

Programme: Certificate of Higher Education in Business Skills for the Workplace

Module: Problem Solving and Decision Making

Module code: LCLM4004

Slide 1 — Title

Green Haven Florists: Problem Solving & Decision Making

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Slide 2: Introduction

- The current discussion explores the operational issues that Green Haven Florists is facing and how the company can implement strategic changes to address the slowing down of physical traffic and the growing online competition.
- The presentation uses the 5W2H model, PESTEL model, and Fishbone model to explain the underlying problems and the causal elements of the problems.
- The goal is to develop evidence-based recommendations that would facilitate competitiveness and the long-term sustainability of Green Haven.

This presentation discusses the issues of Green Haven Florists, a small local florist that is sustainable and based in Norwich. The institution has been characterised by lack of sales growth and an increase in operating expenses, trends that can be explained by the changing consumer behaviour and the onset of heightened online competition. Using 5W2H, PESTEL, and cause-and-effect analysis, the investigation will determine the underlying causes and suggest solutions that can be put into practice (Slack and Brandon-Jones, 2022).

Slide 3: Company Background

- Green Haven Florists is a recent start-up business established in Norwich in the year 2016 and is known for to customised floral designs and eco-friendly packaging.
- The business used to rely on pedestrian traffic and local loyalty to make a surge and build brand recognition (Volker and Handy, 2021).
- The past few years have seen a decline in sales that can be explained by low activity on high streets and a high prevalence of online floral stores.

Green Haven Florists is a business that was opened in 2016 and has acquired a reputation for customised floral decorations and recyclable packaging. The company was dependent on walk-in customers and local loyalty. Nevertheless, footfall has decreased because of the decline in high street and the competition presented by online florists who are currently more convenient and cheaper compared to those on the high street (Mintel, 2024; PwC, 2023).

Slide 4: Problem Identification (5W2H)

5W2H	Details
<i>What is the problem?</i>	30% drop in in-store sales and reduced footfall.
<i>Why is it a problem?</i>	Revenue decline threatens business survival.
<i>Where is it occurring?</i>	Norwich High Street store and online channel.
<i>When did it start?</i>	Over the past 12 months.
<i>Who is affected?</i>	Owners, staff, customers, suppliers.
<i>How is it happening?</i>	Online competitors, changing consumer habits, rising supply costs, and weak digital presence.
<i>How much impact?</i>	Significant financial strain and loss of market share.

The main problem is the loss of 30 per cent of the in-store sales in the last year, as a result of the decrease in footfall, inflationary pressures, and online competition. The loss is observed in terms of revenue, customer reach and sustainability targets. The 5W2H framework explains the nature, location, purpose, and method of what is happening, which facilitates an organised understanding of problems (Slack *et al.*, 2022).

Slide 5: PESTEL Analysis

Factor	Summary
<i>Political</i>	Government support for small businesses and environmental initiatives benefits Green Haven.
<i>Economic</i>	Inflation and fluctuating flower supply costs affect pricing.
<i>Social</i>	Growing preference for sustainable and locally sourced products.
<i>Technological</i>	Digital platforms drive customer engagement and sales.
<i>Legal</i>	Compliance with trade, labour, and environmental regulations is required (Gov. UK, 2024).
<i>Environmental</i>	Climate affects flower availability; sustainability expectations are rising.

According to the PESTEL analysis, the threat of economic inflation, the rising cost of supply and the evolving online shopping behaviour are also major threats (Bank of England, 2025; PwC, 2023). Digital demands and technological change also have an impact on performance (Sindakis and Aggarwal, 2022). Despite the general information provided by PESTEL, it can be used to detect the main environmental pressures affecting small retail businesses (Johnson *et al.*, 2011).

Slide 6: Cause-and-Effect Analysis (Fishbone)

- The dropping sales can be linked to the lack of digital marketing activities and outdated online systems.
- Increased cost of suppliers and the use of materials that are environmentally friendly have diminished profit margins (Glevitzky *et al.*, 2025).
- The increase in competition by boutique and national florists has added to the pressures of prices and services.

The fishbone diagram illustrates that the downfall is also shaped by low levels of digital marketing, high prices by suppliers, low foot traffic and competition from the boutique and national florists. It is a tool that helps to break down root causes into categories to further analyse them, although not in terms of the strength of the impact (Glevitzky *et al.*, 2025).

Slide 7: Key Findings

- The weaknesses of the firm are based on the lack of digital capacities, the increase in costs, and the development of consumer expectations.
- The customer feedback indicates the need to have faster online ordering and flexible delivery services. Sustainability is also a relevant strength (Jones, 2021).
- However, it has to be supplemented with modern digital practices.

The general outcomes imply that the reduction in sales is mostly related to an increase in costs, poor online presence and customer migration to the easy online services. Performance is further undermined by economic pressures and risks of supply chains (Jones, 2021). Sustainability is one of the strengths, though pricing and marketing strategies should be improved to overcome the threat of competition (Mintel, 2024).

Slide 8: Recommendations

- The company ought to invest in modernising the websites and introduce services that are online delivery and online subscription.
- The use of social media should be made more aggressive to attract younger and convenience-seeking consumers.
- Enhancing relations with local suppliers will help to limit expenditures and support the brand's eco-values.

To appeal to modern consumers, Green Haven ought to invest in web updates, buying via social media, and the ability to deliver products online (Patrick 2022). Retention can be facilitated by the provision of subscription services and loyalty programmes. Diversifying the supply of the local flowers by improving its sourcing will cost less and will strengthen the intent of sustainability, thus making the business stand out against the mainstream rivals (Šálková *et al.*, 2023).

Slide 9: Conclusion

- Green Haven will need to go digital first and maintain its green ethos.
- Online presence, source of increased convenience, and optimisation will be able to restore competitiveness and ensure long-term growth of the business.

To conclude, Green Haven must face decreased sales as a result of digital competition, cost increase and low traffic. Using 5W2H, PESTEL and a fishbone model, some of the main problems and roots of the problem were determined. The recovery and long-term sustainability of the business will be supported by digital investment and the enhancement of its marketing and pricing strategies.

Slide 10: Q&A Preparation

Question	Prepared Response (Speaker Notes)
<i>Why did you choose PESTEL?</i>	I chose PESTEL because it helps analyse external factors such as economic trends, technology shifts, and social behaviour. It offers a structured way to identify threats like inflation and digital competition, supporting informed decision-making.
<i>What is the biggest risk facing Green Haven?</i>	The biggest risk is failing to digitise. Consumers increasingly expect seamless online ordering, fast delivery options, and strong digital engagement.
<i>Why focus on local flowers?</i>	Local sourcing reduces costs, improves supply reliability, strengthens sustainability credibility, and aligns with customer values.
<i>How will success be measured?</i>	Success will be measured through KPIs, including website traffic growth, online conversion rate, repeat customer engagement, and monthly sales improvement.

Slide 11: References

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