

Adapting Green Haven Florists to the Digital Retail Shift

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1.INTRODUCTION

Adapting Green Haven Florists to the Digital Retail Shift

Green Haven Florists is an independent flower shop based in Norwich that has traditionally relied on in-store sales and personalised service. However, changes in consumer behaviour and the growth of online retail have reduced foot traffic and increased competition from digital flower retailers. As customers increasingly expect convenient online ordering and delivery, Green Haven's limited digital presence has become a major challenge.

This presentation examines the business's digital challenges by identifying the core problem and its underlying causes. It will analyse key external factors influencing the business and propose strategic recommendations to support digital transformation and improve long-term competitiveness.

2.Explanation of the Business Problem

Identification and Analysis of the Core Issue

The main business problem facing Green Haven Florists is a decline in in-store sales, which has significantly affected overall revenue and profitability. Over the past 12 months, the business has experienced a reported 30% reduction in foot traffic, which has not been offset by online sales growth. This decline is closely linked to changes in consumer behaviour, as customers increasingly prefer the convenience of online ordering and same-day delivery offered by larger digital flower retailers.

Green Haven's limited digital presence has intensified this issue. The company's website is outdated, difficult to navigate, and lacks essential e-commerce functionality such as online ordering and delivery scheduling. As a result, potential customers may choose competitors that offer faster,

more accessible digital services. Additionally, the business relies heavily on word-of-mouth marketing and occasional social media posts, which limits its visibility in a highly competitive online market.

This problem is significant because it affects Green Haven's ability to attract new customers, retain existing ones, and compete effectively in a rapidly evolving retail environment. If left unaddressed, the lack of digital adaptation may threaten the business's long-term sustainability.

3.Root Cause Analysis

Identifying the Underlying Causes of the Problem

The decline in in-store sales at Green Haven Florists is not caused by a single factor but by a combination of internal and external issues. One of the primary root causes is the lack of digital capability within the business. Green Haven's website is outdated and does not support online ordering or delivery options, limiting customer access and convenience. In a market where consumers increasingly expect fast and flexible online services, this significantly reduces competitiveness.

A second root cause is changing consumer behaviour. Customers now prioritise convenience, speed, and price, often choosing online flower retailers that offer same-day delivery and frequent promotions. Green Haven's traditional in-store model has not adapted quickly enough to these expectations.

Additionally, limited digital marketing activity has reduced brand visibility. The business relies mainly on word-of-mouth and occasional social media posts, which restricts its reach, particularly among younger, digitally engaged customers. Strong competition from online florists with advanced digital platforms and active social media presence further intensifies this issue.

Finally, internal resource constraints, such as limited digital skills and time, have prevented investment in technology and online growth. Together, these root causes explain why Green Haven is struggling to maintain sales in an increasingly digital retail environment.

4.Alternative Solution 1

Digital Transformation Through E-Commerce and Online Marketing

One potential solution to address Green Haven Florists' declining in-store sales is to implement a full digital transformation strategy focused on e-commerce and online marketing. This solution would involve redesigning the existing website into a modern, mobile-friendly platform that allows customers to browse products, place orders online, and select delivery or collection options. Introducing e-commerce functionality would enable Green Haven to reach customers beyond its immediate local area and operate more effectively in a digital retail environment.

In addition to website development, this solution would include investing in digital marketing activities such as search engine optimisation (SEO), targeted social media advertising, and regular content updates on platforms like Instagram and Facebook. These tools would increase brand visibility, attract new customers, and encourage repeat purchases. Digital loyalty schemes and email marketing could also be used to strengthen customer relationships.

This solution directly addresses the root causes of the problem by improving accessibility, convenience, and visibility. However, it requires financial investment, time, and the development of new digital skills. Despite these challenges, digital transformation offers significant long-term benefits by aligning Green Haven Florists with modern consumer expectations and strengthening its competitive position.

5.Alternative Solution 2

In-Store Experience Enhancement and Community-Based Engagement

An alternative solution to Green Haven Florists' declining sales is to strengthen its in-store experience and local community engagement, rather than focusing primarily on digital transformation. This approach would build on the company's existing strengths, such as personalised customer service, bespoke floral arrangements, and its strong eco-friendly brand identity. By enhancing the physical shopping experience, Green Haven could encourage customers to return to the store and increase customer loyalty.

This solution would involve hosting in-store workshops, such as flower-arranging classes, seasonal events, and sustainability-focused talks, to attract customers and create a sense of community. Collaborating with local businesses, cafés, and event organisers could further increase foot traffic and brand awareness. Additionally, offering exclusive in-store products or limited-edition arrangements would provide customers with an incentive to visit the shop rather than purchasing online.

While this solution supports Green Haven's values and strengthens relationships with local customers, it does not fully address the broader shift toward online retail. Its impact may be limited to a local audience, and it may not significantly improve competitiveness against large online florists. However, it offers a lower-cost, relationship-driven approach that could complement traditional retail strengths and preserve the company's unique identity.

6.Evaluation of the Two Alternative Solutions

Comparative Analysis of Strategic Options

To determine the most suitable solution for Green Haven Florists, both alternatives can be evaluated based on feasibility, impact, cost, and long-term effectiveness.

