

PROBLEM SOLVING & DECISION MAKING

Module Code LCM4004

Assessment Component 2 Report

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Assignment 2 -
Report



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INTRODUCTION

This report is to discuss Green Haven Florists who have had a decline in sales and market challenges. In the last 12 months, the once-flourishing company has seen a 30% decline in in-store sales. According to (Government must support high street footfall revival, 2025) there has been a decrease in footfall traffic across the whole of the United Kingdom. This report will collect and analyse relevant information to address Green Haven's problem. Assess alternative options to support decision-making, and then design, implement, and critically review both the execution and communication of those decisions to help Green Haven recover their losses and breathe life back into their struggling bespoke floral business.

2 BUSINESS PROBLEM

This report examines the challenges currently faced by Liam and Priya Patel, the owners of Green Haven Florists, which was a once-thriving independent bespoke floral business that has experienced a sharp decline in performance. Since the Covid outbreak, business owners have suffered with the rise of online shopping, consumer behaviour has also contributed to the decline, in addition to increasing costs to the businesses.

High streets have faced several significant challenges in recent years, including the rise of online shopping, the impact of the Covid-19 pandemic, the effect of inflationary pressures in changing consumer behaviour and raising operational costs for businesses, and competition from out-of-town shopping centres. According to the Centre for Retail Research, 38 major UK retailers went into administration between 2009 and 2019.[3]. An investigation by BBC News found that between March 2020 and March 2022, there was a net loss of 9,300 retail outlets on high streets in Britain.[4] More recent analysis by the consultancy firm PwC estimated a net loss of 2,284 outlets on high streets in the first half of 2024.[5] (Beck, 2025)

Contributing factors include:

- Reduced high street activity, impacting the footfall and a significant increase in online shopping.
- According to research (Der Ploeg, 2024), rising import costs for flowers indicate an urgent need for political intervention to address the mounting import crisis.
- Outdated website with a limited online presence.
- Intense competition from online retailers and local boutique florists.

To summarise: Green Haven Florists is struggling to maintain prosperity due to declining foot traffic, rising costs, and insufficient digital competitiveness.

3 ALTERNATIVE SOLUTIONS

SOLUTION A: DIGITAL TRANSFORMATION



(Lynch, 2023b)

Upgrading Green Haven Florists' website is a critical step toward improving customer engagement and competitiveness. A modern, mobile-optimised site with intuitive navigation would make it easier for customers to browse products, access information, and complete purchases efficiently. Enhanced usability not only improves customer experience but also strengthens search engine rankings, increasing online visibility.

A professionally designed website conveys credibility and trustworthiness—qualities that strongly influence consumer decision-making. Research shows that shoppers are more likely to purchase from businesses with polished, user-friendly websites, as they associate design quality with care and reliability. For Green Haven, this investment would align with consumer expectations, reinforce brand identity, and provide a platform to introduce additional services such as flexible delivery options or subscription models.

Pros: Expands reach, modernises brand, appeals to younger demographics.

Cons: Requires upfront investment and a learning curve for owners.

Solution A: Digital Transformation		
Plus (Advantages)	Minus (Disadvantages)	Interesting (Opportunities/Considerations)
Improved user experience through easier navigation and mobile optimisation	Requires upfront investment in web development and design.	Potential to integrate e-commerce features such as online ordering and subscriptions.
Enhanced search engine rankings, increasing visibility and attracting new customers.	Time-consuming to implement, especially if owners lack technical expertise.	Opportunity to use analytics to track customer behaviour and tailor offerings.
Strengthens brand credibility and customer trust with a professional design.	Risk of limited immediate impact if not paired with strong digital marketing	This option can be harnessed for social media integration, boosting marketing reach.
Provides a platform to introduce new services (subscriptions, flexible delivery).		

SOLUTION B: DIVERSIFICATION THROUGH SUBSCRIPTION SERVICES

An alternative strategy for Green Haven Florists is to introduce a subscription service that provides customers with regular weekly or monthly deliveries. This model creates a stable and recurring income stream while building loyalty through convenience and anticipation. By integrating automatic billing, customers benefit from seamless, hassle-free payments, while automated communication ensures they receive timely reminders, updates, and personalised offers. Combined with eco-friendly packaging, the service reinforces Green Haven's sustainable ethos and appeals to environmentally conscious consumers who value both quality and responsibility.

Beyond individual customers, Green Haven can expand this model into corporate packages tailored for offices, receptions, and events. These contracts not only generate higher-value orders but also enhance brand visibility in professional settings. To strengthen retention further, loyalty schemes can reward repeat customers with discounts, exclusive offers, or free delivery after a set period, encouraging word-of-mouth referrals and long-term engagement. Together, these elements transform the subscription service into a comprehensive growth strategy that diversifies revenue streams, deepens customer relationships, and positions

Green Haven Florists as both a trusted local business and a sustainable corporate partner.

