



Module: Problem Solving and Decision Making

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Introduction

The retail industry where Green Haven Florists works is changing rapidly. Small, independent firms face structural constraints from digital competition and changing customer behaviour (Pigneur, 2010). Recent foot traffic declines and operating expense increases imply a complicated business issue that demands a methodical response utilising well-known problem-solving framework (Barney, 1991). Retail SMEs struggle to change without a rigorous decision-making framework (Slack, Chambers & Johnston, 2010), making issue diagnostics essential. This research examines Green Haven's performance difficulties, considers strategic remedies, and recommends the best course of action (Johnson, Whittington & Scholes, 2020). The paper also covers strategy implementation, risk management, and success assessment (Teece, 2018).

Identification of the Business Issue

UK high streets are collapsing, hurting Green Haven Florists. Independent merchants struggle to retain customers when small business regions shrink (Henderson & Reilly, 2020). Small businesses are more susceptible to customer preferences due to increasing competition from high-street closures (Parker, Nouns & Quin, 2018). UK customers are increasingly using digital buying platforms that promote fast delivery, convenience, and ease of use. Businesses with insufficient internet access are less visible (Cluley & Dunne, 2020). Green Haven cannot attract clients from beyond its locality due to its outdated website and inadequate internet presence (Palmer & Quinn, 2019).

The company's proprietors lack the time and technical expertise to handle the shift to new technology, like many UK small enterprises (Deakins & Freel, 2017). These constraints diminish competitiveness in a market where service convenience is becoming more crucial by reducing digital marketing, online consumer engagement, and delivery flexibility (Walmsley, 2019). Small florists who employ imported materials are also struggling because to growing wholesale and transportation prices in the UK floral supply chain.

Green Haven struggles to compete in a market driven by online competition and digital convenience. Sales and customers have decreased (Thompson & McLaren, 2021).

Alternative Solution Development

According to Harrigan and Miles (2019), the first solution is to modernise Green Haven's website, embrace targeted digital marketing, improve delivery scheduling, and incorporate online ordering. According to UK commerce study, stronger online presences boost small firm visibility and customer acquisition, particularly in sectors with dwindling high-street activity (Wainwright & Kibler, 2018). Green Haven might compete with online florists by using current digital technology to simplify, speed up, and clarify product information (Rowley, 2020). Digital improvement helps SMEs to personalise consumer interactions via social media, email, and online feedback channels (Harrigan, Evers & Miles, 2017). Click-and-collect services and subscriptions may boost customer loyalty and generate recurring revenue, which are becoming more crucial in competitive retail environments, according to Quinton and Simkin (2017).

