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**Module Title: Problem Solving and Decision Making**

**Module Code: LCLM4004**

**Strategic Decision-Making for Green Haven Florists: Evaluating Digital  
Transformation Options for Long-Term Sustainability**

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## **1. Introduction and Business Context**

The decreased footfall and customers moving to online convenience has seen Green Haven Florists experiencing in-store sales 30% drop, which is the result of overdependence on walk-in trade (Valentine, 2025). Although the quality of its products is high and China recognises the importance of environmentally friendly products, it does not fit the changing consumer behaviour. The report will also consider two viable solutions, use a decision-making tool to choose the most suitable, identify risks, discuss implementation, and establish success metrics (Kotler, 2021).

## **2. Explanation of the Business Problem (Micro Problem Analysis)**

Its business issue, which is the key point of business concern, lies in the fact that Green Haven Florists has experienced an in-store sales downturn, which has seen revenue decrease by a third in the last year. The downturn is mainly caused by decreased customer foot traffic and not the inability of the product quality or the service levels and brand name. Rather, the problem is indicative of a mismatch between the changing customer buying behaviour and the offline sales-based model adopted by Green Haven.

The trend towards online retailing of goods and services has been accelerating consumer behaviour with convenience, speed, and price transparency being the key factors in the purchasing decisions (Hagberg, 2016). Meanwhile, the UK high streets, even in such smaller cities like Norwich, are witnessing a decrease in the level of activity due to the shutdown of businesses and the shift in lifestyles, leading to a decrease in impulse buying (PwC, 2023). This tendency directly erodes the strategy of Green Haven through the physical store visitation.

On the outside, there is also the competition of digitally native florists and national chains that compound the pressure. The strategic non-fit between the value proposition and access to customers is also supported internally by limited digital capability, which limits adaptation by Green Haven (Porter, 2008).

## **3. Alternative Solutions Identification**

Appendix E indicates that the in-store sales of Green Haven are decreasing due to decline in the high-street footfall and online shopping developments coupled with poor digital capabilities. Two strategic options are suggested to respond to this and substitute or sustainably re-establish lost demand and generate more revenue (Rigby, 2011).

## **Solution 1: Digital Transformation and Omnichannel Enhancement**

### **Description and justification**

This solution repositions Green Haven as an omnichannel retailer using a mobile-friendly site, online subscriptions, and local delivery. Improved digital marketing, such as Instagram, search engine optimization, and email marketing, would make it more visible, convenient, and recurring revenue, and less reliant on in-store traffic (Chaffey, 2019).

### **Theoretical and practical support**

Omnichannel retailing enhances customer experience and retention by using three or more touchpoints (Verhoef, 2015). The subscription models facilitate stabilisation of cash flow and predicting of demand in SMEs. The UK independents have effectively implemented subscriptions and local delivery to overcome the decline of the high-street.

## **Solution 2: Community-Centred Differentiation Strategy**

### **Description and justification**

The alternative enhances the physical presence of Green Haven by using workshops, sustainability events, and local partnership. Focusing on hyper-local branding and experience value makes the shop a local center, attracting foot traffic after spending very little on digital ads.

### **Theoretical and practical support**

Community strategies and experience-based ones have the potential to establish loyalty but are dependent on the long-term footfall and structural vulnerability. Digital transformation, by contrast, deals with the long-term changes in consumer behaviour that

are scalable, providing diversified revenues and growth even with the increased initial cost and capability requirements.

#### **4. Evaluation of Alternatives Using Grid Analysis**

The application of the Grid Analysis(Appendix A) enabled the objective comparison of qualitative options to the two strategic alternatives using weighted numerical scores based on the evidence-based decision-making as sales at the stores were declining because of the decreased foot traffic. It was filtered based on criteria that were revenue growth potential, cost, scalability, brand and sustainability alignment, and digital relevance and long-term resilience (weight higher to revenue, scalability, and digital relevance of 5 each) to avoid online competition and structural changes . Solution 1: Solution 1 has a score of 105, with its best score in the areas of digital relevance (25), revenue growth, and scalability (20 each), which counterbalanced an average score in the area of cost (12). Solution 2: Community-Centred Differentiation was rated 64 (strong brand/sustainability (15) and cost (16), poor digital relevance (5) and scalability (10). Solution 1 is the resilient and commercially sustainable solution as supported by numerical evidence (McCarthy, 2018).

