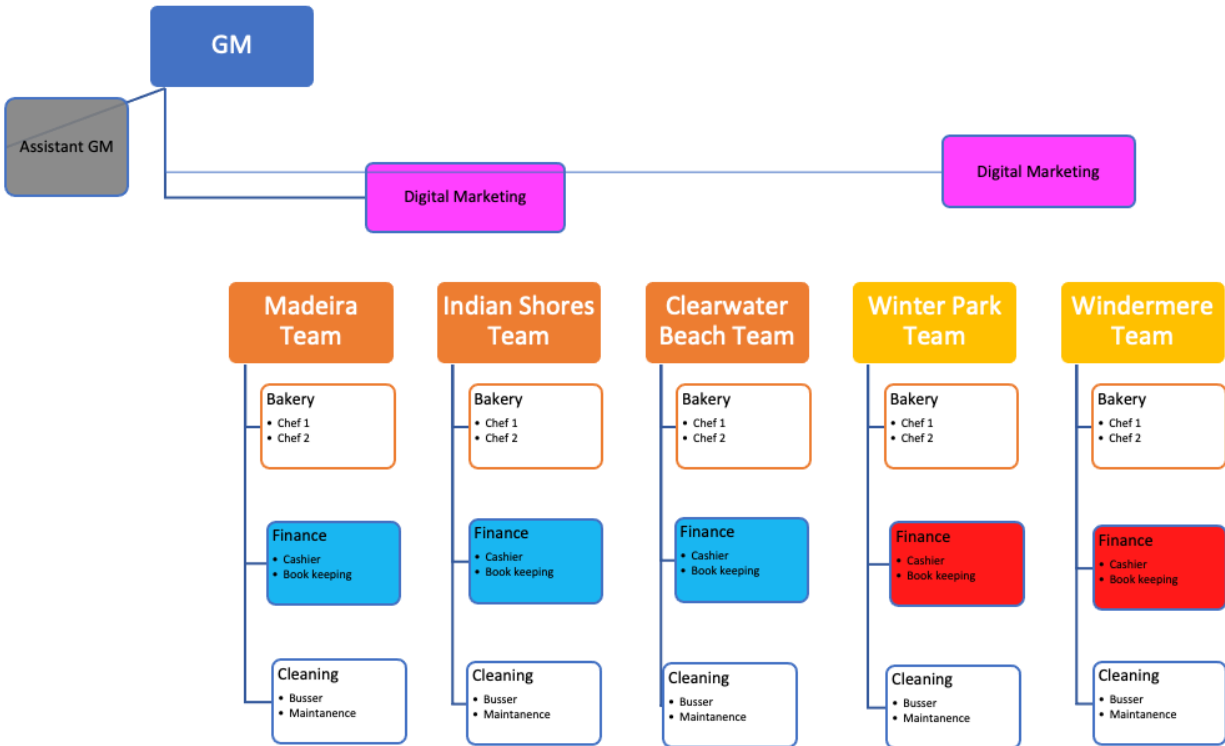
Indian Shores Location- Blue

Five Years Later

Bella’s Bakery has grown immensely over the years with five locations across Tampa and Orlando. From the original location in Madeira Beach, we have developed to Indian Shores,

Clearwater Beach, and then to Winter Park and Windermere in the Orlando area. The General Manager and the Assistant Manager from the original location have become closer and have begun equally sharing ownership responsibilities, therefore, a new Assistant Manager has been hired for the Madeira location. The team structure has really been put to use throughout the years, creating teams among each location. There have been established teams for each division, such as management, chefs, and finance. While each chef works at their respective locations, they operate as a team. The head chefs act as leaders within the teams but authority is divided among all the chefs which allows for decision-making and idea sharing. While this has been helpful for menu creation and employee empowerment, it has been hard to manage each team across these many locations. Employees have reported to the GM having feelings of confusion about whom to address if complications arise. With no real chain of command, there have been issues of power struggles and creating clear priorities. A lot of the pressure has been on the Assistant Managers of each team to handle these issues while still maintaining the teamwork aspect.

Each location is a separate team with their own Manager. This manager is an assistant to the General Manager and the Assistant Manager of the entire Bella's Bakery Organization. The Digital Marketing team is split in two parts for each location group. The orange teams are Tampa locations and the yellow teams are Orlando locations. The Bakery teams are split across all locations but still operate as one department. The same goes for the Cleaning teams which operate together but are located separately. There are two separate Finance teams for Tampa and Orlando as well. While it has been complicated navigating all of these teams across multiple locations, Bella's Bakery has thrived with the use of various representatives and communication from each team.



Twenty Years Later

Over the many years of Bella's Bakery's success, we have expanded to five different states and have had to hire more employees as well as promote many of those loyal individuals who have been with us from the start. There had been issues of power struggles prior to this change with team leaders wanting to take full control instead of reporting to their respective Assistant Manager. We have struggled with the use of our matrix structure which gives more than one person a level of authority, therefore we have evolved our organizational structure. There have been five General Managers established for each state which helps with efficient

allocation of specialists and employees. Information is easily exchanged by going through each GM and reporting to the head CEO of Bella's. There are clearer priorities and chain of command while still allowing employees to feel empowered to have an opinion.

With this new structure, we have added a Customer Service Specialist team for each location. The chart shows how each Customer Service team reports to the CEO so that there is a constant flow of information throughout each location. Each team is responsible for customer satisfaction because they each handle a different aspect of the organization. The Customer Service representatives work with each team directly to ensure every employee is aware of the mission. This also goes for each General Manager and Assistant GM for each location. These teams work with the many locations throughout each state and ultimately report to the CEO of Bella's.

