



Module Code: LCLM4004

Module Name: Problem Solving and Decision Making

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Word count: 1558

Table of Contents

1. Introduction	2
2. Problem Identification & Information Gathering	3
3. Alternative Solutions.....	3
4. Evaluation of Solutions (Using Grid Analysis)	4
5. Recommended Solution & Justification.....	5
6. Risk Analysis of the Selected Solution	5

7. Action Plan	6
8. Measuring Effectiveness	6
9. Conclusion	7
10. References.....	8
11. Appendix.....	9

1. Introduction

Green Haven Florists is a small and independent floral shop located in Norwich whose business philosophy lies in the customized floral designs, natural materials, and good connections with the community. Although the business used to be successful in the past, it is currently experiencing a downturn in foot traffic, rising expenses, and competition with online providers. This report is aimed at analyzing the fundamental business issue, providing two possible solutions, assessing them with the help of a decision-making tool (Grid Analysis), and providing the most appropriate one. Risk analysis and action plan are also included in the report, which is backed up with key performance indicators (KPIs). Under this organized effort, the intention is to ensure that Green Haven becomes strategically adapted in a rapidly transforming retail space.

2. Problem Identification & Information Gathering

Green Haven Florists is losing out on sales and customer traffic at a very high rate. Over the past 12 months, in-store sales fell by 30 percent, which was caused to a large extent by low high-street usage and a change in consumer behavior to online shopping. Simultaneously, two powerful rivals, a reputable florist with an active social media presence and a national chain with low prices, have come into the market (Yuan et al., 2021). The store is also experiencing rising operational expenses, especially on imported flowers and sustainable packaging. These problems have minimized income, competitiveness in the market, and the potential threat of business collapse over time. Feedback from customers is mixed: they are satisfied with the quality of the products; however, they use an old design of the website, it is not easy to use, and it has no options for delivery. Promotional activities are minimal, and they depend on word of mouth. These observations identify shortcomings in the digital capabilities and online customer experience of Green Haven (Ullah, 2021). To compile this report, the case study information was collected with secondary information sources on the trends in retail, customer feedback, and digital consumer behavior data in the industry. All this evidence can show that the business must update its digital operation and strengthen its market offering in case it can maintain.

3. Alternative Solutions

Solution A: Modernization of the site and Digital Marketing Strategy.

The solution is to increase the online presence of Green Haven in an attempt to win customers, enhance its usability, and increase sales (Du, Rajivan, and Gonzalez, 2024). It involves the transformation of the site, which possesses improved user experience (UX), hand-held design, a workable payment system, and superior product categories. They can be enriched with real-time stock, customized recommendations, and simplified booking of other events, such as weddings. Instagram and TikTok of new arrangements, behind-the-scenes, and testimonials would be part of the digital marketing strategy (Zhan et al., 2022). The adverts may be charged to local flower or gift consumers. During special events or anniversary days, email communications about seasonal offers, loyalty cards,

and reminders would also benefit in promoting repeat buying. The solution will raise awareness, bring new customers, and convert online traffic into sales.

Solution B: New Subscription Service and New Delivery Options.

The alternative is to differentiate income streams by launching subscriptions to flowers on a monthly or weekly basis in households, offices, and events. Customers would have fresh, edited arrangements delivered on a regular basis at a competitive price (Swann, Popovic and Wiredja, 2024). The subscription models are a source of predictable and recurring revenues that enhance the levels of cash flows. Moreover, growing the delivery services, such as same-day delivery, time-flexible delivery, and expansion into new geography, would also allow Green Haven to compete with online stores of greater scale. The delivery fee system can also be made more accessible with a tiered system of charges. Together, these steps would allow the business to find loyal customers, raise the rate of orders, and make life easier for time-sensitive purchasers. This is to establish a long-term customer relationship and to build a customer business model (Kizielewicz et al., 2023).

4. Evaluation of Solutions (Using Grid Analysis)

The decision-making tool is called the Grid Analysis and helps to evaluate the solutions based on their weighted rating in terms of cost and feasibility, customer impact, and longterm sustainability. All solutions are measured numerically, so a comparative analysis of solutions, which helps avoid bias in decision-making, is possible. Under this approach, Solution A performed high in terms of customer reach, benefits of modernization, and competitive advantages. A more robust online presence would directly overcome several of the major concerns that were raised in the case study, such as an old-fashioned site and the lack of effective marketing efforts (Montori et al., 2023). It is fairly expensive considering the development of the website and advertisement, but the long-term advantages are more than the cost.

Solution B also had a good score, especially in terms of revenue stability and retaining customers. Subsidies aid in certain revenues and assist in keeping the customer

engaged, whereas the extended delivery possibilities satisfy the customer's expectations. This solution must be, however, operational changes, extra staffing, or outsourcing to deliver, and is a complex undertaking that necessitates continual logistic management, which is more complex to achieve in the short term (Taherdoost and Madanchian, 2023). The results of the Grid Analysis indicate that both solutions have value, but Solution A will be more likely to impact in the short term, to be more in line with customer feedback, and to be feasible, given the existing resources. The GRID table is captured in the appendix.

5. Recommended Solution & Justification

Based on the Grid Analysis, solution A, which is recommended, is Solution A, Web modernization and digital marketing. It has the closest answer to the business issues presented in the case study, specifically the out-of-date website and limited Internet presence (Schoppek, 2023). The principles of decision-making also underline the need to choose solutions that are highly feasible, customer-oriented, and long-term sustainable. Solution A addresses these requirements because it enhances user experience, brand recognition, and makes a stronger online presence against new competitors. Moreover, going digital is inexpensive as opposed to the requirements of functioning of a subscription and delivery expansion. The website will involve targeted marketing that can win new customers, raise the rates of online conversion, and facilitate possible future service extensions (Thakkar, 2021). Solution B has good long-term potential, but it will need logistical capability and financial resources that the business may not be equipped to cover at this point in time. It can be used later, where the improved digital platform earns customers and more income.

6. Risk Analysis of the Selected Solution

Risk analysis is an important aspect in decision-making as it helps in identifying potential obstacles, estimating the likelihood, and planning what should be done to eliminate obstacles (Yuan et al., 2021). The primary risks associated with Solution A are the topography of the developed websites, budget overruns, lack of interest in the online marketing campaigns, and technical problems that might temporarily impact online ordering. Another risk that can be mentioned is that the owners might not digital proficient

enough to maintain the updated system without further assistance (Ullah, 2021). The mitigation strategy entails the involvement of an expert web developer, a clear budget, monitoring the success of the campaigns via analytics, and structured fundamental training of the staff (Zhan et al., 2022). These risks and mitigation measures are summarized in the risk assessment table in the appendix.

7. Action Plan

Implementation of Solution A will involve a 12-week action plan. The owners will contract the services of a professional web designer to design the redesigned site with improved UX, mobile-based designs, and secure payment systems. A freelance marketer will create a campaign on the internet and train the owners on the content scheduling and analytics software (Montori et al., 2023). The materials required include the following: a development budget, marketing funds, software to design the webpage, and time to test and launch the webpage. Implementation steps include website planning, web design, creation of web content, testing, and implementation of web marketing (Schoppek, 2023). The weekly monitoring will be conducted, i.e., the overview of the site statistics, assessment of its social media presence, and online sales measurement. The action plan table is complete and is available in the appendix.

8. Measuring Effectiveness

The KPIs that will be used to measure effectiveness will be online sales growth, conversion rates to the website, customer satisfaction, and social media on the one hand, and footfall recovery on the other (Thakkar, 2021). Quantitative and qualitative data will be received with the help of tools like Google Analytics, point-of-sale (POS) data, customer surveys, and Instagram/TikTok insights. Tracking regularly enables informed decision-making since it quickly attracts attention to the progress, the difficulties, and takes the appropriate corrections to the plans. This is an evidence-based approach that ensures that a guaranteed solution is taken in business recovery (Zhan et al., 2022).

9. Conclusion

The causes of the situation where Green Haven Florists is sinking deeper into a sales tailspin are the digital weaknesses, the costs have increased, and the competition has intensified. The report recommends modernization of the site and implementation of a digital marketing strategy after considering two solutions. It is a viable and sustainable direction for accessing more customers, increasing the level of competitiveness, and enabling sustainable development of the business.

10. References

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11. Appendix

Appendix 1: Grid Analysis

Criteria	Weight	Solution A Score	Weighted Score A	Solution B Score	Weighted Score B
Cost	3	7	21	5	15
Feasibility	4	8	32	6	24
Customer Impact	5	9	45	8	40
Long-term Sustainability	3	8	24	7	21
Speed of Implementation	2	8	16	5	10
Competitive Advantage	4	9	36	7	28
Total	—	—	174	—	138

Appendix 2: Risk Assessment Table

Risk	Impact	Likelihood	Risk Level	Mitigation Strategy

Website development delays	High	Medium	High	Hire an experienced developer; agree on clear milestones
Budget overrun	Medium	Medium	Medium	Set fixed-price contract; monitor weekly spend
Low engagement with digital marketing	Medium	Medium	Medium	Use analytics; adjust content and targeting
Technical faults affecting online orders	High	Low	Medium	Test system before launch; maintain backup support
Staff lack digital skills.	Medium	High	High	Provide basic training and simple management tools

Appendix 3: Action Plan

Actions	Description	Time frame	Staff Responsible
Identify website and marketing needs.	Review current website issues; define upgrade requirements	Week 1	Owners / Web Consultant
Hire a web developer.	Obtain quotes and select professional designer	a Week 2	Owners

Begin website design & content creation.	Develop layout, UX, mobile version, product pages	Weeks 3–6	Web Developer
Create a digital marketing strategy.	Plan social media posts, paid ads, and email campaigns	Week 4	Marketing Freelancer
Website testing	Test functionality, payments, and loading speed	Weeks 7–8	Owners + Developer
Launch new website	Publish the updated website and announce on social media	Week 9	Owners
Roll out digital marketing.	Begin scheduled posts, ads, and email campaigns	Weeks 9–12	Marketing Freelancer
Review progress	Monitor analytics, sales, and engagement	Weekly	Owners

Appendix 4: Monitoring and Evaluation Plan

Monitoring Area	Description	Time frame	Staff Responsible
Website performance	Track visits, bounce rate, and conversion rate	Weekly	Owners

Social media engagement	Monitor likes, shares, comments, and reach	Daily	Marketing Freelancer
Online sales	Review revenue generated from the website	Weekly	Owners
Customer experience	Feedback from website users and surveys	Weekly	Owners

Evaluation

Success Indicator(s)	Data Source / Method	Time frame	Staff Responsible
Increase in online sales	POS data & website analytics	Monthly	Owners
Higher customer satisfaction	Surveys & online reviews	Monthly	Owners
Improved digital visibility	Social media insights	Monthly	Marketing Freelancer
Reduction in abandoned carts	Website analytics	Monthly	Owners