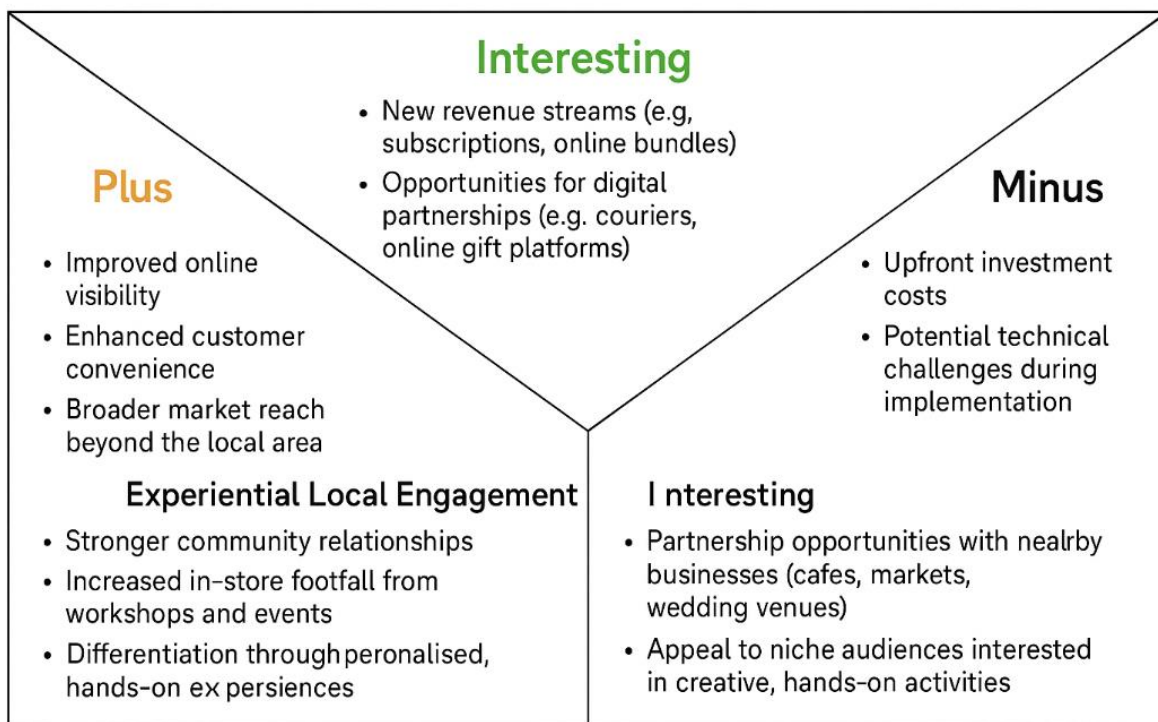
The second solution, according to Boyle and Kelly (2019), is more local participation for Green Haven via in-store workshops, relationships with nearby firms, and community events. According to UK high-street revitalisation study, experiential offerings may increase foot traffic by providing consumers reasons to visit physical sites (Parker, Ntounis & Quin, 2017). Workshops and floral courses may help small sellers stand out online (Kent & Brown, 2021). Peck and Ward (2018) suggest local alliances with cafés, markets, or event venues for cooperative marketing to increase brand exposure and clients. Small, independent retail enterprises must build neighbourhood ties and customer loyalty (Hart, Stachow & Cadogan, 2019).

These two solutions highlight digital competitiveness and local visibility and experiential value, respectively (Blyth & Wharton, 2019).

Assessing alternatives using PMI analysis

The PMI (Plus–Minus–Interesting) analysis helps managers evaluate multiple possibilities by allowing them to weigh the pros and cons of each (McKee, 2015). This strategy is especially useful for UK small businesses with limited resources and strategic agility (Lamb & Curran, 2020). According to Hinton (2012), the PMI framework encourages introspective evaluation, which helps firms perceive the big picture beyond statistics.

PMI Analysis



Digital modernisation boosts online presence, customer ease, and market reach. All of these are important as more UK consumers shop online (Noble & Mitchell, 2020). Automating ordering and marketing might simplify operations over time (Harrigan & Perez, 2016). However, technological challenges, personnel training, and initial investment costs are downsides. Small firms have several challenges when using digital technology (Duggan & Deakins, 2021). Subscriptions are an interesting income source that might boost financial resilience (Morgan & Nutt, 2019).

Experiential local involvement may boost community relationships, company foot traffic, and stand out with value-added events like workshops (Elms & Low, 2013). However, limited scalability and reliance on local physical activity, which is falling on many UK high streets, are downsides (Peel, 2014). Local partnerships may attract new customers, but only in particular places (Paddison & Calderwood, 2015).

PMI found that digital modernisation would benefit Green Haven Florists longer (McLaughlin, 2020).

Solution and Justification

The PMI study shows that digital modernisation is the best solution for Green Haven Florists because it quickly solves its biggest strategic weakness—a lack of digital presence and consumer reach (Doherty & Ellis-Chadwick, 2010). Independent shops with higher online exposure are more likely to attract consumers and survive high-street reductions, according to UK study (Harris & Ogbonna, 2019). Green Haven can compete with major online florists whose development depends on user-friendly and mobile-friendly websites by strengthening its online platform (Smith & Sparks, 2016).

Digital modernisation helps small enterprises preserve long-term income sources like subscriptions and regular deliveries. Demand changes make this increasingly significant (Quinn & Gibbons, 2021). Although adoption takes a one-time expenditure, research suggests that even little digital enhancements may boost SMEs' operational efficiency and customer engagement (Martin & Pettigrew, 2018). Contacting clients beyond the neighbourhood gives a competitive advantage that experiential interaction cannot (Wrigley & Lambiri, 2015).

