

Module Title: Problem Solving and Decision Making

Module Code: LCLM 4004

Assessment: Component 2 Report

Student Name: Hafsa Hussain

Student Number: 2438984

Lecturer's Name: Annamarie Dufficy

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- **Cover Page and Contents Page - Approximately 100 words**

Task 1: Overview of Case-study

Green Haven Florists is a independent flower shop in Norwich, it was established in 2016 by Liam and Priya Patel. The business became known for its bespoke flower arrangements and environmentally friendly packaging. Over the past year the company has experienced a 30% decline in in-store sales, threatening its profitability. The root problem appears to be reduced customer foot traffic and increased competition from online flower retailers. Contributing issues include the shop's outdated website, limited digital marketing, and lack of flexible delivery services, which make it difficult to compete with modern online competitors. Rising costs of imported flowers and sustainable materials have further increased financial pressure on the business.

Task 2: Two Proposed Solutions

Solution A Proposal

One proposed solution is for Green Haven florists to develop a modern e-commerce website and strengthen its digital marketing strategy. The current website is outdated and difficult to navigate, which discourages potential online customers. By redesigning the website to include easy online ordering, mobile compatibility, and clearer product displays, customers will be able to purchase flowers more conveniently. Promoting products and offers through platforms like TikTok would also increase visibility and attract new customers. This solution would help address declining in-store sales by expanding the business' reach and allowing Green Haven to compete more effectively with online flower retailers.

Solution B Proposal

A second proposed solution is for Green Haven florists to introduce a flower

subscription service alongside more flexible delivery options. Customers could subscribe to receive fresh flowers weekly or monthly for homes, offices or special occasions. This service would provide convenience for customers whilst creating a consistent and predictable revenue stream for the business. Additionally, offering flexible on the same day or scheduled delivery would help meet modern consumer expectations. This solution addresses the root problem of declining in-store sales by encouraging repeat purchases, improving customer loyalty, and attracting customers who prefer the convenience of regular online flower delivery rather than visiting the physical store.

Task 3b) Evaluation Results and Justifications

Based on my grid analysis, improving website is the most appropriate solution as it achieved the highest overall score when the weighted criteria were applied. The criteria used were cost of implementation, impact on sales and customer reach, as these are key factors affecting the future success of Green Haven Florists. Greater weighting was given to impact on sales and customer reach because increasing revenue and attracting new customers are the main objectives for the website. Although improving the website may require some investment, it is likely to reach a wider online audience and compete with larger online flower retailers. Therefore, this solution provides the greatest long term benefit.

Task 4b) Risk Analysis Results and Justifications

A risk analysis was conducted to identify potential problems associated with implementing the chosen solution. The main risks include higher than expected website development costs, low customer usage of online ordering system, and potential technical issues. Each risk was evaluated using a likelihood and impact scale from 1 to 5, which helped calculate the overall risk factor. The analysis shows that financial cost is highest risk, as website development can require significant investment. However, these risks can be reduced through careful planning, promotion of marketing and reliable technical support. Overall, the risks are manageable and do not outweigh the potential benefits of the solution.

Task 5b) Justifications for the Implementation Plan

The tasks are scheduled in a logical sequence to ensure efficiency and reduce errors. Planning is first to define the website structure, features, and design, preventing revisions later. Content creation follows as images and text are needed for development. Development occurs next, using the finalized plan and content to build a functional website. Testing and launch are the last to ensure all features work correctly and the site meets customer expectations. Responsibilities are assigned by expertise. The web designer handles technical tasks, while the owner and marketing assistant manage content and approvals. This order supports a smooth rollout. (Super Series, 2013, pp. 99-102)

Task 6b) Justifications for the KPI and SMART Objectives

The Key performance indicator chosen – increased online sales and website engagement directly addresses the problem of declining instore sales and poor online presence. It is measurable and allows the business to monitor the effectiveness of the website redesign. The SMART objectives are defended as follows: They are specific as they focus in website redesign with e-commerce, measurable: sales and traffic metrics, attainable: achievable with current resources and web designer support, relevant: targets core business problems, and time-bound: 5 week implementation. Together the KPI and SMART objectives provide a clear, actionable framework to evaluate success. (Super Series, 2013, pp. 99-102).

Task 7) Key Findings

- Green Haven Florists has experienced a 30% decline in in-store sales, largely due to reduced foot traffic and online competition
- The shops outdated website and limited digital marketing reduce customer reach and online sales potential
- A modern e-commerce website with mobile compatibility, online ordering, improved product displays is the most effective solution, according to the grid analysis
- Potential risks include high development costs and low adoption of online ordering, but these are manageable with careful planning and promotion
- Implementing the website redesign can increase revenue, attract new customers, and improve competitiveness in the online market

Reference List

Proctor, T., 2020. *Creative problem solving for managers: Developing skills for decision making and innovation*. 5th ed. London. Routledge.

Sproull, B. (2018) *The Problem Solving, Problem Prevention and Decision Making Guide*. 1st edn. Abingdon: Routledge.

Super Series. (2013). *Solving problems & making decisions* (5th ed.). Routledge.

Appendices

Appendix 1 – Task 3a

Grid Analysis Table

Factors to consider	Weighting	Solution 1 improve website	Solution 2 flower subscription and delivery	Total
Cost of implementation	3	$2 \times 3 = 6$	$4 \times 3 = 12$	6/12
Impact on sales	5	$5 \times 5 = 25$	$4 \times 5 = 20$	25/20
Customer reach	4	$5 \times 4 = 20$	$4 \times 4 = 16$	20/16
				51/48

A grid analysis was used to evaluate the two proposed solutions based on factors such as cost of implementation, impact on sales, and customer reach (Proctor, 2020, pp. 254-264)

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	Website development costs are higher than expected	3	4	12	Set a clear budget and get quotes from different web developers before starting	Prioritise the most important website features and delay extra features
2	Customers may not use the new online ordering system 2	2	4	8	Promote the website through social media and in-store advertising	Offer online discounts or promotions to encourage customers to try the service
3	Technical problems or website downtime	2	3	6	Use reliable web hosting provider and test the website before launch	Have technical support available to fix issues quickly

Appendix 3 – Task 5a

Implementation Plan

Name the problem you are solving: Declining in-store sales and poor online presence due to an outdated website

Name the solution you are implementing: Redesign and launch a modern, user-friendly website with online ordering capabilities

	Task	WHAT	WHEN	WHO	Done
1	Website Planning	Define site structure, features and design	Week 1	Owner/Manager and web designer	Site structure and design brief approved by owner
2	Content Creation	Write text, take photos of products, prepare images	Week 2	Owner and marketing assistant	All text and images ready and reviewed
3	Website development	Build site, integrate e-commerce functionality	Week 3-4	Web designer	Website built with working features and reviewed
4	Testing and launching	Test all the functions, fix bugs, go live	Week 5	Web designer and Owner	All tests passed, website live and accessible to customers

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Appendix 4 – Task 6a

The Key Performance Indicator is: Increase online sales and website engagement by improving user experience on the Green Haven Florists website

Specific	Measurable	Attainable	Relevant	Time-Bound
Redesign website to include e-commerce functionality and clear products information	Track online sales, website traffic, and customer engagement	Achievable with existing resources and web designer support	Directly addresses declining sales and poor online presence	Complete redesign and launch within 5 weeks