

Module Title: Problem Solving and Decision Making

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Brief Explanation of the Specific Business Problem

Green Haven Florists, an independent shop in Norwich, is facing a significant decline in sales, with in-store revenue dropping by 30% over the past year. Although online orders have increased slightly, the shop's digital presence is outdated, difficult to navigate, and less engaging than the competitor's websites, which makes it impossible to compensate for the loss of foot traffic. Limited delivery options and weak online marketing have also contributed to reduced customer engagement, leaving the business unable to fully take advantage of the growing market for online flower purchases. The core problem addressed in this report is therefore Green Haven's weak digital presence, which is restricting its online sales growth and overall business performance.

Suggested Two Alternative Solutions

Solution A Proposal: Website Redesign

This solution focuses on rebuilding Green Haven's current website into a modern, optimized online storefront with improved navigation, updated product listings, streamlined checkout processes, and flexible delivery scheduling. Research suggests that a well-designed website often determines the overall success or failure of a retail business (Forbes, 2020). With the shift towards online shopping, improving its current outdated and hard to navigate website will be essential for Green Haven so that it can stay competitive, compensate for the loss of foot traffic and improve performance. In addition, with a website redesign the shop has the opportunity to better showcase its sustainable brand identity.

Solution B Proposal: Online Customer Loyalty and Subscription Program

This solution focuses on encouraging customers to buy online more often by creating a loyalty program and offering flower subscriptions every week or month. Customers would then earn points for every online order and receive discounts or free items after reaching certain levels. Companies often use loyalty programs to improve customer experience and encourage repeat purchases. These programs help keep existing customers and attract new ones, ultimately improving business performance (Gu et al., 2022). For Green Haven, this solution would strengthen the digital presence by motivating customers to shop online more regularly and could also be an opportunity to differentiate from its competitors by offering unique reward options.

Justification for Selected Solution

After performing a grid analysis (Appendix 1), Solution A is the most appropriate. The analysis was based on four criteria: customer reach, competitive advantage, long-term sustainability, and cost-effectiveness. Customer reach scored 5, as the business has lost customers and needs to regain them; an improved website will make Green Haven more accessible and appealing to a wider audience. Competitive advantage scored 4, since new competitors have entered the market, a modern website can differentiate the business from them. Long-term sustainability scored 5 and was selected to evaluate whether this solution supports long-term growth and increased online sales. In addition, with a good website, it is then easier to implement future initiatives such as Solution B (Appendix 1). Cost-effectiveness scored 3, reflecting the need for professional development while balancing current financial losses the business has faced.

Wider research also shows that websites play a key role in business success, often serving as the first point of contact for customers, even if purchases are later made in-store (El-Manstrly et al., 2024). A well-designed website can attract and convert customers, foster long-term loyalty (Herhausen et al., 2020), and ultimately act as a “make-or-break” factor for retailers (Forbes, 2020). With its current website, Green Haven would face significant challenges in expanding its digital presence. Since the website is outdated, difficult to navigate, and offers limited functionality, which can frustrate customers and reduce online engagement, marketing efforts like loyalty programs or social media would be less effective.

Risk Analysis of the Selected Solution

The Risk Analysis (Appendix 2) highlights potential challenges for Solution A, including technical issues, budget overruns, delays, and limited customer engagement. Technical issues scored 12, as website design is complex; this is mitigated by hiring a professional developer and testing. Budget overruns scored 15 reflecting the potential high cost of web development when the business is already facing reduced profits, this risk is reduced by obtaining fixed-price quotes and prioritising high-impact features. Delays scored 6, as development or testing may take longer than planned; this is addressed through a clear timeline and keeping the old website operational during transition to avoid any losses. Limited customer engagement scored 10, as customers may be slow to adopt the new platform; this is mitigated by designing a user-friendly website, promotion, and using feedback to improve (Wan et al., 2022). After analysis the risks are deemed manageable, making Solution A a reliable choice.

Plan to Implement the Selected Solution

Based on the implementation plan (Appendix 3) for Solution A, the project begins with planning (Weeks 1–2) to define the key features desired for the new website. This is followed by design (Weeks 3–4) and development (Weeks 4–7), where layouts are finalised and products, pricing, and payment systems are added. Testing and feedback (Weeks 8–9) allow issues to be resolved and a soft launch ensures customer feedback can be considered. The official launch is planned for Week 10, with ongoing monitoring after launch. Tasks were assigned based on expertise, with Liam and Priya managing content and oversight and the web developer handling technical execution, this ensures clear responsibilities and efficient scheduling.

