

Student Name	<i>MARCUS AUDAIN</i>
Student Number	<i>2427085</i>
Module Code	LCLM 4004
Module Name	<i>Business Analysis & Decision Making</i>
Lecturer's Name	
Presentation Title	<i>Green Haven Florists: A Strategic Analysis of In-Store Sales Decline</i>
Date	15 August 2026

Slide 1/2

Speaker Notes:

"Good morning/afternoon. My name MARCUS AUDAIN and today I will present a strategic business analysis of Green Haven Florists, a small independent flower shop in Norwich facing significant operational challenges.

Green Haven was founded in 2016 by Liam and Priya Patel and built its reputation on bespoke arrangements, eco-friendly packaging, and strong community ties. However, over the past 12 months, the business has experienced a 30% decline in in-store sales, rising operational costs, and intensified competition from online delivery services and new local entrants (Green Haven Florists Case Study, 2026).

This presentation will first identify the nature and scope of the issues, then apply three analytical frameworks the 5W2H model, PESTEL analysis, and the Ishikawa Fishbone diagram —to diagnose root causes. Finally, I will summarise key findings and strategic recommendations."

In-Slide Reference: Green Haven Florists Case Study (2026) LCLM 4004 Task Description.

Issue Category	Evidence	Impact
Market Shift	30% decline in in-store sales; high street footfall drop	Revenue loss; underutilised physical space
Digital Gap	Outdated website; occasional social posts only	Lost online customers; poor conversion
Cost Pressure	Import price surge (orchids, tulips); sustainable materials costly	Squeezed margins; inability to discount
Competition	New boutique florist (Instagram); national chain (aggressive pricing)	Market share erosion
Customer Evolution	Demand for subscriptions, same-day delivery, flexible options	Mismatch between offer and expectation

Visual: Bar chart showing the 30% decline vs. slight online increase; small icons for each issue category.

Slide 3

Speaker Notes:

"The issues impacting Green Haven are multi-layered and interconnected. First, the **market shift**: a 30% drop in in-store sales reflects a broader UK trend of high street depopulation, as consumers increasingly favour online convenience (Locul UK, 2026). While online orders have risen slightly, they fail to compensate for foot traffic loss.

Second, the **digital gap** is critical. Customer feedback identifies the website as 'outdated and difficult to navigate,' while Liam and Priya rely almost entirely on word-of-mouth and sporadic social media. This contrasts sharply with competitors leveraging Instagram and SEO (Green Haven Florists Case Study, 2026).

Third, **cost pressures** are severe. Supply chain disruptions and inflation have driven up prices for imported varieties, while the shop's commitment to biodegradable wrapping and local sourcing — though ethically sound — adds cost.

Finally, **new competition** has entered the Norwich market: a trendy boutique with strong Instagram presence and a national chain offering aggressive pricing and wide delivery coverage. These factors collectively threaten Green Haven's viability."

SLIDE 4:

Brief On-Slide Text:

The 5W2H method is a structured quality management tool used to define problems comprehensively across seven dimensions: What, Why, Where, When, Who, How, and How Much (Indeed, 2026; MSI Certified, 2026).

5W2H Analysis: Green Haven Florists	
What?	<i>Structured Problem Definition for In-Store Sales Decline</i> 30% decline in in-store sales over 12 months; insufficient online growth to compensate; rising operational costs threatening profitability.
Why?	High street footfall decline; shift to online shopping; outdated digital presence; new competitor entry; rising import costs & inflation.
Where?	Physical shop in Norwich high street; online store (outdated website); local competitor market.
When?	Began 12 months ago; accelerated with new competitor entry & post-pandemic shopping habit shifts.
Who?	Liam & Priya Patel (owners); walk-in customers; corporate & wedding clients; online shoppers; new boutique & chain competitors.
How?	Reliance on word-of-mouth; occasional social posts; no SEO/subscriptions/loyalty programme; poor website UX; limited delivery options.
How Much?	30% revenue loss in-store; surge in COGS (imports + sustainable materials); competitors offering 20-40% discounts.

Source: Adapted from Indeed (2026) and MSI Certified (2026). Applied to Green Haven Florists case study.

Speaker Notes:

"To structure our understanding of the problem, I have applied the 5W2H framework — a systematic problem-definition tool used in Six Sigma and lean manufacturing environments to ensure no critical dimension is overlooked (Indeed, 2026).

