



Green Haven Florists: case-study

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Module Code: LCLM4004

Module Name: Problem Solving and Decision-Making

Overview

01

Provide an overview Green Havan Florists and the nature and scope of the problems they are encountering.

02

Provide an application of the 5W2H model that summarises these issues.

03

Provide a critique and application of the PESTEL framework.

04

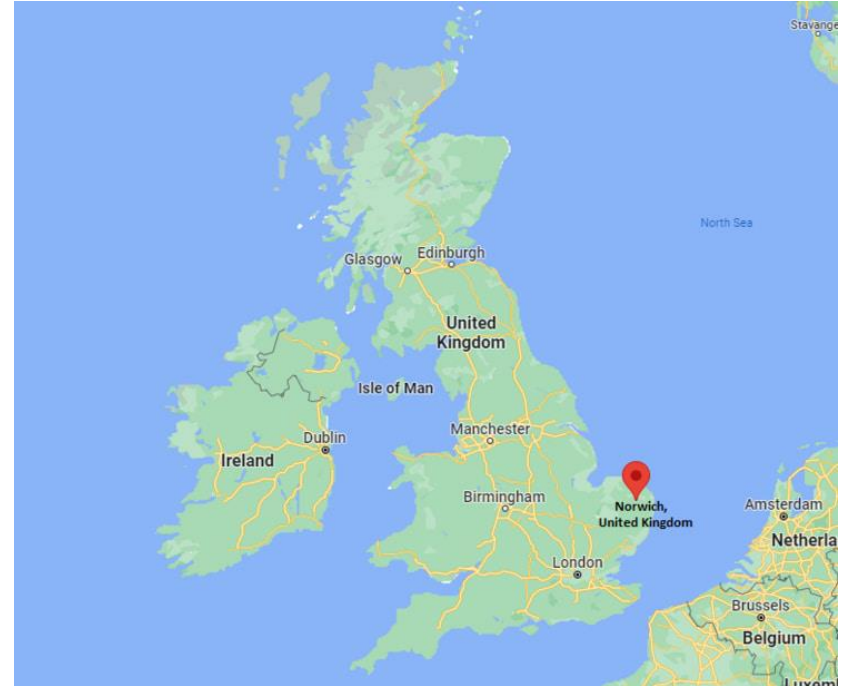
Provide a critique and application of the Cause-and-Effect model.

05

Provide a summary of the key findings.

Green Haven Florists: Background

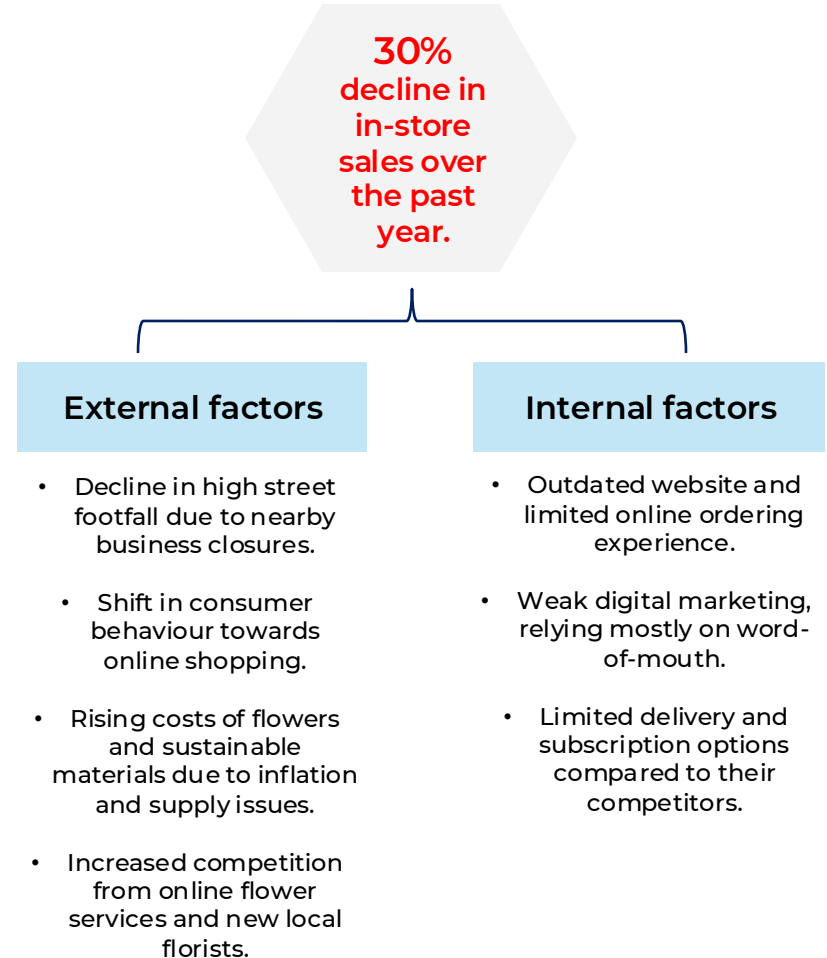
- Green Haven Florists is a small, independent flower shop in Norwich, founded in 2016 by Liam and Priya Patel.
- Known for bespoke floral designs and eco-friendly packaging.
- Built a loyal customer base by focusing on sustainability and personal service.
- Serves a mix of walk-in customers, corporate clients, and weddings.
- Has a strong local reputation and close community connections.



