

Green Haven Florists Report

1. Overview of the Case and Problem

Green Haven Florists is a small independent flower shop experiencing a decline in in-store sales despite maintaining a strong local reputation. The key issue is a shift in consumer behaviour, with customers increasingly preferring online purchasing and convenience-based services. At the same time, the business faces rising operational costs and stronger competition from large online florists offering fast delivery and lower prices.

This creates a strategic problem: the business must adapt to a digital retail environment while maintaining its premium, personalised brand identity. If not addressed, this decline in foot traffic and competitiveness will continue to impact profitability and long-term sustainability.

2. Proposed Solutions

Solution 1: Develop an E-commerce Platform with Digital Marketing

This solution involves building a user-friendly website that allows customers to browse, customise and order floral arrangements online. It would include features such as same-day delivery, mobile optimisation, and secure payment systems. Alongside this, Green Haven would invest in digital marketing strategies such as social media advertising, SEO and email marketing.

This approach directly responds to changing consumer behaviour and increases market reach beyond the physical store. It also allows the business to compete with online retailers while maintaining control over branding and customer experience.

Solution 2: Introduce a Subscription-Based Flower Service

This solution focuses on offering weekly or monthly flower delivery subscriptions for customers. Packages could be tailored to different budgets and preferences, creating a recurring revenue stream.

The subscription model strengthens customer loyalty and provides predictable income. It also aligns with the business's premium and personalised positioning. However, it is more limited in scale compared to a full digital transformation.

3A. Evaluation of Solutions

To evaluate the effectiveness of both solutions, a Grid Analysis was applied using key criteria: cost, market reach, revenue potential, and strategic fit.

The e-commerce solution scores highly in terms of **market reach and scalability**, as it enables access to a broader audience and aligns with the growing trend of online shopping. It also improves competitiveness against digital-first competitors. However, it requires higher initial investment and technical expertise.

The subscription model performs strongly in **customer retention and revenue stability**, as it creates consistent demand and strengthens relationships with existing customers. It is also less costly to implement compared to building a full digital platform. However, its growth potential is limited and it does not fully address the issue of declining footfall.

Overall, the e-commerce solution provides a more comprehensive response to the external environment, while the subscription model offers short-term stability but less strategic impact.

3B. Justification of Selected Solution

The e-commerce and digital marketing solution is the most appropriate choice. The core issue facing Green Haven is reduced foot traffic due to changing consumer behaviour, and this solution directly addresses that shift.

While the subscription model adds value, it does not significantly expand the customer base. In contrast, e-commerce improves accessibility, visibility and competitiveness. Although it involves higher initial costs, it offers greater long-term growth potential and aligns with current market trends.

Therefore, it represents the most effective and sustainable strategy.

4A. Risk Analysis

The implementation of an e-commerce platform presents several risks. Financial risk is significant, as initial development and marketing costs may strain limited resources. There is also operational risk, particularly if the business lacks technical expertise to manage the platform effectively.

Another key risk is competitive pressure, as Green Haven will be entering a market dominated by established online florists. Failure to differentiate could limit the impact of the strategy.

Additionally, there is reputational risk if delivery services are unreliable or customer expectations are not met. Financial risk can be managed by starting with a basic website and scaling gradually, rather than investing heavily upfront. This allows the business to test demand before committing further resources.

In terms of competitive pressure, differentiation is key. Green Haven should focus on its premium, personalised service and strong brand story to stand out from mass-market competitors. Finally, reputational risk can be minimised by partnering with reliable delivery providers and setting clear service standards. Taking these steps makes the overall strategy more controlled and reduces uncertainty.

4B. Outcome of Risk Analysis

Despite these risks, they can be managed through careful planning. Outsourcing website development, starting with a basic platform, and gradually scaling can reduce financial pressure. Partnering with reliable delivery services can minimise operational issues.

Overall, the risks are manageable and do not outweigh the potential benefits. The long-term gains in competitiveness and revenue justify proceeding with the solution.