What? The core problem is a 30% decline in in-store sales over 12 months, with insufficient online growth to compensate and rising costs threatening profitability.

Why? Root drivers include high street footfall decline, the post-pandemic shift to online shopping, an outdated digital presence, new competitor entry, and inflation-driven import cost surges.

Where? The problem manifests physically on the Norwich high street and digitally via an underperforming website.

When? The decline began 12 months ago and accelerated with new competitor entry and shifting consumer habits.

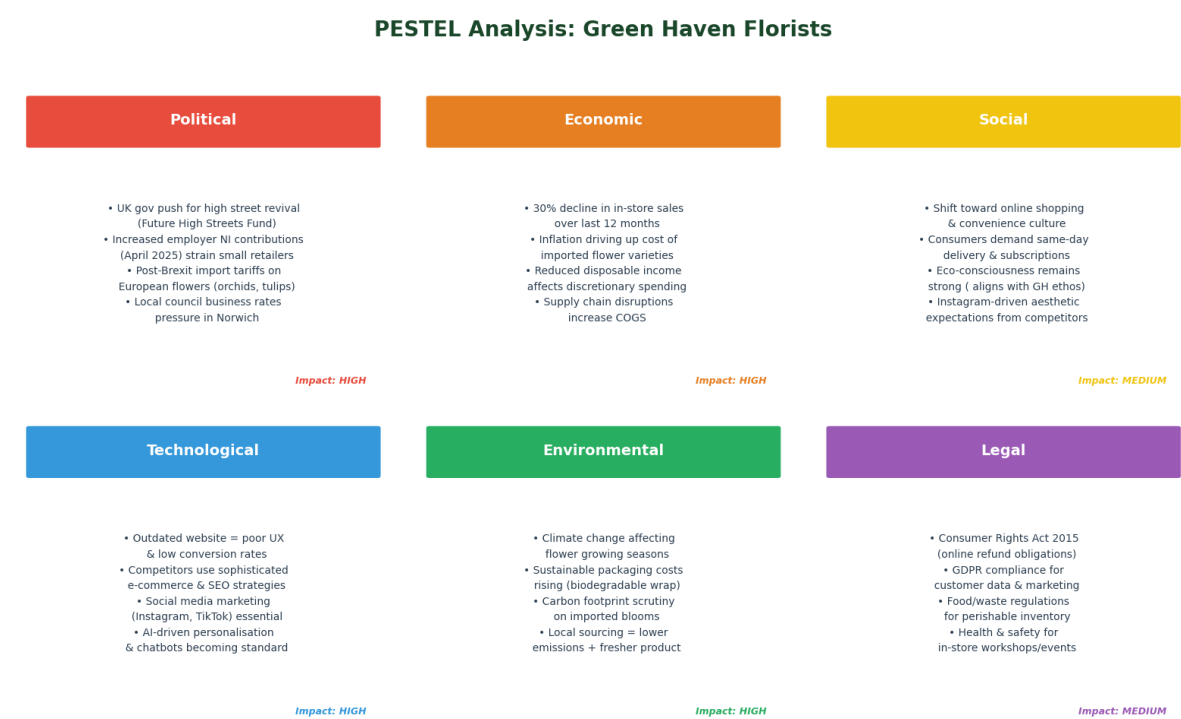
Who? Stakeholders include Liam and Priya, walk-in customers, corporate clients, online shoppers, and both new competitors.

How? The business relies on word-of-mouth, occasional social posts, and lacks SEO, subscriptions, loyalty programmes, or flexible delivery.

How Much? Quantitatively, we see 30% in-store revenue loss, surging COGS, and competitors offering 20–40% discounts that Green Haven cannot match.

This framework confirms that the crisis is not single-cause but systemic, requiring multi-pronged intervention."

SLIDE 5: PESTEL Analysis — Introduction



Factor	Focus
Political	Government policy, taxation, trade regulation
Economic	Inflation, disposable income, supply chain costs
Social	Consumer behaviour, lifestyle trends, demographics
Technological	E-commerce, digital marketing, automation

Environmental	Sustainability, climate, carbon footprint
Legal	Consumer protection, GDPR, employment law

Speaker Notes:

"PESTEL analysis is a widely used strategic framework for examining the macro-environmental forces that affect an organisation's operations and decision-making. Unlike SWOT, which examines internal factors, PESTEL focuses exclusively on external, largely uncontrollable forces (Appinio, 2024). It is particularly suited for long-term strategic planning and horizon scanning (Swiss International University, 2026).