Identifying the Core Problems at Green Haven Florists

Green Haven has faced a significant decline of in-store sales over the past year. There are a number of factors contributing to this decline (Zinovieva et al., 2016):

1. **External factors:** are conditions that are out of the business control but and have a significant impact on its operations and stability. They include economic trends, competitors, suppliers, customers, regulations, and technological developments. While a business cannot change these external conditions, it must anticipate and adapt to them to maintain success.
2. **Internal factors:** are elements within the business. They include aspects such as staff, resources, finances, and internal processes. These factors are generally under the control of the business, meaning management can adjust or improve them.



5W2H MODEL vs Green Haven Florists

The 5W2H is a problem-solving and analysis tool that uses questions to clarify and understand the root cause of a problem or system failure. This method helps identify the underlying causes of errors and supports the development of corrective and preventive actions. By systematically examining each question, organisations can better understand problems, prevent their recurrence, and improve overall efficiency and quality (Pacaiova, 2015).

WHAT?	What effect is it having?	30% drop in in-store sales and reduced profits.
WHERE?	Where is the problem occurring?	Green Haven Florists shop in Norwich.
WHEN?	When was the problem first noticed?	Over the past 12 months.
WHO?	Who is impacted by the problem?	Owners Liam and Priya, staff, and loyal customers.
WHY?	Why is the problem happening ?	Fewer high street shoppers, rising costs supplier and operational costs, stronger competition, and weak online presence and marketing strategy.
HOW?	How serious is the problem?	Very serious and a threat to business survival.
HOW MUCH?	How much money is being lost?	Around 30% revenue loss.

PESTEL

PESTEL analysis is a strategic tool used to examine the macro-environment influencing a business. It helps businesses identify external opportunities and threats that can affect decision-making and performance (Aithal, 2017):

1. **Political:** Examines how government policies, political stability, and international relations affect business operations.
2. **Economic:** Considers economic growth, income levels, population, and spending patterns.
3. **Social:** Focuses on culture, lifestyle, beliefs, and demographics, influencing consumer behaviour, marketing strategies, and product acceptance across markets.
4. **Technological:** Evaluates the impact of innovation, automation, and digital transformation.
5. **Environmental:** Looks at ecological and geographical factors—such as resource availability, climate, and sustainability policies.
6. **Legal:** Reviews laws and regulations that influence business conduct, trade, intellectual property, and market access.

BENEFITS

- Provides an overview of external factors affecting the business
- Helps identify risks and opportunities early
- Supports informed decision-making and long-term strategy development

LIMITATIONS

- Focus on external factors, overlooking internal strengths and weaknesses
- Can be subjective and time-sensitive
- May lack depth or actionability without integration with other tools

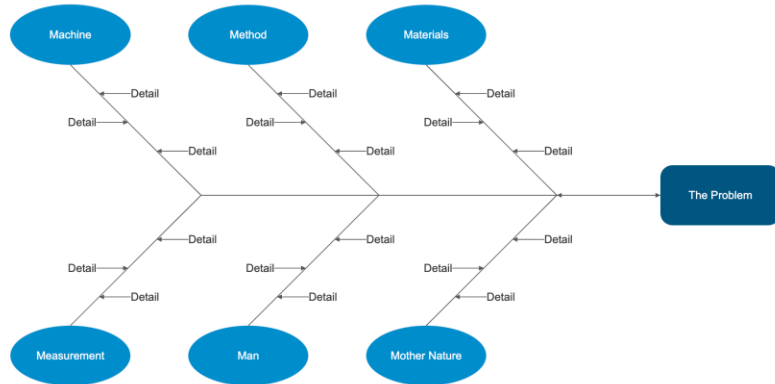
(Rashid, 2023 & Buye, 2021)

PESTEL FRAMEWORK vs Green Haven Florists

POLITICAL	Local council promotes eco-friendly small businesses which aligns with Green Haven's ethos of "eco-friendly packaging and strong community connections." Changes in business rates and local taxation may pressure small independents.
ECONOMIC	Cost-of-living crisis reducing disposable income for luxury goods like flowers. Rising costs of imported flowers and packaging due to inflation and transport costs.
SOCIAL	Customers value locally sourced products and sustainability. Shift towards online shopping and convenience impacting traditional store visits.
TECHNOLOGICAL	Limited digital presence, competitors have stronger online ordering systems. Opportunity to expand social media and digital marketing to attract younger audiences.
ENVIRONMENTAL	Green Haven already uses "eco-friendly packaging," aligning with sustainability trends. Seasonal weather changes affect local flower availability and supply.
LEGAL	Must comply with environmental packaging regulations and GDPR for customer data. Employment and consumer protection laws impact small business operations.

