

**Module Code/ Course: LCLM4004 Problem Solving and Decision-Making**

**Component 2: Individual Report**

**Green Haven Florists – Recommended Solution to Reverse Sales Decline**

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## **Executive Summary**

Green Haven Florists, a small independent flower shop in Norwich established in 2016, has suffered a 30% decline in in-store sales over the past 12 months due to rising costs, an outdated website, weak digital marketing, and aggressive local competition (Patel and Patel, 2025).

Using Grid Analysis, Solution 1 – launching a modern e-commerce platform with subscription boxes and same-day local delivery – scored highest (4.35) and is recommended. Supported by 28% growth in UK online flower sales (Intel, 2025), the 6-month phased plan, with risk mitigation and clear KPIs, can realistically recover 25–30% of lost revenue while preserving the shop's sustainable values.

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## **1. Introduction**

This report applies established problem-solving and decision-making frameworks to address the decline in sales at Green Haven Florists. As a small business operating in a competitive and rapidly changing retail sector, the company must respond strategically to economic pressures, shifting consumer behaviour, and technological disruption. The analysis draws on the provided case study (Patel and Patel, 2025) and relevant academic and industry sources.

Structured tools, including Grid Analysis for objective evaluation, a 3×3 risk matrix, a phased implementation plan, and SMART objectives, are used to ensure the recommendation is evidence-based, practical, and measurable. The report follows a logical sequence: overview of the problem, clear definition of two feasible solutions, rigorous evaluation, selection of the preferred option with justification, risk assessment, implementation roadmap, performance metrics, and conclusion. Porter's Five Forces model (Porter, 2008) is referenced to frame the competitive dynamics at play.

The goal is to deliver a realistic, owner-manageable solution that reverses the 30% sales drop, leverages the business's core strengths in bespoke arrangements and sustainability, and positions Green Haven Florists for long-term resilience in both physical and digital channels.

## **2. Overview of the Case Study and Nature of the Problem**

Green Haven Florists, founded in 2016 by Liam and Priya Patel in Norwich, built a loyal customer base through high-quality bespoke floral arrangements, eco-friendly packaging, and strong community engagement. The business thrived on personal service and sustainable values. However, over the past 12 months, it has experienced a sharp 30% decline in in-store sales. While online orders have risen marginally, this growth has not compensated for the loss of foot traffic.

Key contributing factors include rising costs of imported flowers and sustainable materials, an outdated website that frustrates mobile users, minimal digital marketing efforts, and the entry of new local competitors offering lower prices and maintaining highly active Instagram accounts. These issues reflect broader retail disruption driven by the acceleration of online shopping, supply-chain inflation, and the failure to modernise digital presence. Using Porter's Five Forces framework (Porter, 2008), the case highlights intensified rivalry among existing competitors, the threat of substitutes (national online florists), and buyer power amplified by price-sensitive customers.

The problem is, therefore, a classic example of a small retailer struggling to adapt to digital transformation and economic pressures. Without decisive action, the business risks further erosion of market share and potential long-term viability.

### **3. Solution Number 1**

Solution 1 involves launching a modern e-commerce platform with subscription boxes and same-day local delivery. The project includes a complete redesign of the website for mobile-friendly navigation and user experience, the introduction of flexible subscription services (weekly or monthly curated flower boxes), and a partnership with a local courier to offer same-day delivery within Norwich.

This solution directly addresses the shift to online shopping, the complaints about the outdated website, and customers' desire for convenience and flexibility. By maintaining the shop's commitment to sustainable sourcing and eco-friendly packaging, the platform can differentiate itself from impersonal national retailers while generating predictable recurring revenue. Additional features such as click-and-collect and personalised arrangement builders will create a seamless hybrid experience that supports both online and physical store traffic. Implementation can be achieved using affordable, user-friendly platforms such as Shopify, keeping costs manageable for a small business.

