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Table of contents

Problem Solving and Decision Making	1
INTRODUCTION.....	3
BRIEF EXPLANATION OF THE PROBLEM	3
Suggested Two Alternative Solutions	4
GRID ANALYSIS (Comparison of Both Solutions)	6
Justification for Selected Solution	7
RISK ANALYSIS	8
IMPLEMENTATION PLAN	8
Means of Measuring Effectiveness of Implementation of Selected Solution.....	9
CONCLUSION	10
Reference.....	11

INTRODUCTION

This report is based on evaluating the main problems faced by Green Haven Florists, a small independent flower shop located in Norwich, UK. The business has recently experienced a decline in sales and increased pressure from competitors, which has raised concerns about its future performance. These challenges appear to be closely linked to changes in customer behavior, higher operating costs, and weaknesses in the business's current digital presence. This situation reflects a wider trend in the UK, where consumers increasingly prefer to purchase gifts, such as flowers, through online channels due to convenience and accessibility (Review of Applied Science and Technology, 2023).

The purpose of this report is to analyze these problems and to present two alternative solutions to the identified issue, which are evaluated using PMI analysis. The report also includes a basic risk analysis, an implementation plan, and methods to measure the effectiveness of the selected solution. Overall, the objective of this report is to provide a practical and understandable recommendation that reflects real business conditions rather than an ideal or perfect scenario.

BRIEF EXPLANATION OF THE PROBLEM

Green Haven Florists is a small flower shop that has recently experienced a decline 30% in business performance. Over the past 12 months, the shop has seen a drop in in-store sales and reduced foot traffic. Although online orders have increased slightly, they have not been enough to cover the loss of physical customers.

There are several reasons behind this problem. One major cause is the change in customer behavior. Many customers now prefer to buy flowers online because it is quicker, more convenient, and often cheaper. Large online flower retailers and national

chains offer same-day delivery and frequent discounts, making it difficult for small businesses to compete. Another issue is Green Haven Florists' weak digital presence. The website is outdated, difficult to use, and online marketing activity is limited.

In addition, rising costs have put pressure on the business. The prices of flowers, especially imported varieties, have increased due to inflation and supply chain issues. The shop's commitment to sustainable materials also adds to costs. Together, these factors have reduced profitability and highlighted the need for change.

Suggested Two Alternative Solutions

Solution A: Improving Digital Presence and Online Services

This solution focuses on improving Green Haven Florists' online presence. It includes updating the website, improving online ordering, offering flower subscription services, and becoming more active on social media. The aim is to reach more customers and adapt to modern shopping habits.

PMI Analysis – Solution A	
Plus	Increased online sales, wider customer reach, better visibility.
Minus	Initial setup costs, need for digital skills, time to see results.
Interesting	Opportunity to attract younger customers and compete online

This solution helps solve the business problem by reducing reliance on foot traffic and increasing sales through digital channels. It aligns the business with current customer expectations

Solution B: Enhancing the In-Store Customer Experience

This solution focuses on improving the physical store experience. It includes offering flower workshops, personalized services, seasonal events, and exclusive in-store products. The goal is to make the shop more attractive to customers who value personal service.

PMI Analysis – Solution B	
Plus	Strong customer relationships, unique shopping experience, and loyalty.
Minus	Limited reach, ongoing staff involvement and reliance on foot traffic.
Interesting	Potential for strong word-of-mouth promotion.

This solution addresses the problem by differentiating Green Haven Florists from large competitors. However, it still depends heavily on customers visiting the store.

GRID ANALYSIS (Comparison of Both Solutions)

Both Solution 1 and Solution 2 are evaluated using Grid Analysis as the main decision-making tool. This method allows for a clear and simple comparison based on key criteria relevant to the business situation.

Scores range from 1 (very weak) to 5 (very strong). Each criterion is given a weight based on its importance.

Criteria	Weigh	Solution 1	Weighted Score	Solution 2	Weighted Score2
Cost	0.2	3	0.6	4	0.8
Impact of Sales	0.3	5	1.5	3	0.9
Ease of Implementation	0.15	3	0.45	4	0.6
Long- term Sustainability	0.2	5	1	3	0.6
Competitive Advantage	0.15	5	0.75	3	0.45
Total Score	1	-	4.3		3.35

The results show that Solution 1 achieves a higher overall score than Solution 2, mainly due to its stronger impact on sales, long-term sustainability, and competitive advantage.

Justification for Selected Solution

Solution A is the most appropriate option to progress with. This is because the main cause of declining sales is the shift towards online shopping. Improving the digital presence directly addresses this issue and allows the business to reach a wider audience.

Greater importance was given to factors such as sales growth, long-term sustainability, and competitiveness. These were weighted more heavily because they are critical for the survival of the business. While Solution B adds value, Solution A offers stronger long-term benefits and better growth potential.

Also based on the evaluation and Grid Analysis, the most appropriate solution is Solution A: Improving Digital Presence and Online Services. This approach directly addresses the main causes of declining sales and reflects modern consumer preferences.

Improving Digital Presence and Online Services It allows Green Haven Florists to compete more effectively with online retailers, expand their customer base, and create stable income through subscriptions. It also supports long-term business sustainability.

RISK ANALYSIS

The selected solution presents several risks. The main risks include the cost of website development, limited digital skills, and strong online competition. There is also a risk that results may take time to appear.

The criteria used in this risk analysis are cost, skills, and market competition. These criteria were chosen because they have the biggest impact on the success of digital improvements. These risks can be reduced through phased implementation, basic training, and external support if needed.

IMPLEMENTATION PLAN

The implementation should be done in clear stages. The first step is redesigning the website to make it simple, modern, and mobile-friendly. This task should be handled by an external web developer, with input from the business owners. This step is prioritised because the website supports all other online activities.

The second step is adding online ordering and subscription services. This should follow the website update to ensure a smooth customer experience. Staff should receive basic training to manage online orders efficiently.

The third step is increasing social media activity. This can be scheduled gradually, starting with a few posts per week. Responsibilities can be shared between the owners to reduce costs. Finally, performance should be monitored regularly to identify areas for improvement. This order helps control costs and reduce disruption to daily operations.

Means of Measuring Effectiveness of Implementation of Selected Solution

The effectiveness of the solution can be measured using Key Performance Indicators (KPIs) and SMART objectives. KPIs are measurable values that show how effectively a business is achieving its key objectives. In this case, KPIs such as online sales growth, website traffic, number of subscription customers, and social media engagement are used because they directly reflect whether digital improvements are having a positive impact on business performance.

SMART objectives are goals that are Specific, Measurable, Achievable, Relevant, and Time-bound. This framework helps ensure that objectives are clear and realistic. For example, increasing online sales by 20% within six months is specific and measurable, while increasing website visits by 30% within three months provides a clear time frame for evaluation. Using KPIs alongside SMART objectives allows the business to track progress effectively, identify problems early, and make informed adjustments when needed.

CONCLUSION

This report analysed the challenges faced by Green Haven Florists and explored two possible solutions. The key findings show that declining foot traffic, strong online competition, weak digital presence, and rising costs are the main problems affecting the business.

Two alternatives were considered: improving digital presence and enhancing the in-store experience. Improving digital presence was identified as the most suitable solution due to its wider reach and long-term benefits. The report also identified key risks and provided a realistic implementation plan supported by clear performance measures.

Overall, the findings highlight the importance of adapting to digital trends. By implementing the selected solution gradually and monitoring results, Green Haven Florists can improve its performance and build a more sustainable future.

Reference

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