
*Module Title: Problem Solving and Decision
Making*

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Assessment 2: Report

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1. Introduction

Green Haven Florist is an independent flower shop in Norwich, United Kingdom, founded in 2016 by Liam and Pryia Patel. The company is currently facing a decline in sales and a reduction in customers due to rising operational costs, increasing competition from online retailers, and a shift in consumer behaviour that favours the convenience of online shopping and subscription services. This report presents a detailed analysis of the challenges faced by Green Haven Florist, evaluates a range of alternative solutions with the aimed at overcoming these problems and outlines a structured action plan designed to reposition the business, ensuring its success in an increasingly competitive market.

2. Business Problem

Over the past twelve months, Green Haven Florist has experienced a sharp decline in in store, with revenue falling by 30%. Although there has been a modest rise in online orders, this growth has not been sufficient to balance the drop in physical sales. At the same time, the company is dealing with rising expenses in several areas, including higher prices for fresh flowers and imported varieties, as well as reduced foot traffic caused by the closure of nearby businesses. The adoption of sustainable packaging, while valuable for environmental responsibility, has also proven more costly. In addition, the company's digital marketing remains limited and outdated, making it difficult to attract and engage new online customers. These challenges are further intensified by the presence of large national competitors with strong online platforms who employ aggressive pricing strategies. As a result, Green Haven Florist's market share is under pressure, making it increasingly difficult to sustain profitability and build a loyal, consistent customer base. A structured action plan is essential to highlight the need for digital transformation and innovation, including investment in e-commerce tools, strengthening social media activity, and training staff to improve online customer interaction.

3. Alternative Solutions

3.1 Solution A: Digital Transformation

Green Haven Florist is using digital tools to fix falling shop sales and rising costs. A new website, subscription, and social media will bring more customers and steady income. Even though it costs money at first, this plan makes the business stronger for the future (Harvard Business Review, 2025).

❖ Appendix A: table – PMI Technique – Solution A (page 9)

3.2 Solution B: Customer - Community Strategy

Community links help Green Haven Florist stay strong. Working with weddings, schools, and local events brings steady demand. Small workshops bring customers back and build loyalty. Eco-friendly packing makes the florist different from big competitors. This local focus balances shop sales and builds trust for long-term stability (Kotler and Keller, 2016).

❖ Appendix B: table – PMI Technique – Solution B (page 10)

4. Selected Solution and Justification

Chosen Solution: Digital Transformation (Solution A).

The best option for Green Haven Florist is Solution A: Digital Transformation. It solves falling in-store sales by reaching more customers online and modernising operations. In the weighted grid, it scored highest in **growth potential (5)** and **customer reach (5)**, proving it is strongest for long-term growth (Harvard Business Review, 2023). While Solution B builds loyalty, it cannot expand as widely. Digital Transformation also creates steady income through subscription deliveries and boost engagement with modern marketing (Halaburda et al., 2024). Despite higher upfront costs, the weightings show it is more sustainable and resilient (Kotler and Keller, 2016).

❖ Appendix C: table - Grid Analysis (page 11)

5. Risk Analysis

Main Risk:

- > Financial Risk: Website and marketing cost a lot at the start.
- > Operational Risk: Staff may not have digital skills.
- > Market Risk: Competitors might launch stronger campaigns.
- > Costumer Risk: Some customers may be slow to use online services.
- > Technology Risk: Digital tools can change quickly and become outdated.

❖ Appendix D: table – Risk Analysis (page 12)

6. Implement, Monitoring and Evaluation Plan

Insights:

- > Website revamp: Online sales are the fastest way to reach more customers. A modern website with e-commerce features makes ordering simple and improves customer experience (Harvard Business Review, 2023).
- > Subscription service: flexible packages create steady income, give loyal customers convenience, and help balance cash flow (Halaburda et al.,2024).
- > Digital marketing: social media campaigns boost visibility, attract younger audiences, and support eco-friendly branding (Kotler and Keller,2016).
- > Staff training: Training ensures staff can manage online orders and digital tools, reduce risks and improve services (Deloitte,2022).
- > Monitor and adjust: Regular reviews keep the plan flexible. Feedback and sales data guide improvements, making the strategy resilient against competition and change (McKinsey,2021).

❖ Appendix E: table – Implement, Monitoring and Evaluation Plan (page 13)

7. Success of implementing Solution A: Digital Transformation.

7.1 KPI – Key Performance Indicators

- > Online sales growth: Measures if the new website is driving revenue.
- > Subscription sign-ups: Shows customer loyalty and recurring income.
- > Staff training: Attendance confirm staff can use digital tools effectively.
- > Social media engagement likes, shares, comments prove marketing reach.
- > Customer satisfaction: Reviews and surveys highlight service quality.
- > Cash flow stability: Confirms the business can sustain investment without risk.

