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1.Introduction

Green Haven Florists, an independent flower shop located in Norwich, UK, is experiencing a significant decline in sale and overall performance. Once recognised for bespoke floral arrangements and its strong sustainability ethos, the business has struggled to adapt to repaid changes in consumer behaviour and the competitive landscape. The shift toward online retailing, rising costs in the floral supply chain, and increasing digital expectations among customers have collectively undermined Green Haven's ability to remain competitive. This report identifies the core business problem, evaluates two strategic solutions, using PMI tool, select the most appropriate option, conducts a risk analysis, and provides an implementation and evaluation plan.

2. Explanation of the Business Problem

The main problem facing Green Haven Florists is a substantial and sustained drop in revenue, primarily caused by shifting market dynamics and internal capability gap

2.1 Declining Footfall

The business has observed a 30% decrease in store-scale, which aligns with broader national retail trends showing reduced high-street traffic as consumers increasingly favour online shopping (Office for National Statistics,2023). The shop's location has suffered from nearby business closures, further reducing natural walk-in consumers. Convenience, pricing comparison, and fast delivery options available from online florists now dominate consumer explanations.

2.2 Rising Operational Costs

The cost of fresh flowers, particularly imported varieties, has risen due to global supply chain disruptions and inflation. Similar trends have increased by as much as 20-30% in some categories (IBISWorld,2023). The shop's commitment to biodegradable packaging, although valued by eco-conscious consumers, has become more expensive to maintain, reducing profit margins.

2.3 New Competition

Two new competitors have emerged: a boutique florist with strong social media presence and a national chain with competitive pricing and wide delivery coverage. Competition from national chains has increased significantly in recent years due to economies of scale and sophisticated marketing strategies (Deloitte,2023).

2.5 Digital Skills Gap

Internally, the owners lack up-to-date digital marketing skills. This constraint reduces their ability to implement modern online sales techniques or data-driven decision making.

3.Two Alternative Solutions

Solution 1: Digital Transformation (Website Redesign and Online Ordering)

This solution focuses on updating Green Haven's digital presence through the development of a modern website, online ordering system, and expanded delivery and subscription services.

Solution 2: Community Engagement and Local Partnerships

This option leverages Green Haven's local identity by developing community-based initiatives such as workshops, partnerships with local venues, loyalty programmes, and in-store experience improvements.

4. Evaluation of Solutions (PMI Analysis)

4.1 Solution 1- Digital Transformation: PMI Analysis

Plus (+)	Minus (-)	Interesting (I)
Expands customer base beyond local areas	High initial cost	Enables use of analytics for customer insights
Aligns with modern consumer expectations	Requires new skills	Subscription services provide predictable revenue
Improves competitiveness with online florists	Potential technical issues	Enhances brand image and professional appeal

Offers convenience and increased accessibility	May require additional staffing	Opportunity for digital advertising
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Analysis:

The strong digital shift in retail and consumer shopping behaviour makes this solution high relevant. However, the investment required and the digital skills gap remain challenges.

4.2 Solution 2- Community Engagement: PMI Analysis

Plus (+)	Minus (-)	Interesting (I)
Low implementation cost	Impact limited to local geography	Aligns closely with sustainability values
Strengthens customer loyalty	Won't counter online competition fully	Workshop can create additional income
Enhances brand reputation	Labour-intensive for owner	Potential partnership with eco-groups

Analysis:

Solution 2 aligns with the shop's identity and may improve local visibility, but it lacks the necessary scale to reverse the sales decline driven by online competitors.

5. Selected Solution and Justification

Solution 1: Digital Transformation

Justification:

1. Addressing the core consumer trends:

The retail market is increasingly digital-first, and customers expect efficient online ordering (Chaffey,2022).

2. Improves competitive position:

A strong online presence is essential to compete with national florists offering delivery and discounts.

3. Enable long-term scalability:

Subscription options generate recurring revenue and stability cash flow-a key advantage in uncertain retail environment.

4. Responds directly to customer feedback:

Customer specifically raised concerns about the website and delivery limitations.

5. Extends reach beyond the high street:

Digital channels allow Green Haven to access regional and possibly national customers, not just local footfall.

Solution 2 offers valuable supplementary benefits but cannot compensate for structure shifts in customer behaviour.

6. Risk Analysis of Selected Solution

6.1 Financial Risks

- Upfront costs for web development and digital marketing may be substantial.
- If consumer adoption is slow, ROI may be delayed (Ryan,2011).

6.2 Operational Risks

- Technical issues, website downtime, or cybersecurity threats could disrupt sales.
- Staff may require additional training.

6.3 Market Risks

- Customers may still prefer the more affordable competitors.
- Online marketing costs may rise due to competition in digital advertising. (Chaffey,2022).

6.4 Human Resource Risks

- Increased demand for delivery services may require additional drivers.
- The owners may face an increased managerial workload during the transition.

7. Implementation Plan

A structured, phased approach enables to digital systems.

Phase 1: Planning

- Identify suitable web developers and review quotations.
- Establish project goals (mobile optimisation, subscriptions, improve UX).
- Define KPIs for website success.

Phase 2: Website Development

- Create new website with e-commerce capabilities, secure payments, delivery scheduling and descriptions.
- Develop branded content including photography and descriptions.
- Integrate analytics tools such as Google Analytics.

Phase 3: Digital Marketing Strategy

- Launch targeted social media advertising (Instagram, Facebook, TikTok).
- Collaborate with local influencers.
- Provide Introductory online discounts to encourage customers adoption.

Phase 4: Staff Training

- Train owners and staff to manage the website, fulfil online orders, and handle customer queries.
- Provide cybersecurity awareness training.

Phase 5: Review and Optimisation

- Monitor website metrics.
- Adjust marketing campaigns based on customer behaviour data.
- Introduce seasonal products and subscription promotions.

8. Measuring Effectiveness of Solution

A set of KPIs will be used to assess the effectiveness of the digital transformation.

8.1 Key KPIs

Area	KPI	Method
Sale	Increases in monthly sale	Compare monthly date pre-and post-implementation
Digital Engagement	Website traffic and conversion rate	Google Analytics
Customer Satisfaction	Reviews and survey results	Online platform
Subscription Growth	Number of subscribers	Monthly report
Delivery Performance	On-time delivery rate	Internal tracking

8.2 Short-Term (0-6 Months)

- Increased online traffic.
- Positive website usability feedback.
- Initial growth in online orders.

8.3 Long-Term (6-12 Months)

- Stabilised sale growth.
- Strong subscription uptake.
- Improved competitiveness compared to local and national florists.

8.4 Review Process

Quarterly review meetings should assess KPI performance, customer feedback, and financial outcomes. Adjustments to website features or marketing strategies should be made accordingly.

9. Conclusion

Green Haven Florists faced significant challenges due to decreased footfall, rising costs, increased competition, and an outdated digital presence. After evaluating two solutions-digital transformation and community engagement- the report concludes that digital transformation provides the most effective and future-proof strategy. By implementing a redesigned website with online ordering, delivery options, and subscription services, Green Haven can strengthen its competitive position, expand its customer base, and restore financial sustainability. Ongoing monitoring through clear KPIs will help ensure the long-term success of the strategy.

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UWTSD Case Study: Green Haven Florists (2025)