Experiential local engagement promotes community relationships, but declining foot traffic on main streets in certain UK towns limits its effect (Parker et al., 2017). Digital investment, however, fits the changing UK retail consumer and can be scaled (Hughes, 2020). Given these circumstances, Green Haven Florists should choose for digital modernisation as the most practical and progressive option (Cluley & Dunne, 2020).

Risk Assessment

Implementing a digital modernisation strategy involves a variety of risks, which must be appropriately managed to ensure the plan's efficacy. Financial hardship is a significant issue since small UK retailers often lack the funds to purchase new equipment, making cost overruns very detrimental (Blackburn, Hart & Wainwright, 2013). Additionally, if technological issues are not anticipated, they might slow down daily operations throughout the development of a website or system integration (Bharadwaj, El Sawy, and Pavlou, 2020). Employees must acquire new skills as part of the digital transformation process, and inadequate training may result in errors or resistance to change (Cameron & Green, 2015).

Additionally, buyers may more easily compare the company to larger retailers with greater resources and marketing power due to increased internet exposure (Wrigley & Brookes, 2014). Data security is another concern. UK SMEs are increasingly vulnerable to cyber-attacks because of their increased online business activity (NCSC, 2021). Lastly, if new digital services don't live up to consumers' expectations in terms of speed, usability, or reliability, there's a risk that they won't utilise them (Walmsley, 2019).

The digital transition may be less risky and more seamless with phased implementation, budgetary constraints, professional technical support, comprehensive employee training, and regular customer feedback loops (Lussier & Achua, 2016).

Implementation Plan

The digital modernisation plan should be phased in to reduce disruption and regulate progress (Jones & Comfort, 2020). Identifying system needs, choosing an e-commerce platform, and setting a budget are the first stages. Because UK SMEs perform better with clear goals and a well-organised strategy (Baxter & Sommerville, 2011). Green Haven Florists should consult development professionals to ensure their goals are technically feasible and follow retail best practices (Harrigan & Perez, 2016).

The second phase includes website development, online reservations, and local delivery scheduling. Good system design affects customer perceptions of small retailers (Patten & Whittingham, 2018). Staff training should occur simultaneously so they can master the platform before launch (Cameron & Green, 2015).

Third, start digital marketing tactics including email, social media advertising, and SEO. All of these are essential for promoting UK independent retailers (Rowley, 2020). This phase should also involve user input to detect usability difficulties and enhance service (Saunders, Lewis, & Thornhill, 2019).

Final steps include monitoring, performance analysis, and system enhancement. Small and medium-sized firms must adapt quickly to changing retail environments (Johnson, Whittington, and Scholes, 2020).

Effectiveness Measurement

To evaluate the digital modernisation plan, employ quantifiable performance measurements that show how it has improved consumer reach, operational efficiency, and the firm's sustainability (Neely, Adams & Kennerley, 2002). UK retail customer engagement and online behaviour may be measured using website metrics including conversion rate, session length, and bounce rate (Chaffey, 2019). Online sales, average order value, and subscriptions may reveal your company's performance and income stability (Draper & Baker, 2019).

Use response times and delivery reliability measures to assess service performance. Customer happiness depends on quick fulfilment in digital retail (Rowley, 2020). Customer input via reviews, surveys, and social media makes qualitative user experience and value assessments simpler (Saunders, Lewis & Thornhill, 2019).

Johnson, Whittington, and Scholes (2020) say monthly performance audits ensure the digital system meets consumer and market needs.

Conclusion

Due to decreased high-street activity in the UK and changing customer buying habits, Green Haven Florists faces a strategic issue (Wrigley & Lambiri, 2015). The research says digital underperformance is the biggest obstacle to corporate growth and competitiveness (Cluley & Dunne, 2020). The research found that digital modernisation has the greatest long-term advantages if risks are addressed (Blackburn et al., 2013). Johnson et al. (2020) say gradual development improves long-term performance and organisational resilience.

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