

INDIVIDUAL REPORT GREEN HAVEN FLORIST

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INTRODUCTION

This report analyses the business case of Green Haven Florist, a small florist business facing operational and strategic challenges in an increasingly competitive market. The purpose of the report is to identify a specific business problem affecting the organisation and to evaluate alternative solutions to address it effectively. Key management concepts such as problem analysis, decision-making tools, risk assessment, implementation planning, and performance measurement are applied. For the purpose of this report, business problem refers to a situation that limits organisational performance, growth, or sustainability. The report concludes by recommending the most suitable solution and outlining how its effectiveness can be measured using KPIs and SMART objectives.

BRIEF EXPLANATION OF THE SPECIFIC BUSINESS PROBLEM

Green Haven Florist is a local flower shop that has traditionally relied on walk-in customers and phone orders. However, the business is experiencing declining sales and reduced customer retention due to increased competition from online florists and supermarkets offering convenient delivery services. One of the main problems identified is the lack of a strong digital presence and inefficient order management processes. Customers increasingly expect online ordering, flexible delivery options, and fast response times, which Green Haven Florist currently struggles to provide.

Several factors contribute to this problem. Firstly, the absence of an e-commerce platform limits the business's ability to reach new customers and serve existing ones efficiently. Secondly, manual order processing increases the risk of errors, delays, and poor customer experience. Finally, limited marketing activity and low brand visibility reduce competitiveness in a market where convenience and online engagement are critical. Together, these issues negatively impact revenue growth, customer satisfaction, and long-term sustainability.

SUGGESTED TWO ALTERNATIVE SOLUTIONS

Solution A: Develop an Online Ordering and Delivery System

This solution involves creating a user-friendly website with online ordering, payment integration, and delivery scheduling. A PMI analysis highlights the positives such as increased market reach, improved customer convenience, and higher sales potential. Minus points include initial development costs and the need for staff training. Interesting aspects include opportunities for subscriptions, seasonal promotions, and data collection on customer preferences.

This solution addresses the core business problem by modernising operations and aligning the business with current consumer behaviour. By offering online ordering and delivery, Green Haven Florist can improve efficiency, reduce manual errors, and enhance customer satisfaction, ultimately leading to increased competitiveness and revenue growth.

Evaluation of solution A (using PMI analysis)

Plus (+)	Minus (-)	Interesting
• Market reach and customer convenience (+5) • Sales growth and customer retention (+4)	• High initial investment costs (-3) • Staff training and adaptation (-3) Score: -6	• Personalised promotions and subscription models (+5) • Customer data collection and analysis, access to customer data supports improved decision-making and targeted marketing initiatives (+4)

Operational efficiency and error reduction (+5)		Score: +9
Score: +14		TOTAL SCORE= +17

Solution B: Focus on In-Store Experience and Local Partnerships

This solution focuses on improving the physical store experience through better visual merchandising, personalised customer service, and partnerships with local businesses such as cafes or event planners. The PMI analysis shows positives such as stronger community engagement and brand loyalty. Minuses include limited scalability and continued reliance on foot traffic. Interesting points include potential collaborations and exclusive local offerings.

While this solution improves customer relationships, it does not fully address the growing demand for online convenience. As a result, its impact on long-term growth may be limited compared to digital transformation.

Evaluation of solution B (using PMI analysis)

Plus (+)	Minus (-)	Interesting
- Strengthening local community relationships (+4) - Differentiation through	- Limited scalability, Growth potential is restricted as the solution relies heavily on physical foot traffic (-2) - Reduced appeal to digitally oriented customers, this approach does not	Creation of unique in-store events and experiences (+4)

personalised service (+4) Score: +8	fully address the increasing demand for online convenience (-3) Score: -5	• Opportunities for strategic local partnerships (+4) Score: +8 TOTAL SCORE: +11
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JUSTIFICATION FOR SELECTED SOLUTION

Solution A is the most appropriate option to progress with, as it directly targets the root cause of the business problem. Digital accessibility and operational efficiency are critical success factors in the modern retail environment. Greater weighting was given to criteria such as scalability, revenue growth, and customer convenience, where Solution A outperforms Solution B. Although the initial costs are higher, the long-term benefits outweigh the risks, making this solution more sustainable and strategically aligned with market trends.

RISK ANALYSIS OF THE SELECTED SOLUTION

The main risks associated with implementing an online system include budget overruns, technical issues, and resistance to change from staff. These risks were assessed based on likelihood and impact. To mitigate them, clear budgeting, phased implementation, and staff training were prioritised. Despite these risks, the potential benefits justify proceeding with the solution.

PLAN TO IMPLEMENT THE SELECTED SOLUTION

The implementation will occur in phases over four months. Month one will focus on planning, including hiring a web developer, defining website requirements, and allocating responsibilities. Month two and three will involve website development, payment integration, and delivery scheduling systems. Staff training will be conducted alongside testing to ensure smooth adoption. In month four, beta testing will be carried out, followed by adjustments and official launch.

Tasks are scheduled sequentially to reduce operational disruption and ensure accountability. Management will oversee the project, while external specialists handle technical development. This structured approach minimises risk and ensures efficient execution aligned with business objectives.

MEANS OF MEASURING EFFECTIVENESS OF IMPLEMENTATION

The effectiveness of the solution will be measured using a KPI is defined as a quantifiable value that indicates how effectively a business is achieving its strategic objectives (Researchers into Management, 2025) such as online sales volume, order processing time, customer satisfaction ratings, and website traffic. Wrike explains that SMART criteria help ensure that project goals are clearly articulated and actionable (Wrike, 2025). In this case, the proposed SMART objectives include increasing total sales by 20% within six months, reducing order errors by 30%, and achieving a customer satisfaction score of at least 4 out of 5. These objectives are specific, measurable, achievable, relevant, and time-bound, thereby enabling clear and effective performance evaluation.

CONCLUSION

This report identified that Green Haven Florist's primary challenge is its lack of digital presence and inefficient order management. Analysis showed that while enhancing the in-store experience has value, developing an online ordering and delivery system offers greater long-term benefits. The selected solution aligns with customer expectations, improves operational efficiency, and supports business growth. Key findings include the importance of digital transformation, structured implementation planning, risk mitigation, and performance measurement. Overall, adopting the recommended solution positions Green Haven Florist for improved competitiveness and sustainability in a changing market.

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