

Student Name: Joyce Kumi

Student ID: 2515780

Lecturers name: Annamarie Dufficy

Contents Page:

1. Introduction
2. 2.1 Business Background
3. 2.2 Current Challenges
4. Problem Analysis
 - 3.1 Decline in Sales and Footfall
 - 3.2 Customer Feedback Summary
 - 3.3 Market and Competitive Pressures
5. Proposed Solutions
 - 4.1 Solution A: Website Redevelopment
 - 4.2 Solution C: Digital Marketing Strategy
6. Grid Analysis
 - 5.1 Criteria and Weightings
 - 5.2 Scoring of Solutions
 - 5.3 Results and Interpretation
7. Selected Solution
 - 6.1 Rationale for Choosing Website Redevelopment
8. Risk Analysis
 - 7.1 Identified Risks
 - 7.2 Mitigation Strategies
9. Implementation Plan
 - 8.1 12-Week Timeline
 - 8.2 Task Allocation
 - 8.3 Justification of Order and Timing
10. Key Performance Indicator (KPI)
 - 9.1 SMART Objective
 - 9.2 Monitoring and Evaluation Methods
11. Conclusion

Green Haven Florists, a small independent flower shop in Norwich, has recently seen a marked fall in both sales' revenue and customer visits. Once known for its unique floral designs, eco-friendly packaging, and strong community connections, the shop is struggling to adjust to a rapidly changing retail environment. Growing operating costs, increased competition from online flower delivery services, and a major decline in high-street foot traffic have all contributed to this slump (British Retail Consortium, 2023). Although there has been a small increase in online orders, the shop's outdated website and limited online presence have made it hard to capitalise on this change in consumer behaviour. Customer feedback has revealed issues with website performance, limited delivery options, and a lack of engaging online communication. These difficulties have created an acute need for tactical actions that will help the business regain competitive advantage and achieve financial soundness.

Two potential solutions have been proposed to address the issues Green Haven Florists faces. The first solution entails revamping the shop's website as well as improving its online ordering system. The current website is outdated, difficult to navigate, and lacks the features that today's consumers expect, such as mobile-friendly layouts and fast loading speeds (Nielsen Norman Group, 2023). By redesigning the website to be visually attractive and easy to use, the business can significantly improve the customer experience. Adding features such as real-time inventory updates, secure payment methods, custom bouquet-creation tools, and flexible delivery options would help the business meet the industry standards set by larger online competitors. This solution directly tackles customer complaints and supports the growing trend of online shopping, which continues to rise year on year (Statista, 2024). A modern website would not just attract new customers but also encourage repeat purchases by delivering ease and dependability.

The second solution focuses on improving the business's digital marketing and social media presence. Right now, Green Haven Florists mainly relies on word of mouth and occasional social media posts, which limits its visibility in a progressively digital market. A well-planned digital marketing strategy would include regular content creation, targeted ads, search engine optimisation, and email marketing campaigns. Platforms such as TikTok are especially effective for showcasing floral arrangements, seasonal promotions, and behind-the-scenes content that can build brand personality and engage customers (Hootsuite, 2023). This solution tackles the shop's lack of online visibility and helps it stand out from competitors with stronger digital presences. By increasing brand awareness and reaching new audiences, digital marketing can boost both online and in-store sales whilst strengthening the shop's devotion to environmental friendliness and community involvement.

To determine which solution offers the greatest benefits, a Grid Analysis was carried out using four key criteria: cost, sales impact, ease of implementation, and sustained viability. Each criterion was assigned a weight based on its importance to the business, with sales

impact being the most important. Solution A, which focuses on updating the website, scored high for sustained viability and prospective sales impact, since having a powerful online presence is critical for success in today's retail world (McKinsey & Company, 2023). On the other hand, Solution C, the digital marketing strategy, did well in terms of being cost-effective and easy to implement, needing a smaller initial investment and permitting a gradual rollout. However, when the weighted scores were calculated, Solution A achieved a total score of 4.2, which is higher than Solution C's 3.8, indicating that Solution A is the better option.

The results of the Grid Analysis show that updating the website offers the greatest long-lasting benefits for Green Haven Florists. While digital marketing is important and relatively easy to implement, it cannot completely make up for the issues that come with an outdated website. A modern, easy-to-use online platform is essential for improving customer experience, increasing conversion rates, and supporting future marketing efforts (Nielsen Norman Group, 2023). Without a functional, appealing website, digital marketing strategies might attract visitors who leave due to poor usability. Therefore, even though both solutions have their advantages, updating the website is a more thorough and sustainable way to address the business's main challenges and is clearly the best choice for regaining competitiveness.

