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Assignment Title: Individual Report – Green Haven Florists

Module: Problem Solving and Decision Making (LCLM4004)

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Introduction & Case Overview

Green Haven Florists is a shop based in Norwich and are facing a 30% decrease in store sales. As there is an increase in rising costs other competitors going online and the general public Using online retailers to buy their flowers and gift arrangements Why you, the owners Liam and Priya maintain a loyal client base and as Online website is very outdated. The main problem is the business unable to maintain high profit margins and also keeping the costs low with the decrease in sales it is making it much more harder to maintain and keep everything afloat. The objective is to identify an evidence based solution to modernize the business and also to keep up with their competitors make sure that it continues being successful.

Nature and scope of the problem

There are two main problems that Green Haven florist. Is facing. One of the problems is externally. The Norwich High Street area has changed lots of stores have closed. Which has decreased foot traffic walking through the high street and going into their physical stores. Also customer to a more convenient culture therefore, many people now prefer the cheap and fast delivery alternatives such as big giants like Amazon rather than visiting a local florist shop. (Guevara and Rodriguez, 2025)

Internally, the business is falling behind by their digital appearance. Customers have complained that the website is currently old and hard to use which stops them from ordering online (Dillibatcha, 2025). There is also financial pressure and it is a major issue, inflation is a major part of a businesses finances. Inflation has made importing flowers much more expensive. While their eco-friendly focus is a great selling point, the high costs of packaging is decreasing their profit margins (Timms and Bek, 2025

).Finally new competition and other competitors using easy and convenient ways of ordering and delivery which allows them to keep costs low.

Proposed solutions

To address these issues two main solutions have been made and identified:

Solution 1: website and digital improvement and focus on online sales

They will need to improve and upgrade the shop's online presence. The plan includes building a new and mobile friendly website where it will be easier for customers to complete orders And where customers can view. Current in stock Flowers in real time. It also involves starting a social media such as Instagram and Tiktok by sharing professional photos and videos of their florists, by doing this they will attract a younger generation who currently use online competitors(Somppi, 2025). This completely solves the problem of the outdated website and the need for modern marketing.

Solution 2: Eco friendly subscriptions “flower club”

This idea changes the businesses income slightly and adds a different way of purchasing for their loyal customers rather than one off walk insurance customers have regular repeated income and recurring revenue. Green Haven would offer weekly or monthly bundles to local homes and offices in the Norwich area or even expand to the whole of Greater London. This addition will ensure the shops sustainable and reputation to create a easy and steady cash flow that does not depend on street foot traffic alone. This also solves the problem of expensive imports flowers can be bought locally and also locally grown and seasonal flowers are also cheaper and easier to get during supply chain issues.

Evaluation and preferred choice

Using a grid analysis (see Appendix 1) Both solutions were scored against cost,time and revenue potential.While solution 1 offered excellent long term stability solution 1(website transformation) was chosen as the preferred choice

The reasoning for this choice is based on a primary problem identified in the case study the 30% drop in sales is largely caused by customers moving to online platforms.Without a functional modern website Solution 2 (Weekly or monthly subscription) Would be difficult to maintain and market And also manage efficiently or effectively. Website upgrades and Digital transformation is one of the main problems that is holding them back from all other potential growths.

Risk analysis results

A Risk analysis (see Appendix 2) Was made to ensure The chosen solution is usable. The highest rated risk was “budget overrun” Given that Liam and Priya are already struggling with their profit margins. Starting with a basic functional shop and adding advanced features only once revenue begins to come back and also recover.

Another important risk is the “technology skill gap.”Liam and Priya have struggled with digital trends in the past.The plan to include this is a training phase and a user friendly platform such as Shopify, which requires minimal knowledge to maintain.

Implementation strategy and Justification

The implementation plan (see Appendix 3) is scheduled over six months. The first two months focus on technology development and improvement (website build), While months three and four focus on “content creation” such as developing a TikTok account with daily uploads and customer ratings and reviews.

This plan is justified because marketing cannot succeed without a high quality destination for customers to finish their purchase or even make a purchase. The responsibilities can be split between both owners Priya will manage the financial oversight and development of the business while Liam will lead the creative direction ensuring the website and all social media are run accordingly and correctly.

Smart Objectives

To identify the effectiveness of the digital Overall, A set of smart objectives has been made (see Appendix 4). The primary key performance indicator (KPI) will be the “online conversion rate.”

These are essential because they give Liam and Priya an idea of the real time data. Instead of waiting for a long period of time such as end of year accounts. They can also see weekly if the new website is attracting customers And the most important If those customers are essentially buying flowers. If the conversion rate stays below 2% for Two months in a row the plan allows for a strategy pivot such as offering a limited time discount code or offer to drive new customers and drive traffic.

Summary of the report

- The “digital gap” is the main threat Green Havens is losing customers not because of the quality, but because of the poor online ordering system and the outdated website this makes it harder to access and find for the older generation.
- Sustaining low costs will ensure They maximise in profits by using and highlighting Eco friendly packaging and locally sourced flowers
- Investments due to tight profit margins the website and other digital transformations must be cost effective and controlled.
- With a data-driven future using KPIs and with SMART goals this will move Liam and Priya away from Unsure improvements,towards a more professional management which will ensure their success.
- Green Havens must ensure that they are focusing on being unique and also updating their technology such as their websites on social media.

Reference list

Dillibatcha, S. (2025) 'Optimizing user experience and conversion rates through A/B testing in e-commerce: A comprehensive framework', World Journal of Advanced Engineering Technology and Sciences, 16(1), pp. 205-215.

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Appendices

Appendix 1;Grid analysis

Criteria	Weight	Solution 1 (Web)	Solution 2 (Sub)
Costs	3	2 (6)	4 (12)
Revenue potential	5	5 (25)	3 (16)
Total		31	27

Appendix 2: Risk Analysis

Risk	Impact	Probability	Solution Strategy
High set up costs	High	Medium	Use a fixed price Contract
Technology failure	High	Low	Monthly site check ups and updates
Tech skill gap	Medium.	High	Training sessions on Shopify Management

Appendix 3: Implementation Action plan

Task	Responsibility	Deadline	Resource needed
Web platform selection	Priya	Month 1	Budget
Photos of flowers.	Liam	Month 2	Professional photographer
Website Launch	Developers	Month 4	Final testing

Social media Campaign	Liam	Month 5	Instagram and TikTok ads
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Appendix 4: KPI and SMART objective table

Objective	Metric	Target
Specific	Increase online sales	20% growth
Measurable	Shopify reports	Tracked monthly
Achievable	Recovery of lost market share	Realistic 6 month goal
Relevant	Address 30% drop in foot traffic sales	Direct solution
Time Bound	Full review of the six months	Deadline August 2026

