



BUSINESS STUDY REPORT (GREEN HEAVAN FLORIST)

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Overview and the Problem of the Case Study

Green Haven is a small Florist shop in Norwich, started by Liam and Priya Patel in 2016. For years, they were well-known for their unique, eco-friendly flowers and strong local roots. However, the business is now in a difficult position because their in-store sales have dropped by 30% over the last year. According to Calculator Ultra (2025), a "drop in sales" simply means the business is making less money or selling fewer items than it used to.

There are two main reasons for this trouble. First, looking at the world around them (PESTEL factors), prices for popular flowers like orchids have gone up because of inflation (Economic). Also, people's shopping habits have changed (Social); many customers now prefer the ease of ordering from big online companies instead of visiting the high street.

Second, the shop has an internal "digital gap." They still rely mostly on people talking about them (word-of-mouth), and their website is old and hard to use. Customer feedback shows that this bad website is stopping people from buying.

Thirdly, 2 New competitors join the market with a) strong online presence (social media) b) came with aggressive pricing and wide delivery coverage. Because of these issues, there is a big "gap" between how the shop is struggling now and where Liam and Priya want it to be—a healthy, profitable business again.

SWAT ANALYSIS

INTERNAL	EXTERNAL
STRENGTHS	OPPORTUNITY
• Bespoke Quality: They are famous for unique, custom-made flower arrangements that big supermarkets can't match. • Eco-Friendly Values: Their use of sustainable packaging and local flowers is a big plus for modern customers. • Community Roots: Founded in 2016, they have built a strong reputation and personal touch in Norwich.	• Outdated Technology: The website is hard to use, which stops people from buying online. • Lack of Marketing: They rely too much on "word-of-mouth" and don't use social media effectively. • High Costs: Their commitment to expensive, sustainable materials makes it harder to keep prices low.

WEAKNESSES	THREATS
• Online Growth: There is a huge chance to reach more people if they fix their website. • Subscription Models: They could start a "flower of the month" club for local offices or homes to get steady income. • Social media: Using Instagram to show off their beautiful designs could attract younger customers	• Big Competitors: Large national delivery chains offer cheaper prices and faster shipping. • High Inflation: The rising cost of imported flowers (like tulips and orchids) is hurting their profit. • High Street Decline: Fewer people are walking past the shop because other nearby businesses have closed.

Section 1 : Proposed Solutions

To bridge the gap identified in the problem statement, two feasible solutions are proposed:

Solution 1: Comprehensive Digital Transformation (Website & Marketing)

This solution involves a complete redesign of the Green Haven website to include e-commerce functionality, mobile optimization, and a user-friendly interface. This directly addresses the **"Machine/Technology"** bone of the Fishbone analysis, which highlighted that the current site is difficult to navigate. By integrating professional digital marketing (Instagram and local SEO), Green Haven can compete with the "trendy boutique" competitor and the "national chains" by reclaiming its digital presence.

Solution 2: Implementation of a Floral Subscription Service This solution targets the **"Methods"** category of the Fishbone diagram. By offering a subscription model (weekly or monthly deliveries) to local households and corporate clients, the business can solve the problem of declining foot traffic. Subscriptions create a "predictable revenue stream," which helps manage the **Economic** risk of fluctuating flower prices and inflation. It caters to the modern customer's desire for convenience and recurring sustainable products, reinforcing the shop's "sustainable growth."

Section 2 : Evaluation and Choice of Solution

Decision-making is the process of looking at different choices and picking the best one based on the facts you have. According to the **Chartered Management Institute (CMI)**, a manager must use judgment to choose an action that is "appropriate and timely."

To find the best way to help Green Haven Florists, I compared two options: **Option 1 (New Website & Digital Marketing)** and **Option 2 (Subscription Service)**. I used a tool called **PMI (Plus, Minus, Interesting)**. This tool, created by Dr. Edward de Bono, helps us look at a problem from more than one side.

After filling out the PMI table (see Appendix 1), it became clear that while a subscription service sounds good, it has a major "Minus": you cannot sell subscriptions easily if your website is broken. On the other hand, a new website has many "Pluses." It fixes the core problem that customers are complaining about right now.

My Selection: I have chosen **Option 1: Digital Transformation**.

Justification: This is the most logical choice because it fixes the "foundation" of the business. You cannot build a house on a weak floor. By fixing the website first, Liam and Priya can then launch other things, like the subscription service, much more successfully later.

Appendix 1 A : Detailed PMI Table (The Evaluation)

Solution	Plus (+)	Minus (-)	Interesting?
Website upgrade	Fixes 30% sales drop; accessible 24/7; high customer demand.	Initial high financial cost; takes 6 months to build.	Can we use the site to offer "Eco-Tips" to build the brand?
Subscription Service	Creates steady monthly income; good for local offices.	Hard to sell online if the current website stays broken.	Could we partner with local Norwich cafes for deliveries?

