

PROBLEM SOLVING AND DECISION MAKING

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Individual Report Green haven florist

Table of Contents

1. Overview of the Case Study and Nature of the Problem.....	3
2. Proposed Solutions	3
3. Evaluation of Solutions and justification.....	4
3A. Evaluation of Two Proposed Solutions.....	4
3B. Preferred Solution Justification	5
4. Risk Analysis of Selected Solution and Risk Analysis Results.....	5
4A. Risk Analysis of Selected Solution (Subscription Service)	5
4B. Explanation of Risk Analysis Results	6
5. Implementation Plan with justification.....	7
5A. Implementation Plan	7
5B. Justification for Implementation Plan	8
6A. KPI and SMART Objectives	8
6B. Monitoring and Evaluation of Metrics	8
7. Key Findings Summary	9
Reference List.....	10
Appendices.....	11
Appendix 1: SMART Objectives Table	11

1. Overview of the Case Study and Nature of the Problem

Green Haven Florists, an independent flower shop in Norwich founded by Liam and Priya Patel in 2016, has experienced a 30% decline in in-store sales over the past year despite a strong reputation for bespoke, eco-friendly arrangements (Patel & Patel, 2026). Rising operational costs, inflation on imported flowers such as orchids and tulips, and increased competition from online delivery services and a new local boutique have severely impacted profitability. Customer feedback indicates the shop's website is outdated and lacks flexible delivery options or subscription services. While online orders have risen slightly, they have not compensated for lost foot traffic caused by nearby business closures and a general shift to online shopping. The core problem is that Green Haven has failed to adapt its traditional, community-focused business model to a rapidly digitalising retail environment, threatening its long-term survival.

2. Proposed Solutions

Solution 1: Launch a Weekly Flower Subscription Service

Green Haven could introduce a subscription model offering weekly or monthly deliveries of seasonal, locally sourced bouquets. Customers would pay a recurring fee (e.g., £20–£35 per week) and receive customised arrangements based on their preferences. This directly addresses the 30% sales decline by generating predictable, recurring revenue, a strategy highlighted by Chaffey and Ellis-Chadwick (2019) as essential for small retailers facing e-commerce disruption. The subscription leverages Green Haven's sustainable ethos as a differentiator against impersonal online giants like Moonpig or Interflora. It also resolves the issue of low online engagement by creating a reason for customers to visit the website regularly. Furthermore, subscriptions reduce waste because flower quantities can be forecasted accurately, lowering costs. A pilot launch with 20 loyal customers would test logistics and pricing before a full rollout.

Solution 2: Host In-Store Experiential Workshops

This solution involves running paid weekend workshops such as “Eco-Friendly Wreath Making” or “Seasonal Bouquet Masterclasses” inside the shop. Each workshop would cost £25–£40 per person and last two hours. This resolves the problem of declining foot traffic by physically

bringing customers back into the store, where they are likely to make impulse purchases. Pine and Gilmore (2019) argue that experiential retail creates emotional connections that online competitors cannot replicate. Workshops also generate ancillary revenue from selling tools, refreshments, and additional flowers. Moreover, they reinforce Green Haven's community ties and provide shareable content for social media, addressing the digital marketing gap. However, workshops are weather-dependent and require staff training, making them less scalable than a subscription model.

3. Evaluation of Solutions and justification

3A. Evaluation of Two Proposed Solutions

Criteria (Weight)	Subscription Service (Solution 1)	Workshop Series (Solution 2)
Revenue predictability (5)	5 (recurring monthly income)	2 (variable attendance)
Scalability (4)	5 (can add unlimited subscribers)	2 (limited by shop space)
Alignment with online shopping trends (5)	5 (direct e-commerce model)	1 (in-store only)
Brand fit (eco/community) (3)	4 (reduces waste via forecasting)	5 (strong community feel)
Implementation cost (lower is better) (3)	4 (moderate cost, £800)	2 (higher staffing & material cost)
Customer demand (from	5 (subscriptions explicitly	3 (workshops not

Criteria (Weight)	Subscription Service (Solution 1)	Workshop Series (Solution 2)
customer feedback) (5)	requested)	mentioned)
Total Score (max 90)	78	62

3B. Preferred Solution Justification

Based on the Grid Analysis, Solution 1 (Subscription Service) is preferred. It scored 78 out of a possible 90, compared to 62 for Solution 2. The subscription model outperforms workshops on revenue predictability, scalability, and alignment with digital shopping trends. While workshops offer stronger community engagement, they are labour-intensive and produce inconsistent income. Smith (2022) argues that subscription models provide small retailers with financial stability during market turbulence, which is exactly what Green Haven needs after a 30% sales drop. Additionally, the subscription service directly addresses customer feedback requesting flexible delivery options. Although it carries higher initial technology risk, this can be mitigated through a pilot phase and low-cost website plugins. Therefore, the subscription service is the more feasible and impactful solution.