For Green Haven, understanding these six dimensions is essential because the business does not operate in a vacuum. Government policy, economic inflation, social shifts toward online shopping, technological disruption in retail, environmental expectations, and legal compliance all exert pressure on the florists' current model."

SLIDE 6: PESTEL Analysis

High-Impact Factors	Strategic Implication
Political	Employer NI contributions (April 2025) increase staffing costs
Economic	Inflation + import tariffs squeeze margins
Technological	Digital gap vs. competitors = existential threat
Environmental	Sustainability = differentiator but also cost driver

Speaker Notes:

"Applying PESTEL to Green Haven reveals four high-impact factors.

Political: The UK government's April 2025 increase in employer National Insurance contributions has added significant staffing cost pressure for small retailers like Green Haven (Locul UK, 2026). Additionally, post-Brexit import tariffs on European flowers directly affect their orchid and tulip supply.

Economic: The 30% sales decline, inflation-driven COGS increases, and reduced consumer disposable income create a triple squeeze on profitability.

Social: British consumers now expect convenience, same-day delivery, and subscription models — services Green Haven does not currently offer. However, the enduring strength of eco-consciousness aligns well with their sustainable ethos (Bloomnet, 2025; Team Flower, 2021).

Technological: This is arguably the most urgent factor. Competitors use sophisticated e-commerce, SEO, and Instagram marketing, while Green Haven's outdated website and sporadic social presence leave them invisible to digital-native consumers (Elisana Florist, 2025).

Environmental: Climate change affects growing seasons, and sustainable packaging costs are rising. Yet local sourcing offers both environmental and freshness advantages.

Legal: GDPR compliance, Consumer Rights Act obligations for online sales, and health & safety for any future workshops must be addressed as they digitalise."

SLIDE 7: Fishbone

What is a Fishbone (Ishikawa) Diagram? A visual root-cause analysis tool developed by Kaoru Ishikawa in the 1940s. It maps the relationship between a problem (the 'effect' at the fish's head) and its potential causes (categorised along the 'bones') (Kaizen.com, 2026).

Why Use It?

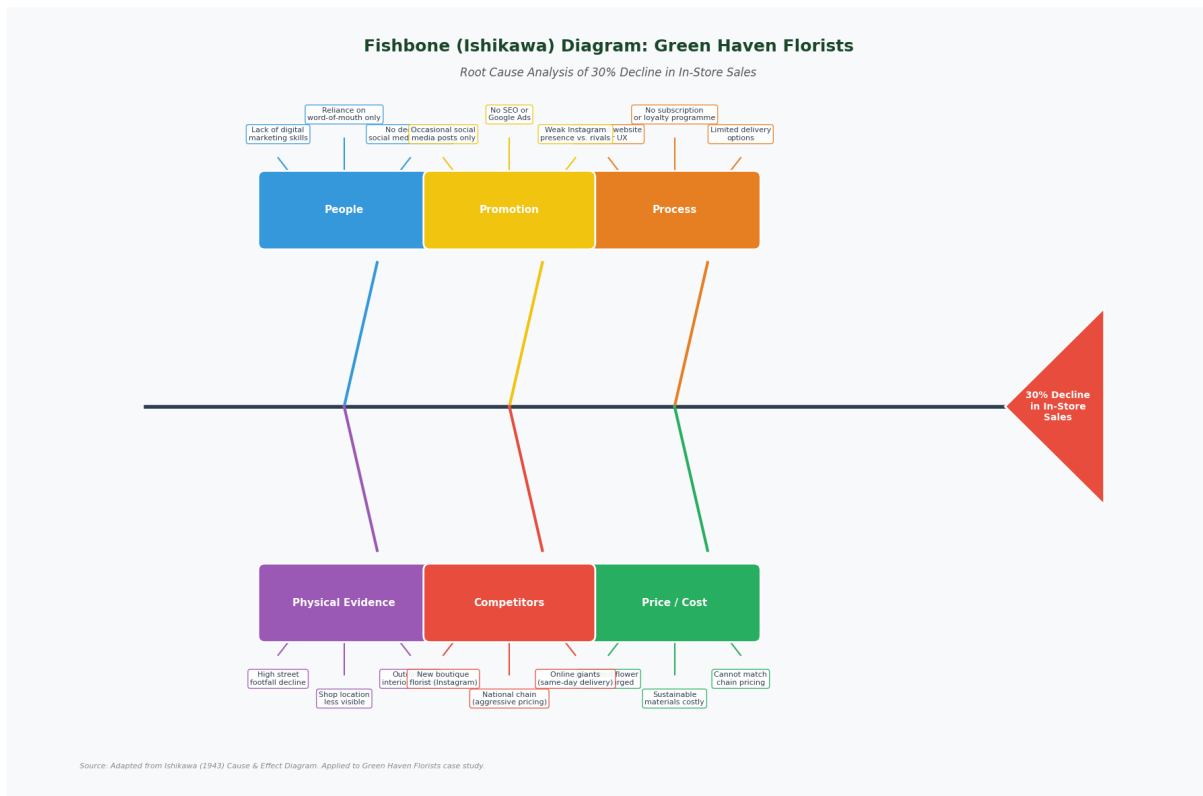
- Structures team thinking during brainstorming
- Prevents superficial solutions by tracing root causes
- Supports continuous improvement in operations