5A. Implementation Plan

The implementation will be carried out in three stages.

Stage 1: Planning and Development (Month 1–2)

Conduct market research, define website requirements, and hire a web developer. Establish branding and content for the platform.

Stage 2: Launch and Marketing (Month 3–4)

Launch the website and implement digital marketing strategies, including social media campaigns and SEO. Introduce promotional offers to attract customers.

Stage 3: Monitoring and Improvement (Month 5 onwards)

Track performance using analytics tools and adjust strategies based on customer behaviour and feedback.

Responsibilities will be shared between management, external developers, and marketing support. Furthermore, each stage should include clear deliverables and timelines to ensure progress can be measured effectively. In Stage 1, this could involve completing competitor analysis, finalising website design, and testing functionality before launch. This ensures the platform is fully operational and aligned with customer expectations from the start.

During Stage 2, marketing efforts should be targeted and consistent, using data from initial campaigns to refine audience targeting and messaging. For example, tracking engagement on social media can help identify which content drives the most traffic.

In Stage 3, continuous improvement should be prioritised by regularly reviewing performance data and implementing updates where necessary. Assigning specific roles within the team for each stage also improves accountability and ensures that tasks are completed efficiently, supporting a smoother overall implementation.

5B. Justification of Implementation

The phased approach ensures that the business can manage costs and reduce risk. Starting with planning allows for clear direction, while a controlled launch minimises disruption. Continuous monitoring ensures that the strategy remains effective and adaptable.

This structured approach supports long-term success while maintaining operational stability. To strengthen this process further, benchmarking can be used to compare performance

against industry standards and key competitors. This helps Green Haven understand whether its results are competitive within the wider market. A/B testing can also be introduced on the website, for example testing different layouts, product descriptions or promotional offers, to identify what drives higher engagement and conversions.

Additionally, setting clear review timelines and assigning responsibility for monitoring ensures accountability within the business. By combining data-driven insights with continuous testing and structured oversight, Green Haven can make more informed decisions and maintain a consistent improvement cycle.

6A. KPIs and SMART Objectives

Key Performance Indicators include:

- Website traffic (increase by 30% within 6 months)
- Online sales conversion rate (achieve 5%)
- Customer retention rate (increase by 20%)
- Revenue growth (increase overall sales by 25%)

SMART objectives ensure that goals are specific, measurable, achievable, relevant and time-bound. To strengthen this further, each KPI should be clearly linked to specific actions within the implementation plan to ensure they are practical and achievable. For example, increasing website traffic can be supported through targeted social media campaigns and search engine optimisation, while improving conversion rates may involve refining website design and simplifying the checkout process.

It is also important to set interim targets, such as monthly progress benchmarks, to track whether the business is on course to meet its overall objectives. Assigning responsibility for each KPI ensures accountability and consistent monitoring. By aligning performance indicators with operational activities, Green Haven can maintain focus and ensure that objectives are not only measurable but realistically attainable.

6B. Monitoring and Evaluation

Performance will be monitored using website analytics, sales data and customer feedback. Regular reviews will allow the business to identify trends and make necessary adjustments. This ensures that the solution remains effective and aligned with business objectives. To strengthen this process further, benchmarking can be used to compare performance against industry standards and key competitors. This helps Green Haven understand whether its results are competitive within the wider market. A/B testing can also be introduced on the website, for example testing different layouts, product descriptions or promotional offers, to identify what drives higher engagement and conversions. Additionally, setting clear review timelines and assigning responsibility for monitoring ensures accountability within the business. By combining data-driven insights with continuous testing and structured oversight, Green Haven can make more informed decisions and maintain a consistent improvement cycle.

7. Key Findings

- Decline in sales is driven by changing consumer behaviour
- Digital transformation is necessary for long-term survival
- E-commerce provides the strongest strategic fit
- Risks are manageable with proper planning
- Implementation requires a phased approach
- KPIs allow for effective performance tracking

References

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