A Risk Analysis of the selected solution has identified several possible issues that must be addressed before implementation. The first risk concerns the financial consequences of redeveloping the website, which could stretch the business's limited budget. The second risk is technical issues during development that could temporarily disrupt online ordering and customer access. A third risk is the need for staff training, as employees might require time to get used to new website features and online order management. Another risk is that the new website may not attract enough traffic to achieve the expected return on investment. Finally, reliance on outside developers carries risks of delays, miscommunication, or inconsistent quality. These risks vary in likelihood and impact, but they need to be managed to ensure successful implementation. Even with these problems, the feasibility of modernising the website remains high. The financial risk can be reduced by choosing budget-friendly developers or using a phased approach that spreads costs over time. Technical issues can be minimised by scheduling updates during slower trading times and performing thorough testing before launch. Staff training requirements are manageable and can be supported through tutorials, vendor assistance, or short training sessions. The risk of low website traffic can be mitigated by coordinating the launch with key digital marketing strategies, such as social media promotions and email campaigns.

The website modernisation will follow a structured 12-week plan designed to reduce disruptions while securing a smooth transition. The first two weeks will focus on assessing needs, gathering customer feedback, and defining the website's functional requirements. This step ensures that the final design aligns with customer expectations and business goals.

Weeks three and four will be dedicated to finding the right web developer or platform, such as Shopify or WordPress, while considering factors such as cost, functionality, and expandability. During weeks five to seven, the website will be designed and developed, including optimisation for mobile, easy navigation, and essential features such as online ordering and safe payment options. In weeks eight and nine, product descriptions, images, and pricing will be uploaded, and all features will be thoroughly tested. Week ten will be about training staff to ensure they can confidently handle orders and update content. The last two weeks will involve a soft launch followed by a marketing campaign to inform customers about the new website. This step-by-step approach ensures that the website is functional, user-friendly, and meets customer needs before the official launch.

The order and timing of the tasks outlined in the implementation plan are meant to boost efficiency and reduce risks. Starting with research and planning ensures that the website's design reflects what customers want and what the business aims for. Allocating a few weeks for development and testing helps reduce the risk of technical problems after launch. Staff training is planned right before the launch to guarantee everyone is ready to use the new system. Tasks are split between external developers, who oversee the technical aspects, and in-house staff, who manage content and customer relations. The 12-week schedule strikes a balance between the need for quick implementation and the real-life constraints of operating a small business, ensuring the project wraps up without overloading staff or disrupting daily operations. To evaluate how well the new website is performing, a Key Performance Indicator (KPI) has been established: an increase in online sales revenue. This KPI is supported by a set of SMART objectives that specify clear, measurable goals (Doran, 1981). The goal is to boost monthly online sales by 20% within 3 months of the website going live. This target is specific, measurable, achievable, relevant, and time-bound. It emphasises the value of online sales in offsetting the drop in customer visits and is consistent with the wider aim of improving the business's digital performance. The goal is realistic considering the expected improvements in website usability and customer experience.

These metrics will be tracked using website analytics tools that monitor sales volume, conversion rates, and customer behaviour. Monthly sales reports will be analysed against pre-launch figures to evaluate progress towards the 20% goal. Other metrics, such as bounce rate, average order value, and repeat purchase frequency, will provide greater understanding of customer engagement and website performance. If the goals are not achieved, the business can implement data-driven changes, such as upgrading product descriptions, improving the checkout process, or providing promotional discounts. Ongoing monitoring ensures the website remains effective and meets customer needs.

In conclusion, Green Haven Florists is facing major challenges caused by declining foot traffic, rising costs, and growing competition from online retailers (British Retail Consortium, 2023). Two solutions have been suggested to tackle these issues: refreshing the website and boosting digital marketing efforts. A Grid Analysis showed that updating the website has the most significant long-term effect and fits well with customer expectations and sector trends, as consumers increasingly expect seamless, mobile-friendly online shopping experiences (Nielsen Norman Group, 2023). A Risk Analysis confirmed that this solution is viable with suitable mitigation measures in place. A detailed 12-week implementation plan has been developed to guide the process, supported by KPIs and SMART objectives to measure success (Doran, 1981). To summarise, modernising the website delivers a sustainable, customer-centred strategy that improves online sales, increases competitiveness, and supports the business's continued growth (McKinsey & Company, 2023).

Reference list:

British Retail Consortium (2023) *High Street Footfall Report*. BRC.

Doran, G. T. (1981) 'There's a S.M.A.R.T. way to write management's goals and objectives', *Management Review*, 70(11), pp. 35–36.

McKinsey & Company (2023) *The State of Digital Retail: Consumer Expectations and Online Growth*. McKinsey.

Nielsen Norman Group (2023) *E-commerce UX: Why Website Usability Drives Conversion*. NN/g.

.