

Green Haven Florists – Component 2 Report

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1. Introduction

Green Haven Florists is a small independent flower retailer located in Norwich, known for its eco-friendly approach and bespoke floral arrangements. Since 2016, the shop has developed a strong reputation within the community for sustainable practices and high-quality designs. However, changing consumer behaviour, increased competition, and rising costs have resulted in declining performance. This report analyses the key business challenges, evaluates two strategic solutions, and proposes a comprehensive implementation plan to support Green Haven's long-term sustainability.

2. Explanation of the Business Problem

Over the last 12 months, Green Haven Florists has experienced a 30% decline in in-store sales, accompanied by rising operational costs and increasing competition. The core issues can be summarised as follows:

2.1 Reduced Footfall and Market Shifts

The high street where Green Haven is located has seen decreasing footfall due to business closures and increased consumer preference for online shopping. Competitors—both local boutique florists and national chains—have strengthened their online presence, offering cheaper prices and faster delivery services.

2.2 Growing Competition

Two new competitors have entered the market:

A boutique florist with a strong Instagram presence targeting younger, trend-focused consumers;

A national chain offering aggressive pricing and wide delivery coverage.

These competitors provide services that Green Haven lacks, particularly modern digital marketing and convenient delivery options.

2.3 Rising Costs

Costs of imported flowers, sustainable packaging, and energy have increased due to supply chain disruptions and inflation. This reduces profit margins and limits Green Haven's ability to compete on price.

2.4 Outdated Digital Infrastructure

Customer feedback shows that the website is outdated, difficult to navigate, and lacks features such as subscription services and flexible delivery options—factors that modern consumers value.

2.5 Limited Marketing Capabilities

Liam and Priya rely heavily on word-of-mouth and occasional social media posts, meaning they are not engaging effectively with the growing online customer base.

Summary of the Core Problem

The business problem is a combined decline in sales, reduced foot traffic, increased operational costs, and limited digital competitiveness, which collectively threaten the long-term viability of the business.

3. Alternative Solutions

To address the identified issues, the following two solutions are proposed.

Solution 1: Develop a Modern E-Commerce Platform with Subscription & Delivery Services

This solution focuses on building a fully functional online platform offering:

- User-friendly e-commerce website

- Flower subscription services (weekly, monthly, seasonal)

- Expanded delivery options, including same-day local delivery

- Click-and-collect service

- Search engine optimisation (SEO)

- Integration with social media marketing

Rationale:

Consumer trends show strong preference toward online shopping, convenience, and subscription-based purchasing. Modernising Green Haven's digital offering could attract new customers and increase recurring revenue.

Solution 2: Strategic Collaboration with Local Businesses and Event Planners

This solution focuses on strengthening community relationships and generating bulk orders by:

Partnering with local cafés, restaurants, hotels, and corporate offices for regular floral arrangements

Collaborating with wedding planners and event organisers

Offering business contracts and custom event packages

Providing corporate subscription plans

Rationale:

Green Haven already has strong community ties. Leveraging these through partnerships can create stable revenue streams and reduce reliance on fluctuating foot traffic or online competition.

4. Evaluation of Solutions (Using a PMI / Grid Analysis)

A full PMI table or Grid Analysis will be placed in Appendix 1. A summary is provided below.

4.1 Evaluation of Solution 1: E-Commerce Expansion

Positive (P)

Attracts wider online audience

Increases competitiveness against national chains

Potential for recurring revenue through subscriptions

Enhances convenience for existing customers

Improves brand visibility through digital marketing

Negative (N)

High initial cost of website redevelopment

Requires new digital skills and ongoing maintenance

Risk of low uptake if marketing is insufficient

Same-day delivery service requires additional staff or third-party partnership

Interesting (I)

Opportunity to integrate eco-friendly branding into online presence

Potential to sell add-ons (cards, gifts)

Ability to analyse customer behaviour using website analytics

4.2 Evaluation of Solution 2: Local Business Partnerships

Positive (P)

Strengthens existing community relationships

Generates stable, repeat business

Lower implementation costs

Capitalises on Green Haven's reputation for bespoke arrangements

Less reliance on digital expertise

Negative (N)

Potentially limited growth compared to online sales

Requires active sales outreach and relationship management

Dependent on the financial stability of partner businesses

Seasonal events may cause fluctuations

Interesting (I)

Possibility to specialise as Norwich's leading sustainable corporate florist

Opportunity to create collaborative cross-promotions

4.3 Comparative Discussion

Solution 1 offers greater long-term scalability and directly addresses the issue of digital competitiveness. However, it involves higher investment and requires significant learning.