Means of Measuring Effectiveness of Implementation of Selected Solution

The Key Performance Indicator for Solution A is a 30% increase in online sales within a year of the new website launch. This KPI is appropriate because it directly measures the effectiveness of the new website in addressing Green Haven's core problem of weak digital presence. This KPI is also supported by the shift in consumer flower-buying behaviour, which has increasingly moved online following the COVID-19 pandemic (Kent, 2024). The supporting SMART objectives provide measurable, realistic, and time-bound targets to track progress. Monitoring these metrics monthly will allow the business to evaluate the website's impact on sales, user behaviour, and engagement, ensuring the solution delivers tangible, relevant outcomes.

Key Findings

- Green Haven Florists has experienced a significant decline in in-store sales (30%) due to reduced foot traffic and increased competition, highlighting the need to strengthen their digital presence and strategy
- The current website is outdated, difficult to navigate, and limits the effectiveness of marketing initiatives, such as loyalty programs and social media campaigns.
- Solution A offers the greatest potential to increase online reach, improve customer experience, and support long-term sustainability, with manageable costs and risks.
- Solution B can increase customer retention and revenue but relies on a strong website for effectiveness.
- Implementing a modern, user-friendly website, alongside monitoring KPIs such as online sales, conversion rates, and customer engagement, is critical to reversing declining performance.

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Appendices

Grid Analysis Table

Solution A: Website Redesign

Factors to consider	Customer Reach	Competitive Advantage	Long-term Sustainability	Cost-effectiveness	Total
Weighting (0-5)	5	4	5	3	17

Solution B: Online Customer Loyalty and Subscription Programme

Factors to consider	Customer Reach	Competitive Advantage	Long-term Sustainability	Cost-effectiveness	Total
Weighting (0-5)	3	3	4	4	14

Appendix 2

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	Technical issues with the website development	4	3	12	Hire a professional web developer, perform tests before launch	Use the previous website version until issue is fixed. Maintain customer communication.
2	Going Over Budget	3	5	15	Obtain a fixed price quote and establish clear cost limits.	Prioritise key impacting features first.
3	Delays and business disruption	3	2	6	Make a clear schedule and check progress each week.	Keep the old website running at the same time.
4	Limited engagement with the new website	2	5	10	Make the website user-friendly and promote it. Gather customer feedback to improve.	Offer discounts and collect feedback to improve quickly.

Appendix 3

Implementation Plan

Name the problem you are solving: Green Haven Weak Digital Presence

Name the solution you are implementing: Website Redesign

	Task	WHAT	WHEN	WHO	Done
1	Planning	Decide what the new website needs: online shop, delivery options, easier navigation, etc	Weeks 1 to 2	Liam & Priya and Web Developer	
2	Designing	Create the layout and design of the website and approve.	Weeks 3 to 4	Web Developer	
3	Develop the website and set up product	Build the website and add products, photos, prices, and payment options.	Weeks 4 to 7	Liam & Priya and Web Developer	
4	Testing and gathering feedback	Test the website and fix any problems. Run a soft launch with a group of customers to get feedback.	Week 8 to 9	Liam & Priya and Web Developer	
5	Launch the website	Officially launch the website and promote it.	Week 10	Liam & Priya	
6	Monitor performance	Start weekly monitoring of online orders, customer feedback, and website performance.	Ongoing	Liam & Priya	

Appendix 4

The Key Performance Indicator is: Increase online sales revenue by 30% within a year of launching the new website.

Specific	Measurable	Attainable	Relevant	Time-Bound
Increase online sales by improving the website's layout, product listing, checkout process, and delivery options.	Track online sales revenue, website traffic, conversion rates, and customer engagement metrics.	Based on current market trends, and the 30% loss in in-store sales. A 30% increase in online sales is realistic with a modern website.	Directly addresses the core problem of weak digital presence and declining sales.	Achieve a 30% increase in online sales within a year after the website launches, with monthly progress reviews.