Visual: Simple diagram showing the fishbone structure with labels.

Speaker Notes:

"The Ishikawa or Fishbone diagram is one of the seven core quality management tools, originally developed by Japanese chemical engineer Kaoru Ishikawa in the 1940s to identify potential causes of manufacturing defects (Kaizen.com, 2026). Today it is widely used in service industries for root cause analysis.

The diagram places the **effect** — the problem we are trying to solve — at the head of the fish. The **spine** represents the problem timeline, and the **bones** represent cause categories. For a service retail business like Green Haven, I have adapted the traditional '4Ps' marketing categories to better fit the context: People, Process, Promotion, Physical Evidence, Price/Cost, and Competitors."



SLIDE 8: Fishbone Diagram

Brief On-Slide Text:

Root Cause Insight: The 30% sales decline is not caused by a single factor, but by the **intersection** of digital obsolescence, cost pressures, and competitive encroachment.

Visual: The generated Fishbone diagram (see download link below).

Speaker Notes:

"This Fishbone diagram maps the root causes of Green Haven's 30% in-store sales decline across six categories.

People: Liam and Priya lack dedicated digital marketing skills. They rely on word-of-mouth and occasional social posts — insufficient in an era where 80% of consumers discover local businesses via social media and search.

Process: The website is outdated and difficult to navigate. There is no subscription service, no loyalty programme, and delivery options are limited. These process failures directly cause cart abandonment and lost repeat business.

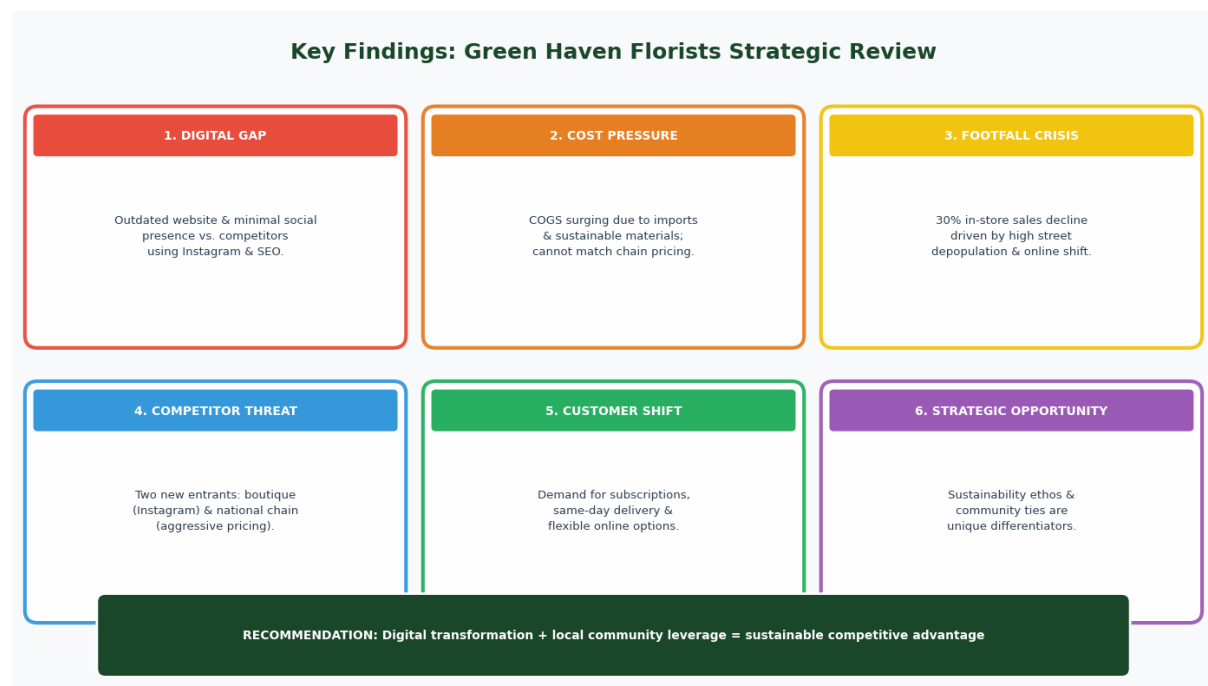
Promotion: Marketing is sporadic and unstrategic. There is no SEO investment, no Google Ads, and the Instagram presence is weak compared to the new boutique competitor.