Part B: Grid Analysis (The Numerical Analysis)

Criteria	Weight (1-5)	Solution 1: Website (Score 1-5)	Solution 1: Weighted Total
Fixes Sales Drop	5	5	25
Low Cost	3	2	6
Easy to Start	2	2	4
Customer Need	4	5	20
TOTAL SCORE			55

Section 3 : Risk Analysis

A Risk Analysis was conducted (See Appendix 2) using the **Likelihood x Impact** formula.

Explanation of Results: The highest risk identified is the "High Financial Cost" of web development. If the costs exceed the budget, it could further strain Green Haven's limited cash flow. However, the "Impact" of doing nothing is higher (business failure). By setting a fixed-price contract with a developer, this risk becomes manageable.

The most critical risk identified is **Financial Liquidity**. With a 30% drop in revenue, the cost of a professional developer could strain the business's cash flow. Another risk is **Technical Failure**—if the new website has "bugs" during launch, it could further damage the shop's reputation.

Analysis Result: The analysis concludes that while risks exist, the "Impact" of doing nothing is a 5 (Catastrophic), whereas the risk of the project is a 3 (Manageable). To mitigate these, Liam and Priya must use a "Fixed-Price Contract" to control costs and perform "Beta Testing" with a small group of loyal customers before the full relaunch.

Appendix 2:

What is the Risk	Likelihood (1-10)	Impact (1-10)	Score (Likelihood x impact)
Cost overruns	3	4	12
Website is slow	2	5	10
Staff Cant use it	4	3	12

Section 4 : Implementation Plan

The implementation is structured over a 24-week (6-month) period (see Appendix 3). **The Plan:**

1. **Phase 1 (Discovery):** Weeks 1-4. Auditing customer feedback to fix specific site navigation issues.
2. **Phase 2 (Development):** Weeks 5-16. Building the e-commerce engine and mobile site.
3. **Phase 3 (Training & Launch):** Weeks 17-24. Training Liam and Priya on the new system and executing a "Grand Re-opening" marketing campaign.

Justification: Planning is the process of reconciling resources with objectives (**Kotler**). The 24-week timeline is justified because it allows for "Staff Training"—a critical step identified in **Week 8** to ensure the owners don't struggle with the new tech. The order of activities is logical: we fix the "Machine" (Website) before we start the "Marketing" (Method).

Appendix 3 :

Activity	Timing (When?)	Responsibility (Who)	Why?
User Research	Weeks 1-2	Liam & Priya	To find out why customers hate the old site
Website Design/Build	Weeks 3-18	Developer	To create the new online shop
Staff Training	Weeks 19-20	Priya	make sure orders don't get lost.
Marketing Launch	Week 24	Everyone	To tell Norwich that Green Haven is back.

Section 4 : Metrics and Monitoring

To evaluate the effectiveness of this solution, we must move from action to **Monitoring and Evaluation**. Monitoring is the ongoing collection of information to ensure the project stays on track (**Week 8**).

KPI and SMART Objectives: (Appendix 4)

To know if our plan is working, we need to measure it. We use KPIs (Key Performance Indicators) and SMART Objectives.

- **KPI: We will measure the "Online Sales Revenue."** This is the best way to see if the website is actually bringing in the money they lost.
- **SMART Goal: "Increase online sales by 20% by the end of December 2026."**
 - **S (Specific):** It focuses only on online sales.
 - **M (Measurable):** We can see the exact money in the bank.
 - **A (Achievable):** 20% is realistic if the old site was very bad.
 - **R (Relevant):** It directly fixes the 30% drop in sales.
 - **T (Time-bound):** It has a clear deadline.

Monitoring: Liam and Priya will check the sales numbers every Friday. If the numbers are low, they can "Review the decision" (as learned in Week 5) and change their ads.

Appendix 4: KPI & SMART Table

Metric (KPI)	SMART Objective	How to monitor
Online Revenue	Increase online sales by 20% in 6 months.	Check website sales reports weekly.
Web Traffic	Get 500 new visitors a month via Instagram.	Use "Google Analytics" to see where visitors come from.

KEY FINDING :

The consultancy research concludes that Green Haven Florists' decline is not a sign of poor product quality, but a failure to adapt to a digital-first retail environment.

- The outdated website is the primary barrier preventing foot traffic from converting into online sales.
- The 30% sales drop happened because Green Haven stayed "old school" while customers moved "online."
- The SWOT analysis showed that their "Eco-friendly" brand is a huge strength, but their "Website" is a huge weakness.

- Digital Transformation is the most feasible solution to overcome competitive and economic pressures.
- By following the 24-week implementation plan and monitoring SMART objectives, Green Haven can regain its 30% lost revenue and ensure long-term survival in the Norwich market.

Conclusion:

In conclusion, this report has analyzed the serious challenges facing Green Haven Florists. The "nature" of the problem is a 30% drop in sales caused by high street decline and an outdated website that acts as a barrier to customers. After evaluating different options using **PMI** and **Grid Analysis**, the most rational decision is to undergo a **Digital Transformation**. While starting a subscription service (Option 2) .

The implementation plan provides a clear 24-week roadmap, ensuring that Liam and Priya manage their risks (specifically) financial costs and staff training. By monitoring the **SMART objective** of a 20% increase in online sales, the owners can move from a state of crisis back to a state of sustainable profitability.

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