### **4. Solution Number 2**

Solution 2 focuses on introducing in-store experiential marketing events and a digital loyalty programme. This includes weekly floral workshops, seasonal pop-up events, and a simple loyalty app that awards points for in-store purchases, redeemable against future arrangements. Social media will be used to promote events and drive footfall.

The approach capitalises on the shop's personal touch and community reputation, turning the physical space into a vibrant hub that online competitors cannot replicate. It aims to rebuild in-store sales through repeat visits, word-of-mouth referrals, and enhanced customer engagement. While digital elements (the loyalty app) are included, the primary emphasis remains on physical presence and experiential retail. This solution requires ongoing staff time and marketing investment but aligns strongly with the brand's community-oriented values.

### **5. Evaluation of the Two Proposed Solutions Using Grid Analysis**

A Grid Analysis (decision matrix) was employed to evaluate the two solutions objectively against five weighted criteria derived directly from the case context:

- Potential sales impact (weight 30%)
- Implementation cost (weight 25%)
- Time to launch (weight 20%)
- Risk level (weight 15%)
- Alignment with sustainability & brand (weight 10%)

Each solution was scored from 1 (poor) to 5 (excellent). Solution 1 scored 4.35 overall, excelling in sales impact (5) due to strong alignment with the UK online flower market growth of 28% in 2024–2025 (Mintel, 2025). Moderate scores for cost (3) and time (4) reflect the use of accessible platforms. Solution 2 scored 3.65,

performing well on brand alignment (5) but lower on sales impact (3), given the continued decline in high-street foot traffic. Full scoring and weighted calculations are provided in Appendix 1.

The Grid Analysis provides a transparent, numerical basis for comparison, minimising subjective bias.

## **6. The Preferred Solution and Why It Was Chosen**

Solution 1 (the modern e-commerce platform with subscriptions and same-day delivery) is the preferred option. The Grid Analysis demonstrates clear superiority across the highest-weighted criteria, particularly potential sales impact and speed to revenue generation. National consumer trends confirm that UK buyers increasingly favour convenient online flower purchases (Chaffey and Ellis-Chadwick, 2022).

By directly resolving the outdated website and delivery limitations, Solution 1 tackles the root causes of lost market share. The hybrid model (online orders with click-and-collect) allows the physical shop to benefit without requiring major changes to in-store operations. This approach offers the lowest long-term risk while delivering recurring revenue through subscriptions. In contrast, Solution 2, although strong on brand alignment, is constrained by ongoing high-street decline and higher ongoing operational demands.

## **7. Risk Analysis of the Selected Solution**

A qualitative 3×3 risk matrix (probability versus impact) was applied to Solution 1. Five key risks were identified and rated (see Appendix 2 for full table). The highest initial risks were technical website issues (high probability, medium impact) and higher-than-expected marketing costs (medium probability, high impact).

Mitigation strategies include selecting Shopify with 24/7 support and a two-week testing phase, capping digital marketing at a fixed £1,000 monthly budget with ROI tracking, offering a 30% first-month discount for subscriptions, increasing local UK suppliers to 60%, and providing hands-on training. After mitigation, no risk remains in the high-probability/high-impact category; overall residual risk is low to medium. The analysis confirms the solution is feasible for a resource-limited small business (Mind Tools, 2024).

## **8. Implementation Plan**

The implementation plan follows a 6-month phased rollout to minimise disruption (see Appendix 3 for full table).

Phase 1 (Month 1): Research and platform selection led by Liam. Phase 2 (Months 2–3): Website build, subscription setup, and integration by an external developer with Priya’s input. Phase 3 (Month 4): Testing, staff training, and marketing campaign launch. Phase 4 (Months 5–6): Live launch, performance monitoring, and iterative adjustments.

The logical sequencing (research → development → testing → launch) follows established project management principles (APM, 2023). Responsibilities are clearly assigned to the owners for accountability while leveraging external expertise to control costs.

## **9. Key Performance Indicators (KPI) and SMART Objectives**

The primary KPI is “Percentage increase in combined online + in-store revenue.” Four supporting SMART objectives are detailed in Appendix 4. These objectives are Specific, Measurable, Achievable, Relevant, and Time-bound.

Metrics will be monitored monthly using Google Analytics, Shopify dashboards, and in-store till data. If online revenue growth falls below 20% by Month 3, corrective actions (e.g., increased social advertising) will be triggered. This real-time evaluation ensures the solution remains on track to achieve the targeted 25–30% overall revenue recovery within six months and supports ongoing decision-making.

## **10. Conclusion**

Green Haven Florists faces a 30% in-store sales decline driven by online competition, rising costs, and digital weaknesses. Through structured analysis using Grid Analysis, risk assessment, and project planning tools, Solution 1: the modern e-commerce platform with subscription boxes and same-day delivery emerged as the highest-scoring and most effective response.

The selected solution offers strong sales impact, manageable risks, and a practical 6-month implementation pathway led by the owners. Clear KPIs and SMART objectives provide measurable targets and early warning mechanisms. Successful execution will not only reverse the current downturn but also future-proof the business by combining digital convenience with the shop’s established, sustainable, and community values.

The case demonstrates that small businesses can compete effectively when decision-making is systematic, data-driven, and aligned with both market trends and core brand strengths. Implementation should begin immediately to capitalise on the 2025–2026 growth window in online floral retail.

## References

APM (2023) *APM Body of Knowledge*. 8th edn. Princes Risborough: Association for Project Management.

Chaffey, D. and Ellis-Chadwick, F. (2022) *Digital marketing*. 8th edn. Harlow: Pearson.

Mintel (2025) *UK Flowers and Plants Market Report 2025*. London: Mintel Group Ltd.

Mind Tools (2024) *Risk Analysis and Risk Management*. Available at: [https://www.mindtools.com/pages/article/newTMC\\_89.htm](https://www.mindtools.com/pages/article/newTMC_89.htm) (Accessed: 18 April 2026).

Patel, L. and Patel, P. (2025) *Green Haven Florists Case Study*. University of Wales Trinity Saint David (internal document).

Porter, M.E. (2008) 'The five competitive forces that shape strategy', *Harvard Business Review*, 86(1), pp. 78–93.

## APPENDICES

### Appendix 1: Grid Analysis Table

(Evaluation of the two proposed solutions – referenced in section 5)

| Criteria                              | Weight | Solution 1: Modern E-commerce Platform with Subscriptions & Same-Day Delivery | Solution 2: In-store Experiential Events & Loyalty Programme |
|---------------------------------------|--------|-------------------------------------------------------------------------------|--------------------------------------------------------------|
| Potential sales impact                | 30%    | 5                                                                             | 3                                                            |
| Implementation cost                   | 25%    | 3                                                                             | 4                                                            |
| Time to launch                        | 20%    | 4                                                                             | 3                                                            |
| Risk level                            | 15%    | 4                                                                             | 4                                                            |
| Alignment with sustainability & brand | 10%    | 5                                                                             | 5                                                            |
| Total weighted score                  | 100%   | 4.35                                                                          | 3.65                                                         |

Scoring key: 5 = Excellent, 1 = Poor. Calculation example: Solution 1 =  $(5 \times 0.3) + (3 \times 0.25) + (4 \times 0.2) + (4 \times 0.15) + (5 \times 0.1) = 4.35$

### Appendix 2: Risk Analysis Table

(Columns: Risk, Probability, Impact, Mitigation, Residual Risk)

| Risk Description                             | Probability | Impact | Mitigation Strategy                                               | Residual Risk (after mitigation) |
|----------------------------------------------|-------------|--------|-------------------------------------------------------------------|----------------------------------|
| Technical website issues (bugs, downtime)    | High        | Medium | Use Shopify with 24/7 support: 2-week testing phase               | Low                              |
| Higher-than-expected digital marketing costs | Medium      | High   | Fixed £1,000 monthly budget + ROI tracking via Google Analytics   | Medium                           |
| Low customer adoption of subscription boxes  | Medium      | Medium | First-month 30% discount + follow-up email sequence               | Low                              |
| Supply chain delays for fresh flowers        | Low         | High   | Increase local UK suppliers to 60% + maintain 2-week buffer stock | Low                              |
| Staff/owner resistance to the new system     | Low         | Medium | 2 half-day hands-on training sessions for Liam & Priya            | Low                              |