Cause-and-Effect model

The Cause-and-effect is a visual tool shaped like a fish skeleton that that illustrates how different factors contribute to a specific problem or outcome. This list of factors enables teams to work together to identify key areas for improvement and create practical, collaborative solutions (Ilie et al., 2010)



BENEFITS

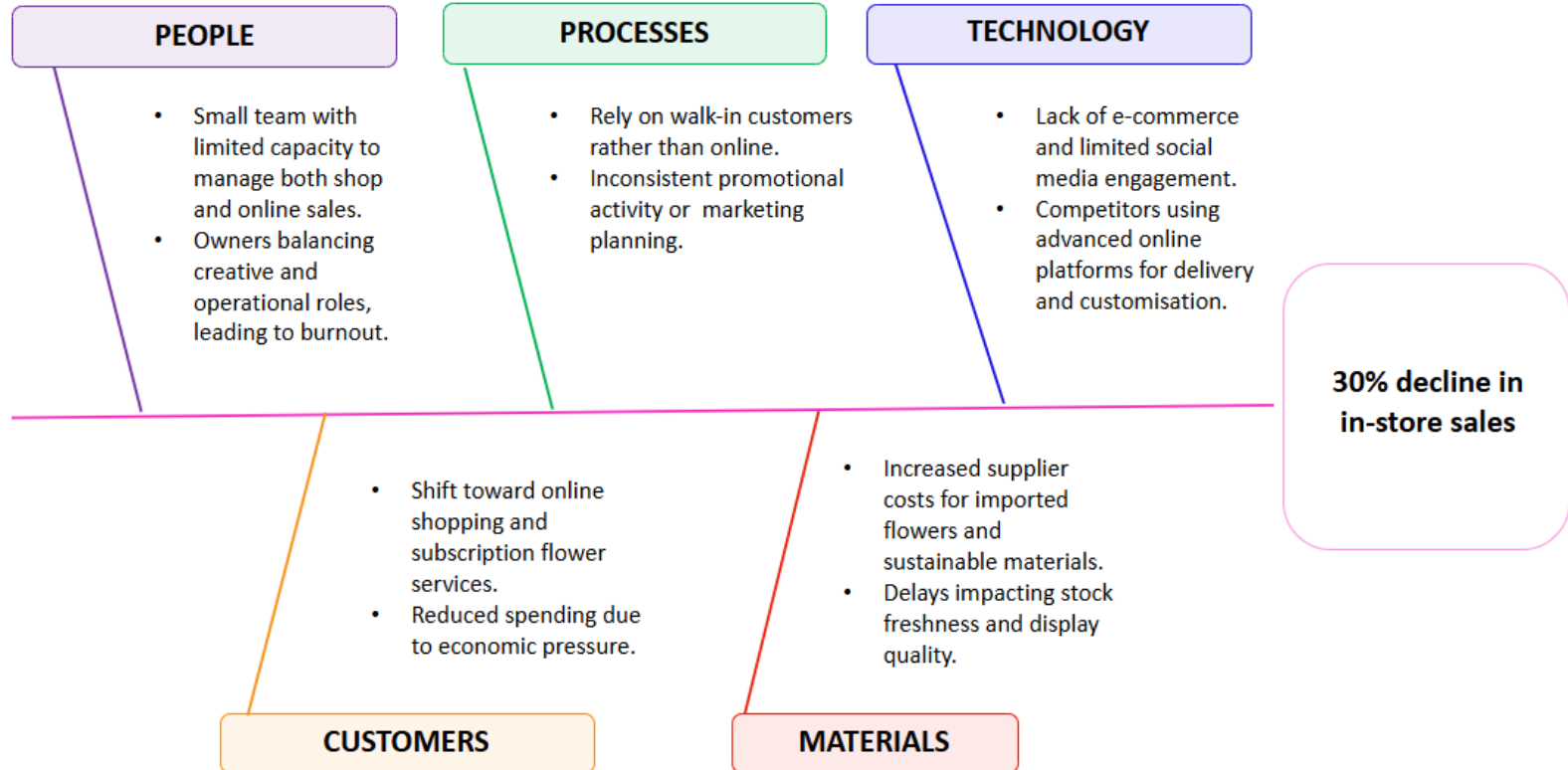
- Visually organises potential causes for a problem
- Encourages team participation
- Helps identify root causes, not just symptoms
- Improves understanding of processes and decision-making

LIMITATIONS

- Can be subjective since it relies on creator's knowledge
- May oversimplify complex problems
- Primarily qualitative rather than quantitative

(Tagaram et al., 2024)

CAUSE-AND-EFFECT MODEL vs Green Haven Florists



KEY FINDINGS

01

The business has experienced a 30% drop in in-store sales, largely due to reduced high street footfall and growing preference for online shopping.

02

Increased flower and packaging prices, especially for eco-friendly and imported materials, have significantly impacted profitability.

03

Green Haven's outdated website and limited social media presence have reduced its competitiveness against other local and national competitors.

04

Competition from online delivery services and new local florists has intensified, while changing consumer behaviours demand more flexible and convenient purchasing options.

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