Solution 2 is easier to implement and aligns well with Green Haven's community identity, but its growth potential is limited compared to online expansion.

5. Recommended Solution & Justification

Chosen Solution: Solution 1 – Develop a Modern E-Commerce Platform with Subscription & Delivery Services

This solution is the most appropriate for the following reasons:

5.1 Directly Addresses the Core Business Problem

The primary causes of decline—reduced footfall and digital competition—require a digital transformation. Without a strong online presence, Green Haven cannot compete with national retailers.

5.2 Long-Term Sustainability and Growth

Subscription services and online orders provide predictable recurring revenue, reducing vulnerability to seasonal changes.

5.3 Expands Customer Base

A modernised platform would allow Green Haven to reach younger, digitally focused consumers who prefer online ordering.

5.4 Enhances Competitiveness

Website upgrades, SEO, and social media integration will strengthen brand visibility and help Green Haven differentiate itself through its eco-friendly values.

5.5 Aligns with Consumer Trends

The demand for convenience, fast delivery, and online purchasing continues to rise. This solution positions Green Haven at the centre of these trends.

6. Risk Analysis of Selected Solution

A detailed risk matrix is included in Appendix 2. A summary is provided below.

6.1 Financial Risks

High upfront investment for website design and delivery logistics

Cash flow strain if subscription uptake is slow

Mitigation: phased investment; apply for small business grants; implement pre-launch marketing.

6.2 Operational Risks

Increased workload for same-day delivery

Need for new technical skills

Mitigation: train staff; outsource delivery to local courier during peak times.

6.3 Technological Risks

Website downtime or technical issues

Poor user adoption if website is not designed well

Mitigation: use professional developers; conduct user testing; monitor performance analytics.

6.4 Market Risks

Competitors may mimic digital features

Customers may still prefer cheaper national chains

Mitigation: differentiate through sustainability, personalisation, and high-quality service.

7. Implementation Plan

A Gantt chart is provided in Appendix 3.

Implementation steps are summarised below:

7.1 Phase 1 – Preparation (Weeks 1–3)

Conduct market research on competitors' websites

Identify website developer and digital marketing consultant

Set budget and KPIs (sales, traffic, subscription targets)

7.2 Phase 2 – Website Development (Weeks 4–10)

Develop user-friendly e-commerce site with:

- Subscription options
- Delivery scheduling
- Secure payment
- Mobile optimisation
- Eco-friendly branding

Test site functionality with sample customer group

7.3 Phase 3 – Marketing Launch (Weeks 11–14)

Launch social media campaign

Introduce limited-time subscription discounts

Collaborate with local influencers

Promote click-and-collect service

7.4 Phase 4 – Operational Adjustments (Weeks 15–20)

Train staff on managing online orders

Establish partnership with local couriers

Create templates for subscription bouquets

7.5 Phase 5 – Monitoring and Review (Ongoing)

Weekly reviews of website performance

Monthly financial analysis

Quarterly customer feedback surveys

8. Measuring Effectiveness of the Implementation

To assess the success of the new e-commerce platform, Green Haven should track the following KPIs:

8.1 Sales & Financial Metrics

Increase in online sales within six months

Subscription uptake rate

Average order value

Return on investment (ROI)

8.2 Website Performance Metrics

Website traffic (unique visitors)

Conversion rate (visitors → customers)

Cart abandonment rate

Customer retention rate

8.3 Customer Feedback

Website usability survey results

Customer satisfaction ratings

Online reviews and social media engagement

8.4 Operational Metrics

On-time delivery rate

Efficiency of order processing

Staff productivity

8.5 Review and Continuous Improvement

Quarterly reviews should be conducted to adjust delivery processes, update website features, and refine marketing strategies.