

LCLM4004 – Problem Solving and Decision Making

Component 2 – Individual Consultancy Report

Green Haven Florists

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1. Overview of Case Study

Green Haven Florists is a small independent flower shop in Norwich, UK, established in 2016. The business built a strong reputation for bespoke floral arrangements, eco-friendly packaging and high-quality customer service, serving walk-in customers, corporate clients and events. However, over the past year, the company has experienced a significant decline in performance, with in-store sales falling by approximately 30%.

The root problem is the business's limited digital presence, which restricts its ability to compete in an increasingly online retail environment. Changing consumer behaviour has led to a growing preference for online shopping, where customers value convenience, speed and accessibility (Laudon and Traver, 2021; Chaffey and Ellis-Chadwick, 2019). Green Haven's outdated website, which lacks user-friendly navigation and effective e-commerce functionality, further weakens its competitive position.

Additionally, rising operational costs and strong competition from established online florists offering lower prices and same-day delivery intensify the issue. These factors collectively highlight that the company's traditional retail model is no longer sufficient. Without digital transformation, Green Haven risks continued revenue decline and loss of market relevance.

2. Proposed Solutions

Solution A: Development of a Modern E-Commerce Website

This solution involves creating a modern e-commerce website that enables customers to browse products, customise floral arrangements and place orders online with secure payment and flexible delivery options. The platform would include mobile optimisation, clear navigation and integration with social media channels. Digital transformation allows small businesses to expand market reach and improve customer convenience (Chaffey, 2022). This solution directly addresses the root problem by reducing reliance on in-store traffic and enabling online sales growth. It also strengthens competitiveness by improving accessibility, enhancing customer experience and allowing the business to promote its sustainable brand more effectively.

Solution B: Introduction of a Flower Subscription Service (≈100 words)

This solution proposes a subscription model where customers receive regular floral arrangements on a weekly or monthly basis. Subscription services provide predictable revenue and strengthen long-term customer relationships (Kotler and Keller, 2021). Packages could vary in size, price and delivery frequency, targeting both households and businesses. This model aligns with Green Haven's sustainability values through seasonal and locally sourced flowers. While the solution can improve customer loyalty and revenue stability, its success depends heavily on effective marketing and customer acquisition. Therefore, it may take time to generate significant impact compared to more immediate digital transformation strategies.

3. Evaluation Results and Justifications (Grid Analysis)

Grid analysis was used to compare the two solutions based on cost, revenue potential, ease of implementation and sustainability. Revenue potential and sustainability were given higher weightings (5 and 4) as they directly influence long-term business success, while cost and ease were weighted moderately due to financial constraints. Solution A achieved the highest score (63) compared to Solution B (49), as shown in Appendix 1. Although Solution A requires initial investment, it offers greater revenue growth and scalability. In contrast, Solution B depends on gradual customer acquisition. Therefore, Solution A is the most appropriate option as it directly addresses the root problem and delivers stronger long-term benefits.

See Appendix 1 – Grid Analysis Table for Grid Analysis details.

4. Risk Analysis Results and Justifications

The main risks associated with Solution A include development costs, technical issues and staff skill gaps. These risks were evaluated using likelihood and impact criteria, with higher scores assigned to financial and operational risks due to their potential effect on performance. For example, website cost (score 12) reflects moderate likelihood and high impact. However, these risks are manageable through affordable platforms, professional support and staff training. Compared to the potential benefits of increased online sales, the risks are acceptable. Therefore, the analysis demonstrates that Solution A is a reliable and viable strategy for improving business performance despite manageable operational challenges.

Appendix 2 – Risk Analysis Table

5. Implementation Plan Justifications

The implementation plan follows a logical sequence to ensure efficiency and minimise disruption. Website development is prioritised as it forms the foundation of the strategy. Product uploads follow to ensure a complete online catalogue before launch. Staff training is scheduled next to prepare employees for managing orders and maintaining the system. Finally, marketing is implemented to promote the platform and attract customers. Responsibilities are assigned based on expertise, with developers handling technical tasks and managers overseeing operations. This structured approach ensures smooth execution, reduces risk and supports successful adoption of the e-commerce strategy.

6. KPI and SMART Objectives

The selected KPI is the percentage increase in online sales revenue, as it directly measures the success of the e-commerce strategy. The SMART objective is to increase online sales by 25% within six months. This objective is specific and measurable through website analytics, enabling performance tracking. It is attainable based on industry evidence of digital transformation success (Parmenter, 2015). The objective is relevant as it addresses declining in-store sales, and time-bound to ensure

progress is monitored within a defined period. This KPI and SMART objective provide a clear framework for evaluating the effectiveness of the proposed solution.

7. Key Findings

- Green Haven Florists is experiencing declining in-store sales due to increased online competition.
- The root problem is limited digital capability and an outdated website.
- Two solutions were identified: e-commerce development and a subscription model.
- Grid analysis confirmed the e-commerce website as the most effective solution.
- Risk analysis showed that implementation risks are manageable and do not outweigh benefits.

Reference List

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Appendices

Appendix 1 – Grid Analysis Table

Criteria	Weight	Solution A	Score	Solution B	Score
Cost	2	3	6	4	8
Revenue Potential	5	5	25	4	20
Ease of Implementation	3	4	12	3	9
Sustainability	4	5	20	3	12
Total			63		49

Appendix 2 – Risk Analysis Table

Risk	Likelihood	Impact	Risk Score	Mitigation
Website development cost	3	4	12	Use affordable website platforms
Technical challenges	2	4	8	Hire web developer and test system
Staff digital skills gap	3	3	9	Provide staff training

Appendix 3 – Implementation Plan Table

Task	WHAT	WHEN	WHO	Done
1	Develop website (design, layout, payment system, delivery options)	1 Month	Web developer	☐
2	Upload products (add images, prices, descriptions, categories)	2 Weeks	Store manager	☐
3	Staff training (train staff on website use, order processing, customer service)	2 Weeks	Owners	☐
4	<u>Marketing launch (social media ads, promotions, email campaigns)</u>	<u>3 Weeks</u>	<u>Marketing assistant</u>	☐

Appendix 4 – KPI and SMART Objective Table

KPI: Increase online sales revenue

SMART	Description
Specific	Increase online sales
Measurable	25% increase

Attainable	Achievable through improved website
Relevant	Supports business growth
Time-Bound	Achieve within 6 months