#### **5. Selected Solution and Justification**

According to the Grid Analysis, the choice of the solution is Digital Transformation and Omnichannel Enhancement because it will directly solve the problem of the decrease of foot traffic and provide Green Haven with the opportunities to stay competitive in the digit-based retail environment (Chaffey, 2019). Customers do not have much access, which is the main reason behind the decline in sales, rather than the quality of the products or a brand value. An online ordering system, mobile-friendly site, and flexibility of local delivery would pay off the decreased activity in the high street and spread the sustainability ethos of the shop. Online sales also give variation of revenue, less dependence on walk-in sales, and customer information to personalised offerings, which increases the competitiveness of the SME. According to OECD (2021), digital adoption enhances

resilience, market, and flexibility. This is a strategic way of enhancing the strength of Green Haven without the sacrifice of authenticity (OECD, 2021).

## **6. Risk Analysis of the Selected Solution**

The risk analysis (Appendix B) reveals that the digital transformation at the green haven Florists will have manageable uncertainties, which will be high initial investment as the company will face an existing digital skills gap, which will be countered by investing in phases, outsourcing, and training in the short run. The risks of technology failure and brand dilution are minimal and manageable. On the contrary, inaction, which consists of depending on the falling foot traffic, is even more dangerous. Therefore, the digital strategy is a calculated, responsible risk which increases resilience, competitiveness, and stability of revenue (Verhoef, 2015).

## **7. Implementation Plan (Action Plan)**

The implementation plan brings the digital transformation plan into an orderly, achievable plan, through gradual approach to limit the financial risk, minimise the operational interference and enable gradual adaptation of Green Haven Florists (Appendix C).

**Phase 1 (Months 1-2):** Redesign the site through the assistance of a third party developer, develop a mobile-friendly, customer-friendly site with ability to order online and pay securely to minimize the technical load (Verhoef, 2015).

**Phase 2 (Month 3):** Introduce online subscription service with the existing relationships with suppliers to create recurring income with minimal complexity of operation.

**Phase 3 (Months 3-4):** Solidify digital marketing through the support of a part-time marketer and work on Instagram, local SEO, and emailing.

**Phase 4 (Month 6):** Optimise strategy and review performance based on customer data and make additions. Limited rollout will reduce risk, cash-flow strain, and continuity (Kane, 2015).

## **8. Measuring Effectiveness**

The KPIs used by Green Haven Florists to gauge digital transformation will be financial and customer-oriented results to aid in informed decision-making (Appendix D). Measures involve online sales, revenue growth, rate of conversion in the website, retention of subscriptions and Instagram activity. This solution, which is consistent with Kaplan and Norton (1996) is used to track the recovery of revenues as well as the success of the process of customer engagement, loyalty, and brand visibility, making sure that the strategy enhances the competitiveness in the long term and brand equity (Norton David, 1996).

## **9. Conclusion**

The drop in in-store sales of Green Haven Florists is caused by the decrease in foot traffic and alteration of consumer purchasing behaviour instead of the inefficiency of products or brand value. This report has demonstrated that the fundamental issue is accessibility of customers to an ever-more digital retailing environment. With the planned assessment, digital transformation and omnichannel improvement became the most suitable option since it will directly respond to the situation in the market, and the commercial sustainability will be reinforced. Notably, this approach is consistent with the mission of sustainability at Green Haven because the digital channels will be utilized to share ethical principles and increase awareness. This analysis proves that SMEs need strategic adjustment instead of forsaking core values in order to survive and remain competitive in the long term.