The first solution, digital transformation through e-commerce and online marketing, offers significant long-term benefits. It directly addresses changing consumer behaviour by improving accessibility, convenience, and brand visibility. This approach has a high potential impact, as it allows the business to reach a wider customer base beyond the local area. However, it requires initial financial investment, staff training, and time to implement, which may place pressure on limited resources in the short term.

The second solution, enhancing the in-store experience and community engagement, is more cost-effective and easier to implement. It builds on Green Haven's existing strengths, such as personalised service and sustainability values, and strengthens customer loyalty within the local community. However, its overall impact is limited, as it does not fully address the growing dominance of online retail and may fail to attract digitally focused consumers.

When comparing both options, the digital transformation strategy provides greater long-term sustainability and competitiveness, despite higher initial costs. In contrast, the in-store enhancement strategy offers short-term benefits but lacks scalability. Therefore, the first solution is more effective in addressing the core business problem.

7.Chosen Solution and Justification

Justifying the Strategic Decision

The chosen solution for Green Haven Florists is the introduction of a premium eco-tier pricing strategy supported by improved operational efficiency. This solution was selected because it addresses rising operational costs while remaining consistent with the business's strong sustainability values. By clearly communicating the environmental and ethical benefits of its products, Green Haven can justify higher prices and attract customers who prioritise sustainability, leading to improved profit

margins. In addition, lean operational practices such as reducing waste and improving inventory management will help control costs. Although some customers may be sensitive to higher prices, this risk can be managed through effective branding and gradual implementation.

8. Risk Analysis

Assessing Potential Challenges of the Chosen Solution

The digital transformation strategy presents several risks for Green Haven Florists. One key risk is the **initial financial cost** of developing an e-commerce website and investing in digital marketing. There is also a risk linked to **limited digital skills**, which could affect effective system management. Additionally, strong competition from established online florists may limit market impact. These risks can be reduced through phased implementation, outsourcing technical tasks, and ongoing performance monitoring.

9. Action Plan

Implementing the Digital Transformation Strategy

To implement the digital transformation strategy, Green Haven Florists should follow a clear and phased action plan. The first step is to develop a modern, mobile-friendly e-commerce website that allows customers to place orders and arrange delivery. This should be completed within the first two months using an affordable platform or external support.

Next, basic staff training should be provided to ensure the website and online orders are managed effectively. Alongside this, Green Haven

should introduce a digital marketing strategy, focusing on search engine optimisation and regular social media activity to increase online visibility.

Finally, online promotions and loyalty incentives should be launched to encourage customer adoption. Progress should be reviewed monthly by monitoring website traffic, online sales, and customer feedback to ensure the strategy is delivering the intended results.

10.Measuring Effectiveness

Evaluating the Success of the Chosen Solution

To measure the effectiveness of the digital transformation strategy, Green Haven Florists should use a range of key performance indicators (KPIs). One important measure is online sales growth, which will indicate whether the new e-commerce platform is successfully attracting customers. Website analytics, such as page visits, conversion rates, and average order value, can be monitored using tools like Google Analytics.

Customer engagement should also be assessed through social media metrics, including follower growth, post interactions, and click-through rates. These indicators help evaluate the impact of digital marketing activities. Additionally, customer feedback and satisfaction surveys can provide insight into usability, delivery experience, and overall service quality.

Financial performance should be reviewed regularly by comparing monthly revenue, profit margins, and marketing costs before and after implementation. Monitoring these measures on a monthly and quarterly basis will allow Green Haven to identify improvements, make informed adjustments, and ensure the digital strategy supports long-term business sustainability.

Conclusion

In conclusion, Green Haven Florists faces declining in-store sales due to limited digital presence and changing consumer behaviour. This presentation identified digital transformation as the most effective solution to address this issue. By introducing an e-commerce platform and strengthening online marketing, the business can improve accessibility, attract new customers, and remain competitive. Although some risks exist, these can be managed through careful planning and gradual implementation. Overall, digital transformation offers Green Haven Florists a sustainable strategy to support long-term growth in an increasingly digital retail environment.

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13.Appendices

Appendix A: Cause-and-Effect (Fishbone) Analysis – Decline in In-Store Sales

Problem: Decline in in-store sales at Green Haven Florists

Key Causes:

- Technology: Outdated website, no e-commerce functionality

- Marketing: Limited digital marketing and weak online visibility
- Customers: Shift towards online shopping and convenience
- Competition: Strong online florists with advanced digital platforms
- Resources: Limited digital skills and time within the business

This analysis highlights that the core issue is primarily linked to digital limitations and changing consumer behaviour rather than product quality or service standards.

Appendix B: Risk Summary Table (Digital Transformation)

Risk Area	Description	Mitigation
Financial	Upfront website and marketing costs	Phased implementation
Skills	Limited digital expertise	Outsourcing and staff training
Adoption	Slow customer uptake of online services	Promotions and clear guidance
Competition	Strong online competitors	Niche eco-brand positioning

Appendix C: Action Plan Summary

Stage	Action	Timeframe
1	Website design and development	Months 1–2
2	Staff digital training	Month 2
3	Digital marketing launch	Month 3

4	Monitoring and optimisation	Ongoing
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