Pros - Stable Revenue Stream, Customer Loyalty, Eco-Friendly Differentiation, Corporate Opportunities, Operational Efficiency, Brand Awareness.

Cons - High Initial Investment, Operational Complexity, Supply Chain Risks, Customer Expectations, Competitive Pressure.

Solution B: Diversification through Subscription Services		
Plus (Advantages)	Minus (Disadvantages)	Interesting (Opportunities/Considerations)
Diversity in income streams (consumer + corporate).	Requires additional logistics and staffing to manage corporate accounts.	Corporate partnerships can lead to long-term contracts and referrals
Builds strong customer loyalty through rewards and consistent communication.	Higher upfront investment in packaging, billing systems, and loyalty program setup	Eco-friendly corporate packages can differentiate Green Haven in the B2B market.
Reinforces eco-friendly brand positioning with sustainable packaging.	Risk of overextension if too many services are launched simultaneously.	Loyalty schemes can increase engagement.
Corporate packages provide high-value contracts and brand visibility.		

4 SELECTED SOLUTION AND JUSTIFICATION

Chosen Solution: Digital Transformation. This option directly addresses the outdated website and weak digital presence, which are critical barriers to competitiveness. While subscriptions could provide long-term stability, digital transformation is more urgent and foundational for survival. It also enables future diversification once a strong online platform is established.

COMPARISONS OF SOLUTIONS

6 RISK ANALYSIS

Criteria	Weight	Website Redesign	Subscription Service
Cost of Implementation	20%	Medium (-)	High (-)
Customer Experience	25%	High (+)	High (+)
Competitive Advantage	25%	High (+)	Medium (+)
Long-Term Sustainability	20%	High (+)	High (+)
Speed of Implementation	10%	Medium (-)	Low (-)

The website redesign offers Green Haven Florists an immediate solution, improving visibility, credibility, and customer experience through modern navigation, mobile optimisation, and professional design. This quick impact strengthens competitiveness and builds trust. In contrast, the subscription service provides long-term sustainability by generating recurring revenue, fostering loyalty, and diversifying income with eco-friendly packaging, corporate packages, and rewards for repeat customers. However, it is slower to implement, more resource-intensive, and requires careful coordination. Together, these solutions suggest a phased approach: redesign the website first to regain visibility, then introduce subscriptions to secure lasting growth and customer retention.

7. IMPLEMENTATION PLAN

Step 1: Website Redesign (Month 1–2) The first priority is to modernise Green Haven Florists' website. This includes user-friendly navigation, mobile optimisation, and a polished design that enhances credibility. A professional online presence will immediately improve visibility and customer trust, while laying the foundation for future digital services.

Step 2: Social Media Campaigns (Month 2–3) Once the website is relaunched, targeted social media campaigns should be introduced to drive traffic and engagement. Platforms such as Instagram and Facebook can showcase bespoke floral arrangements, eco-friendly packaging, and customer testimonials. Paid promotions and consistent posting will help Green Haven compete with rivals who already have strong digital visibility.

Step 3: Online Ordering and Flexible Delivery (Month 3–4) The next step is to integrate online ordering and flexible delivery options into the website. Customers will benefit from convenience and choice, while Green Haven can expand its reach beyond walk-in traffic. Subscription services and corporate packages can also be introduced at this stage, supported by automatic billing and eco-friendly packaging.

Step 4: Monitoring and Adjustment (Month 5 onwards) Finally, customer feedback should be collected through surveys, reviews, and website analytics. This data will guide adjustments to marketing, delivery, and product offerings. Continuous monitoring ensures that strategies remain effective, customer satisfaction improves, and Green Haven Florists adapts to changing market conditions.

8. MEASURING EFFECTIVENESS

- Key Performance Indicators (KPIs):
- Website traffic growth (Google Analytics).
- Increase in online orders by 20% within 6 months.
- Social media engagement (likes, shares, followers).
- Customer satisfaction surveys.
- Review Cycle: Quarterly performance reviews with adjustments as needed.

9. CONCLUSION

Green Haven Florists faces urgent challenges from declining footfall, rising costs, outdated digital presence, and intensifying competition.

The analysis identified four key findings:

- (1) In-store sales have dropped by 30% in the past year.
- (2) Rising imports and sustainability costs strain profitability.
- (3) The outdated website limits competitiveness against online rivals; and
- (4) Subscription services offer long-term stability but require greater resources.

Therefore, digital transformation through website redesign is the most immediate solution, laying the foundation for future diversification, including subscription models, to secure both short-term recovery and long-term sustainability.

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