7.2 SMART Objectives

- > Specific: Clear goals such launch website and train staff.
- > Measurable: Targets like 20% sales growth or 50 subscriptions.
- > Attainable: Realistic with available resources and training.
- > Relevant: Directly linked to digital transformation and competitiveness.
- > Time-Bound: Deadline

8. Conclusion

Green Haven Florist faces falling in-store sales and rising costs, but digital innovation offers a clear path forward. A modern website, subscription services, and stronger social media can expand reach, improve customer experience, and create steady income. Staff training ensures smooth use of digital tools, while eco-friendly branding builds loyalty and trust. SMART goals, such as 20% online sales growth in six months, provide measurable progress. By aligning digital transformation with customer focus, the florist can secure sustainable success and long-term competitiveness.

9. References

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❖ **Appendix A: PMI Technique – Solution A**

Category	Points
positive	○ Reach more customers online and in the shop. ○ Get steady income from flower subscriptions. ○ Make ordering easier with a user-friendly website. ○ Build loyalty with eco-friendly branding and personal touches. ○ Connect better and boost visibility through social media. ○ Stay competitive against bigger national retailers.
negative	○ Upfront costs could put pressure on finances. ○ Staff will need training to use digital tools and handle online customers. ○ Subscriptions rely on a steady flower supply, which can get expensive. ○ Risk of leaning too much on digital sales if local foot traffic keeps dropping.
interesting	○ Use digital tools to make up for the 30% drop in shop sales. ○ Online campaigns can pull in younger audiences and open new markets. ○ Mixing digital tools with local community ties creates a balanced way to grow.

❖ **Appendix B: PMI Technique – Solution B**

Category	Points
Positive	○ Partner with wedding, events and school. ○ Build loyalty with workshops and activities in store. ○ Use green branding to be different. ○ Be seen as a trusted local partner.
Negative	○ Takes time and effort to run events and partnerships. ○ Hard to grow like big competitors. ○ Eco-friendly branding can cost more. ○ Success depends on local demand.
Interesting	○ Chance to market with local events. ○ Seen as more than just a shop. ○ Word of mouth can spread fast. ○ Work with local influencers and eco projects.

❖ **Appendix C – Grid Analysis**

Factors	Weight 1-5	Digital Transformation Score	Weighted Total A	Customer – Community Strategy Score	Weighted Total B
Cost	4	2- Higher upfront investment	8	4- Lower manageable costs	16
Growth potential	5	5- Strong online expansion	25	2- Limited local growth	10
Customer reach	5	5- Wider reach beyond local area	25	3- Strong local reach only	15
Differentiation	3	3- modern/common strategy	9	5-Eco-friendly community focus	15
Customer loyalty	4	3- Subscription build moderate loyalty	12	5- Strong loyalty through events/workshops	20
Total			79		76

❖ **Appendix D – Risk Analysis**

What causes a risk?	Likelihood (1-5)	Impact (1-5)	Risk factor (LxI)	What can you do to reduce the risk?	What to do to minimize the risk?
Website upgrade delays	3	4	12	Hire an expertise.	Use Social Medias and phone calls to reach customers.
Low customer interest of subscription services	4	3	12	Promote subscription with discounts and social media campaigns.	Offer flexible plans and hear feedback to improve services.
High cost can pressure the cash flow	2	5	10	Apply for grants and invest slow.	Control spending closely and delay upgrades that is not urgent.

❖ **Appendix E – Implement, Monitoring and Evaluation Plan**

Topic	Actions	Description	Time Frame	Staff Responsible
Website Revamp	Hire a digital expertise	Redesign website with e-commerce features for easy online ordering.	05-jan-26 to 05-feb-26	Manager Owner IT Expert
Subscription Service	Launch packages	Create flexible weekly/monthly flower delivery subscription.	10-feb-26	Marketing team Owner
Digital Marketing	Social media Campaign	Eco- Friendly and product offers ads on Facebook and Instagram	10-feb-26	Marketing Team
Staff Training	Train team	Teach staff digital tools and customer service for online orders.		
Monitor and adjust	Monthly review	Check sales and customer feedback website, services, and campaigns.	Monthly	Manager Staff team.

Monitoring	Description	Source information	Time Frame	Staff Responsible
Participation	Staff attend all training session and complete tasks.	Attendance sheets, training records	daily	HR Manager Trainers
Engagement	Staff joining discussions, ask questions and practice digital tools.	Observation notes and use feedback forms.	weekly	HR Trainers
Learning	Staff shows improved skills using the new tools.	Post-training tests	In the end of the training	Manager Trainers

Evaluation	Successor Indicator	Time Frame	Staff Responsible
Customer Satisfaction	Feedback forms and complaint records.	weekly	Owner Manager IT team
Social media engagement	Instagram/ Facebook (likes, shares, comments).	monthly	Staff Customer services Manager Owner