**Appendix 3: Implementation Plan for Solution 1: Modern E-commerce Platform with Subscriptions and Same-Day Delivery**

| Phase   | Activity                                                                                                     | Responsibility                        | Timeline                 | Resources Required                                                           | Success Measure                                                                       |
|---------|--------------------------------------------------------------------------------------------------------------|---------------------------------------|--------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Phase 1 | Research and select an e-commerce platform (e.g., Shopify) and local courier partners                        | Liam Patel                            | Month 1 (Weeks 1-4)      | Time, online research, and comparison of platforms                           | Platform chosen and courier agreement signed                                          |
| Phase 2 | Website redesign, mobile optimisation, subscription box setup, and integration of payment & delivery systems | External developer + Priya Patel      | Months 2-3 (Weeks 5-12)  | £2,500 - £4,000 budget for developer, Priya's product knowledge              | Fully functional website with subscription options and same-day delivery integration  |
| Phase 3 | Testing, staff training, digital marketing campaign preparation, and click-and-collect setup                 | External developer + Liam & Priya     | Month 4 (Weeks 13-16)    | Testing tools, 2 half-day training sessions, £1,000 initial marketing budget | Website tested with zero critical bugs; staff trained; marketing assets ready         |
| Phase 4 | Official launch, ongoing monitoring, performance review, and adjustments                                     | Liam & Priya (with developer support) | Months 5-6 (Weeks 17-24) | Google Analytics, Shopify dashboard, monthly marketing budget (£1,000)       | Live platform generating orders; 20% online revenue growth achieved by end of Month 6 |

## Appendix 4: Key Performance Indicator (KPI) and SMART Objectives for Solution 1

| Type              | Objective / KPI                                                       | Specific                                                                        | Measurable                                                         | Achievable                                                        | Relevant                                                            | Time-bound                                               | Success Measure / Target                              |
|-------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------|
| Primary KPI       | Percentage increase in combined online + in-store revenue             | Combined revenue from online sales and in-store transactions                    | Track via Shopify reports, Google Analytics and in-store till data | Realistic given 28% UK online flower market growth (Mintel, 2025) | Directly addresses the 30% sales decline                            | Measured monthly, with full target by the end of Month 6 | 25-30% overall revenue recovery within 6 months       |
| SMART Objective 1 | Launch a fully functional e-commerce platform with subscription boxes | Complete website redesign, subscription setup and same-day delivery integration | Platforms are live and accepting orders                            | Use the affordable Shopify platform with an external developer    | Tackles the outdated website and shifts to online shopping          | By the end of Month 4                                    | Website launched successfully with zero critical bugs |
| SMART Objective 2 | Achieve initial online revenue growth                                 | Increase online orders and subscription sign-ups                                | Monitored through the Shopify dashboard and Google Analytics       | Supported by targeted digital marketing (£1,000/month)            | Generates recurring revenue and offsets in-store decline            | 20% growth in online revenue by the end of Month 3       | 20% increase in online revenue by Month 3             |
| SMART Objective 3 | Secure customer adoption of subscription boxes                        | Number of active subscribers                                                    | Count of active monthly/weekly subscriptions                       | First-month 30% discount + email follow-up sequence               | Builds recurring revenue while maintaining sustainable brand values | 50 active subscribers by the end of Month 6              | At least 50 active subscription customers by Month 6  |
| SMART Objective 4 | Maintain or improve in-store revenue through click-and-collect        | In-store sales, including click-and-collect orders                              | Tracked via the till system and Shopify reports                    | The hybrid model supports both channels                           | Preserves community presence and foot traffic                       | No more than 5% further decline by Month 6               | In-store revenue stabilised or increased by Month 6   |

