

Green Haven Florist Report.

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1. Introduction (Overview of Case and Problem)

Green Haven Florists is an independent flower shop based in Norwich, established in 2016 and known for its bespoke arrangements and environmentally sustainable practices. Despite its strong brand identity and loyal customer base, the business has experienced a 30% decline in in-store sales over the past year. This downturn is primarily attributed to reduced foot traffic, rising operational costs, and increased competition from online flower delivery services offering convenience and competitive pricing.

Although online sales have grown slightly, they remain insufficient to offset losses from physical sales. Furthermore, customer feedback highlights issues with the company's outdated website, limited delivery options, and weak digital presence. These challenges indicate that Green Haven Florists is struggling to adapt to the evolving retail landscape, where digital accessibility and convenience are critical. Therefore, strategic changes are required to improve competitiveness, increase sales, and ensure long-term sustainability.

2. Proposed Solutions

Solution 1: Website Redesign and E-commerce Enhancement

One key solution is to redesign Green Haven's website to create a modern, user-friendly, and fully functional e-commerce platform. The new website should include mobile optimisation, intuitive navigation, and secure payment systems to improve user experience. Features such as same-day delivery options, subscription services, and personalised product recommendations would align with customer expectations shaped by leading online retailers.

Additionally, integrating search engine optimisation (SEO) and digital marketing tools would increase online visibility and attract new customers. According to Chaffey (2022), businesses that invest in digital platforms can significantly improve customer engagement and conversion rates. This solution directly addresses the decline in foot traffic by shifting focus to online sales channels, allowing Green Haven to compete more effectively in a digital marketplace.

Solution 2: Subscription-Based Floral Service

An alternative solution is the introduction of a subscription-based floral delivery service targeting both individual and corporate customers. This service would provide regular deliveries of seasonal, locally sourced flowers, reinforcing the company's sustainability ethos. Subscription packages could vary in frequency and price, offering flexibility to customers.

This model would generate a steady and predictable income stream while strengthening customer loyalty. It also provides differentiation from competitors by emphasising personalisation and eco-conscious practices. As noted by Kotler et al. (2021), subscription models are increasingly popular as they enhance customer retention and lifetime value. However, the success of this solution depends on effective marketing and operational efficiency, particularly in logistics and inventory management.

3. Evaluation of Solutions (PMI Analysis)

Solution 1: Website Enhancement

Plus:

Improves customer experience and accessibility

Increases online sales potential

Enhances competitiveness in digital market

Enables future innovations such as subscriptions

Minus:

High initial investment costs

Requires technical expertise and ongoing maintenance

Risk of low return if not effectively marketed

Interesting:

Potential to expand beyond local market reach

Opportunity to integrate data analytics for customer insights

Solution 2: Subscription Service

Plus:

Generates predictable and recurring revenue

Builds strong customer relationships

Aligns with sustainability and brand identity

Minus:

Requires efficient logistics and supply chain coordination

Risk of low customer adoption initially

May increase operational complexity

Interesting:

Opportunity for partnerships with local growers

Potential to expand into corporate contracts

Preferred Solution Justification

Based on the evaluation, the website redesign and e-commerce enhancement is the preferred solution. This option addresses multiple core issues simultaneously, including declining foot traffic, poor online presence, and limited customer convenience. While the subscription model offers long-term benefits, it relies heavily on a strong digital infrastructure to operate effectively. Therefore, improving the website serves as a foundational step that enables future growth opportunities, including subscription services.

4. Risk Analysis of Selected Solution

The implementation of a new website presents several risks. Financially, the initial development cost may be significant, particularly for a small business with limited resources. Technically, there is a risk of system failures, bugs, or poor design if the development process is not properly managed. Additionally, there may be resistance to change due to limited digital skills within the business.

Another key risk is that the investment may not generate immediate returns if digital marketing strategies are ineffective. Cybersecurity threats, such as data breaches or payment fraud, also pose a concern when handling online transactions. According to Statista (2024), cybersecurity remains a critical issue for e-commerce businesses, highlighting the importance of secure systems.

4B. Risk Analysis Outcome

Overall, the risks associated with this solution are moderate and manageable. Financial risks can be mitigated through careful budgeting and phased implementation.

Technical risks can be reduced by hiring experienced developers and conducting thorough testing. Training and support will help address internal skill gaps. Given the significant potential for increased revenue and improved competitiveness, the benefits of this solution outweigh the associated risks.

5A. Implementation Plan

Step	Activity	Timeframe	Responsibility
1	Conduct market research and define requirements	Weeks 1–2	Owners
2	Select web developer/agency	Weeks 3–4	Owners
3	Website design and development	Weeks 5–10	Developer
4	Integration of e-commerce features	Weeks 11–12	Developer
5	Testing and quality assurance	Week 12	Developer & Owners
6	Website launch and marketing campaign	Week 13	Owners
7	Ongoing monitoring and optimisation	Continuous	Owners

5B. Justification of Implementation Plan

The phased implementation plan ensures a structured and systematic approach to development. Initial research minimises the risk of misaligned features, while hiring professionals ensures technical quality. Testing before launch reduces the likelihood of system failures. The inclusion of ongoing monitoring allows the business to adapt and improve performance over time. The timeline balances efficiency with thoroughness, ensuring the project is completed within a realistic timeframe.

6. KPI and SMART Objectives

Key Performance Indicator (KPI): Increase online sales revenue

SMART Objectives:

Specific: Enhance online sales through improved website functionality

Measurable: Achieve a 25% increase in online sales

Achievable: Through better user experience and targeted marketing

Relevant: Addresses decline in in-store sales

Time-bound: Within 6 months of website launch

Monitoring and Evaluation

The effectiveness of the solution will be measured באמצעות website analytics tools, tracking metrics such as traffic volume, conversion rates, and sales revenue. Customer feedback and repeat purchase behaviour will also be analysed to assess satisfaction and loyalty. If performance targets are not achieved, adjustments such as improved SEO strategies, enhanced user interface design, or promotional campaigns will be implemented. Continuous monitoring ensures that the business remains responsive to market changes and customer needs.

7. Key Findings (Bullet Summary)

Green Haven Florists is experiencing declining sales due to reduced foot traffic and increased online competition

Digital limitations are a major barrier to growth

Two solutions were identified: website enhancement and subscription services

Website redesign is the most effective solution due to its broad impact

Risks are present but manageable with proper planning

A structured implementation plan ensures efficient execution

Success will be measured through increased online sales and improved customer engagement

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