Physical Evidence: The high street location itself has become a liability as footfall declines. The shop's visibility and interior may no longer compel passers-by to enter.

Price/Cost: Imported flower prices have surged due to supply chain disruptions and inflation. Sustainable materials add further cost. Green Haven cannot match the national chain's aggressive discounting without eroding their already squeezed margins.

Competitors: Two new entrants have intensified pressure — a trendy boutique florist dominating Instagram, and a national chain offering wide delivery coverage and aggressive pricing.

The critical insight from this diagram is that **no single cause explains the decline**. It is the compounding effect of digital obsolescence, rising costs, and competitive encroachment that threatens the business."



SLIDE 10: Full Reference List

Appinio (2024) *What is a PESTEL Analysis? Definition, Factors, Examples*. Available at: <https://www.appinio.com/en/blog/market-research/pestel-analysis> (Accessed: 15 August 2026).

Bloomnet (2025) *Sustainable Floristry: Eco-Friendly Practices for Modern Florists*. Available at: <https://www.bloomnet.net/blog/news/sustainable-floristry-eco-friendly-practices/> (Accessed: 15 August 2026).

Elisana Florist (2025) *Why These Flower Shops in London Are Trending in 2025*. Available at: <https://www.elisanaflorist.co.uk/blog/why-these-flower-shops-in-london-are-trending-in-2025> (Accessed: 15 August 2026).

Green Haven Florists Case Study (2026) *LCLM 4004 Task Description*. Module materials.

Indeed (2026) *What Is a 5W2H Analysis? (And How To Use One Effectively)*. Available at: <https://www.indeed.com/career-advice/career-development/5w2h-analysis> (Accessed: 15 August 2026).

Kaizen.com (2026) *Understanding the Ishikawa Diagram*. Available at: <https://kaizen.com/insights/ishikawa-diagram-root-cause-analysis/> (Accessed: 15 August 2026).

Locul UK (2026) *How Small UK Retailers Are Adapting in 2026*. Available at: <https://locul.uk/local-business-spotlight-small-uk-retailers-adapting-2026/> (Accessed: 15 August 2026).

MSI Certified (2026) *5W2H Problem-Solving Method*. Available at: <https://www.msicertified.com/blog/5w2h-training/> (Accessed: 15 August 2026).

Oxford College of Marketing (2016) *What is a PESTEL analysis?* Available at: <https://blog.oxfordcollegeofmarketing.com/2016/06/30/pestel-analysis/> (Accessed: 15 August 2026).

Rahman, K.O. et al. (2025) 'Decoding U.S. Retail Dynamics: A Holistic Strategic Analysis Using PESTEL and Porter's Five Forces Frameworks', *Journal of Business and Management Studies*, 7(1), pp. 176–190.

Swiss International University (2026) *PESTEL Analysis as a Strategic Framework for Understanding Business, Tourism, and Technology Environments*. Available at: <https://www.swissuniversity.com/post/pestel-analysis-as-a-strategic-framework-for-understanding-business-tourism-and-technology-environ> (Accessed: 15 August 2026).

Team Flower (2021) *9 Ways to Make Your Floral Business More Sustainable*. Available at: <https://education.teamflower.org/learn/business/ssl/9-ways-to-make-your-floral-business-more-sustainable> (Accessed: 15 August 2026).

Washington State University (2026) *PESTEL Analysis*. LibGuides: Industry Research. Available at: <https://libguides.libraries.wsu.edu/c.php?g=294263&p=4358409> (Accessed: 15 August 2026).