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## Appendix:

### Appendix A : Grid Analysis Matrix

| Criteria                         | Weight | Solution 1: Digital Transformation & Omnichannel Enhancement | Weighted Score | Solution 2: Community-Centred Differentiation | Weighted Score |
|----------------------------------|--------|--------------------------------------------------------------|----------------|-----------------------------------------------|----------------|
| Revenue Growth Potential         | 5      | 4                                                            | 20             | 2                                             | 10             |
| Cost (Affordability)             | 4      | 3                                                            | 12             | 4                                             | 16             |
| Scalability                      | 5      | 4                                                            | 20             | 2                                             | 10             |
| Brand & Sustainability Alignment | 3      | 4                                                            | 12             | 5                                             | 15             |
| Digital Relevance                | 5      | 5                                                            | 25             | 1                                             | 5              |
| Long-Term Resilience             | 4      | 4                                                            | 16             | 2                                             | 8              |

|                    |   |   |                       |   |                      |
|--------------------|---|---|-----------------------|---|----------------------|
| <b>Total Score</b> | — | — | <b>105<br/>(High)</b> | — | <b>64 (Moderate)</b> |
|--------------------|---|---|-----------------------|---|----------------------|

### Appendix B: Risk Analysis Matrix – Digital Transformation & Omnichannel Enhancement

| <b>Risk</b>                          | <b>Description</b>                                                             | <b>Likelihood</b> | <b>Impact</b> | <b>Risk Level</b> | <b>Mitigation Strategy</b>                                                                                         |
|--------------------------------------|--------------------------------------------------------------------------------|-------------------|---------------|-------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>High Initial Investment Costs</b> | Website redesign, digital tools, and marketing may strain limited SME finances | Medium            | High          | High              | Implement changes in phases; prioritise essential features first; use cost-effective platforms (e.g. Shopify, Wix) |
| <b>Lack of Digital Skills</b>        | Owners have limited experience in digital marketing and e-commerce management  | High              | Medium        | High              | Outsource website setup; use short training courses; hire part-time digital support                                |
| <b>Low Customer Adoption</b>         | Existing customers may be slow to use                                          | Medium            | Medium        | Medium            | Offer incentives (discounts, free delivery); provide clear                                                         |

|                            |                                                                           |     |        |            |                                                                                                    |
|----------------------------|---------------------------------------------------------------------------|-----|--------|------------|----------------------------------------------------------------------------------------------------|
|                            | online ordering or subscriptions                                          |     |        |            | guidance in-store and online                                                                       |
| <b>Technology Failures</b> | Website downtime, payment issues, or poor user experience                 | Low | Medium | Low–Medium | Use reliable platforms; conduct testing before launch; maintain basic technical support            |
| <b>Brand Dilution Risk</b> | Over-commercialisation may weaken the personal, community-led brand image | Low | Medium | Low        | Maintain consistent messaging; emphasise sustainability and local identity across digital channels |

### Appendix C: Implementation Plan – Digital Transformation & Omnichannel Enhancement

| Phase          | Key Action       | Description                                                                                           | Responsibility         | Timeline  |
|----------------|------------------|-------------------------------------------------------------------------------------------------------|------------------------|-----------|
| <b>Phase 1</b> | Website Redesign | Develop a mobile-friendly website with online ordering, secure payments, and improved user experience | External Web Developer | Month 1–2 |

|                |                              |                                                                                        |                            |           |
|----------------|------------------------------|----------------------------------------------------------------------------------------|----------------------------|-----------|
| <b>Phase 2</b> | Subscription Service Launch  | Introduce weekly and monthly flower subscription options to generate recurring revenue | Liam & Priya (Owners)      | Month 3   |
| <b>Phase 3</b> | Digital Marketing Activation | Implement Instagram marketing, local SEO, and email campaigns to drive online traffic  | Part-Time Digital Marketer | Month 3–4 |
| <b>Phase 4</b> | Review and Optimisation      | Analyse sales data, customer feedback, and website performance to refine strategy      | Liam & Priya               | Month 6   |

#### Appendix D: Key Performance Indicators (KPIs)

| Strategic Objective         | Key Performance Indicator (KPI) | Target               |
|-----------------------------|---------------------------------|----------------------|
| Increase revenue            | Online sales growth             | +20% within 6 months |
| Improve customer engagement | Website conversion rate         | ≥ 3%                 |
| Retain customers            | Subscription retention rate     | ≥ 70%                |

|                          |                           |      |
|--------------------------|---------------------------|------|
| Enhance brand visibility | Instagram engagement rate | +30% |
|--------------------------|---------------------------|------|

Appendix E:

