

Module Title: Problem Solving and Decision Making

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Assessment: Component 2 Report

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Task 1: Overview of Case-study

Based on the case study of The Green Haven Florists is a sustainable independent store in Norwich that is going through a dire financial crisis. Although the company has a good reputation in the first months, it faces a threat of losing its viability due to a decrease in the foot traffic by 30 % and increase in the cost of operation. The key problem is stagnation in strategy since the business does not modify its traditional model to compete with digital-first rivals or the shift in the consumer-buying behaviour. Digital neglect such as a dated web site and lack of extensive use of social media inhibits the acquisition of customers. High costs of sustainable materials, operational inflexibility (e.g. no delivery, subscription services, etc.) make it less competitive. In the meantime, place market share taken by the florist has been dented slowly due to increasing market pressure in the form of online convenience and healthy local competition.

Task 2: Two Proposed Solutions

Solution A Proposal

Therefore, it means that Green Haven Florists should wholeheartedly engage in the digital transformation strategy to streamline the way they operate all their operations and communicate with their customers. I believe that the trick is to create easily accessible e-commerce site, increase their visibility on the search engine, and be very active on social media to display products and offers. Online ordering, delivery, and subscription would be a good addition to align the business with the current buying trend. This action directly addresses the fundamental problem of strategic stagnation by transforming the company into a digital-first mentality, which would increase their customer target, make the shopping experience more convenient, and even the playing field with online competitors- eventually assisting in stabilising their revenues and regaining market share.

Solution B Proposal

Green Haven Florists ought to become fully engaged in a product and service innovation strategy to make a mark and compete with customer demands these days. That is the introduction of such flexible opportunities as seasonal flower subscriptions, custom arrangements, and sustainable gift bundles that would genuinely reflect the sustainable brand spirit. Collaborating with local suppliers will also reduce expenses and cultivate ties with the community. This action can be seen as an antidote to strategic inertia, as it will provide the ancient business model with a new, more flexible, customer-oriented remodel. It is also a value addition to the buyers, an increase in price competitiveness, and an increase in new revenue, which allows the shop to reassert its niche position and remain ahead of the market as the needs change.

Task 3b) Evaluation Results and Justifications

Based on the PMI Analysis, Solution B is the most appropriate solution to progress with, achieving a higher overall score of 12 compared to Solution A's 10.

The evaluation criteria focused on brand alignment, cost efficiency, and market differentiation. I attributed higher weightings to brand alignment and cost because Green Haven's primary strengths are its sustainable ethos and local ties, which are directly threatened by rising import costs.

Solution B is preferred because it leverages these strengths through local supplier collaboration and product innovation. While Solution A offers digital convenience, Solution B provides a unique value proposition sustainable gift bundles and community-focused services that national competitors cannot easily replicate, ensuring long-term niche stability and revenue growth.

Task 4b) Risk Analysis Results and Justifications

Financial overextension and supply chain reliability have been recognized as the main risks to Green Haven Florists. Likelihood and Impact are the main evaluation criteria that I have used and weighted them equally to derive a total Risk Factor.

The rationale behind this weighting is the fact that the shop is currently grappling with profitability and a single high-impact financial risk (Score 16) may be fatal. The risks notwithstanding, the solution is stable in that the mitigation measures that diversify the suppliers locally and the adoption of a gradual implementation directly offset the risks. This way of serving the community loyalty rather than fierce price wars helps the business to have a sustainable, robust recovery that cannot be easily shaken by the competitors in the national market.

Task 5b) Justifications for the Implementation Plan

Implementation Plan is a logical order that is aimed to stabilise Green Haven Florists and then to expand it. Task 1 is focused on local supplier collaboration as the first step to alleviate the increasing import price in the short term, which gives the financial space to conduct the following tasks. Planning the design of the products (Task 2) and the digital integration (Task 3) in the middle of the process also means that the launch of the web site is supported with a physical, eco-friendly inventory.

Distribution of the responsibilities is based on the roles of partners: Liam deals with the external supply logistics, and Priya oversees the creative development and digital marketing. This is the division that provides operational efficiency. The reasoning behind the four-month timeframe is that it is a reasonable and justified time to come out of strategic inertia to sustainable and competitive market position.

Task 6b) Justifications for the KPI and SMART Objectives

The proposed Key Performance Indicator-Percentage growth online subscription profits- fits the bill because it directly deals with the essence of the problem of Green Haven Florists, that is the reduction in the foot traffic. The conversion to the profit-based digital indicator will mean that the business will be financially sustainable in the long term and that the revenue will be high in quality to compensate the increased operational expenses.

The SMART goals justify themselves because they are goal-oriented and relevant. The 50 active recurrent customers in 6 months is a good target that uses currently existing wedding and corporate database of the shop. This is a time-specific goal that gives Liam and Priya an effective model against which they can gauge the effectiveness of their digital modernization that will enable the business to compete with the national chains as well as reclaim local market share.

Task 7) Key Findings

- **Digital Modernisation:** It is necessary to recover the lost foot traffic and compete with online national retailers.
- **Recurring Income:** The adoption of seasonal subscriptions helps the business to have predictable and consistent sources of income.
- **Cost Management:** The direct benefit is the shift to local suppliers that will directly counter the increasing inflation and high-importation prices.
- **Brand Positioning:** Attention to green facilities, customised arrangements re-affirm the market niche of Green Heaven.

Reference List

- University of Wales Trinity Saint David (2026) Title of case study. Problem Solving and Decision Making.
- Setyarini, S. et al. (2021) "Promoting Students' Critical Speaking Skill through Plus-Minus-Interesting (PMI) Strategies: A Case Study of Indonesian Junior High Schools," *Journal of language teaching, linguistics, and literature*, 27(3), pp. 199–214. Available at: <https://doi.org/10.17576/3L-2021-2703-13>.
- Wang, F. (2026). Week 8 – Risk Analysis and Action Planning. Problem Solving and Decision Making. University of Wales Trinity Saint David.
- Ishak, Z., Fong, S.L. and Shin, S.C., 2019, October. SMART KPI management system framework. In 2019 IEEE 9th International Conference on System Engineering and Technology (ICSET) (pp. 172-177). IEEE.

Appendices

Appendix 1 – Task 3a

PMI Analysis Table

<u>Solution A</u>		
Plus	Minus	Interesting
1-. Streamlines business operations and customers communication. (+4)	1-. High initial time and cost investment for digital setup. (-4)	1-. Could attract a younger, tech-savvy demographic. (+1)
2-. Modern e-commerce site makes shopping more convenient. (+5)	2-. Ongoing maintenance and technical support required. (-2)	2-. Opportunity to use social media for sustainable storytelling. (0)
3-. Subscriptions align with current buying trends and recurring revenue. (+5)	3-. Increased vulnerability to online security risks. (-2)	3-. Potential for national delivery expansion beyond Norwich. (+2)
1-. Levels the playing fields with large online competitors. (+4)	4-. Risk of losing the “personal touch” of in-store service. (-3)	
TOTAL: +18	TOTAL: -11	TOTAL: +3

Therefore: Overall Total for Solution A = +10

Setyarini, S. et al. (2021).

<u>Solution B</u>		
Plus	Minus	Interesting
1-. Strengthens “sustainable brand spirit” through gift bundles. (+5)	1-. Reliance on local suppliers may limit seasonal variety. (-3)	1-. Opportunity for “limited edition” local floral releases. (+1)
2-. Reduce import expenses by collaborating with local suppliers. (+5)	2-. Custom arrangements increase labour time and costs per order. (-3)	2-. Potential for cross-promotion with other local businesses. (+2)
3-. Seasonal subscriptions create consistent predictable revenue. (+5)	3-. Managing diverse, bespoke inventory is operationally complex. (-2)	3-. Could host community workshops with local partner growers. (+1)
4-. Acts as an “antidote to strategic inertia” by modernizing the model. (+4)	4-. High pressure to maintain quality during peak gift periods. (-2)	
TOTAL: +18	TOTAL: -10	TOTAL: +4

Therefore: Overall Total for Solution B = +12

Setyarini, S. et al. (2021).

Appendix 2 – Task 4a

Risk Analysis Table

	What could cause a risk?	What is the likelihood of the risk occurring ? (1 – 5)	What is the impact of this risk? (1 – 5)	Risk Factor = Likelihood X Impact	What can you do to reduce this risk from happening?	If it happens – what can you do to minimise the impact?
1	Implementation cost: The cost of website modernization and new sustainable inventory exceeds the budget.	4	4	16	Conduct thorough market research and obtain multiple quotes from developers/ suppliers.	Seek small business grants or pivot to a phased roll-financial burden.
2	Supplier reliability: Local suppliers may not be able to meet the demand for seasonal subscriptions consistently.	3	5	15	Establish partnerships with multiple local growers rather than relying on just one.	Source emergency stock from reputable ethical wholesalers to fulfil orders on time.

3	Competitive response: National chains or the local boutique florist could aggressively drop prices or copy the new services.	5	3	15	Focus on building strong community ties and a “personal touch” that larger chains cannot replicate.	Launch a loyalty program for current customers to reward long-term commitment and retention.
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Wang, F. (2026).

Appendix 3 – Task 5a

Implementation Plan

Name the problem you are solving: Declining revenue and foot traffic caused by rising costs, outdated digital presence, and strong competition.

Name the solution you are implementing: Solution B

	Task	WHAT	WHEN	WHO	Done
1	Supplier partnership	Identify and sign contracts with local Norwich growers to ensure a steady supply	Month 1	The owners of Green Haven Florists	
2	Product development	Design “sustainable gift bundles” and three tiers for the new “seasonal lower subscriptions”.	Month 1-2	Liam and Priya Patel	
3	Digital integration	Updated the website for subscriptions orders orders and launch a social media sustainability movement.	Month 2-3	The owners/ IT team	

4	Official launch	Host community re-launch event in Norwich to sign up the first 50 floral subscriptions.	Month 4	Liam and Priya Patel	
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Wang, F. (2026).

Appendix 4 – Task 6a

The Key Performance Indicator is: Percentage growth in online subscription profits.

Specific	Measurable	Attainable	Relevant	Time-Bound
Startup a new floral subscription service and secure 50 active recurrent customers.	Success will be tracked through monthly sales and website subscription metrics.	Achievable by targeting the existing database of wedding and corporate clients with an early-bird offer.	Directly addresses the 30% revenue decline and the need for predictable income streams.	To be fully implemented and the customers target reached within the first 6 months of launch.

Ishak, Z. et al. 2019