4. Risk Analysis of Selected Solution and Risk Analysis Results

4A. Risk Analysis of Selected Solution (Subscription Service)

Risk Description	Likelihood (1-5)	Impact (1-5)	Risk Score (L x I)	Mitigation Strategy
Low customer	4	5	20	Pre-launch survey, pilot with

Risk Description	Likelihood (1-5)	Impact (1-5)	Risk Score (L x I)	Mitigation Strategy
adoption				discounts, early-bird offer
Logistical failure (late/wilted flowers)	3	5	15	Tracked courier, prepare flowers 24h before delivery, backup driver
Supplier cost increase	3	3	9	Fixed-price 6-month contracts with local growers
Negative online reviews	2	4	8	Quality photo checks, follow-up satisfaction email
Technology failure (website plugin)	2	3	6	Test plugin for 1 week before pilot, have manual backup system

4B. Explanation of Risk Analysis Results

The risk analysis identifies low customer adoption as the highest-risk factor (Likelihood: High, Impact: High, Score 20). If fewer than 20 subscribers sign up in the first month, Green Haven could lose its £800 investment in website development and marketing. The second highest risk is logistical failure (Score 15), where flowers arrive wilted or late, damaging brand reputation. However, both risks are manageable. Low adoption can be mitigated by a pre-launch survey and early-bird discounts. Logistical issues can be reduced by using tracked couriers and preparing flowers only 24 hours before delivery. Supplier cost increases (Score 9) and negative reviews (Score 8) are lower risks. Overall, while adoption risk is real, it is not fatal because the pilot phase limits initial exposure. With proper mitigation, the subscription service is viable.

5. Implementation Plan with justification

5A. Implementation Plan

Activity	Timeline	Responsibility	Resources Required
Customer survey on subscription preferences	Week 1	Liam Patel	Google Forms, email list
Research and select website subscription plugin	Week 2	Priya Patel	£50 budget for plugin
Build subscription landing page	Week 3	Freelance web developer	£300 budget
Pilot launch to 20 existing customers	Week 4	Liam & Priya	Sample flowers, packaging
Collect feedback and adjust pricing	Week 5	Priya Patel	Feedback forms
Full public launch with social media ads	Week 6	External marketing freelancer	£300 ad spend (Instagram/Facebook)
First deliveries and customer check-in	Week 7	Liam Patel	Delivery roster

5B. Justification for Implementation Plan

This plan prioritises a low-cost pilot before full launch to test demand and logistics, a principle strongly supported by Hillson (2020) in risk management literature. Week 1's customer survey directly reduces the risk of low adoption by ensuring the product matches local preferences. Web development is scheduled for weeks 2-3 before the pilot to ensure a functional user experience. The pilot in week 4 involves only 20 loyal customers, limiting financial exposure if problems arise. Week 5 feedback collection allows price adjustments before public launch, increasing conversion rates. The full launch in week 6 with targeted ads capitalises on seasonal flower-buying peaks. Responsibilities are split logically: Liam handles operations and deliveries, while Priya manages customer experience and feedback. This agile, phased approach minimises risk while maintaining momentum.

6A. KPI and SMART Objectives

Refer to Appendix 1 for the full SMART Objectives table.

6B. Monitoring and Evaluation of Metrics

These metrics will be reviewed every two weeks using a shared Google Sheet dashboard. The primary KPI (subscription retention rate) will be tracked automatically through the website plugin; any drop below 70% will trigger an automated email survey asking why customers cancelled. SMART objective 1 (50 subscribers in 3 months) is a binary profitability threshold – if not met, marketing spend will be reallocated from Instagram to local flyers. Objective 2 (20% website conversion rate) will be monitored via Google Analytics; if conversion falls below 15%, the subscription landing page will be A/B tested with different pricing displays. Objective 3 (4.5-star average rating) will be tracked through Trustpilot and Google Reviews; a rating below 4.0 will require an immediate quality audit of flower sourcing. Monthly review meetings between Liam and Priya will compare actual against target performance, enabling rapid corrective actions such as adjusting delivery windows or offering referral discounts. This continuous monitoring ensures early intervention before small issues become critical.

7. Key Findings Summary

- Green Haven's 30% sales decline is driven by an outdated digital presence, rising flower costs, and competition from online retailers.
- Customer feedback explicitly requests flexible delivery options and subscription services, not just in-store workshops.
- A weekly flower subscription service is preferred over workshops, scoring 78 vs. 62 in grid analysis due to revenue predictability.
- The main risk is low customer adoption (Score 20), but this is manageable via a pilot launch with 20 loyal customers.
- Implementation requires 7 weeks, an £800 budget, and clear role division: Liam on logistics, Priya on customer experience.
- Primary KPI = monthly subscription retention rate (target >75%).
- SMART targets include 50 subscribers within 3 months and a 4.5-star delivery rating.

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Appendices

Appendix 1: SMART Objectives Table

SMART Element	Objective Description
Specific	Acquire 50 active weekly subscribers for a mixed seasonal bouquet.
Measurable	Generate £1,000 monthly recurring revenue (50 x £20 average).
Achievable	Convert 5% of existing email list (1,000 contacts) plus local Instagram ads.
Relevant	Directly offsets the 30% decline in in-store sales.
Time-bound	Achieved within 3 months of full public launch (by end of Week 18).
Primary KPI	Monthly subscriber retention rate (target >75% after 3 months).
Secondary KPI	Website landing page conversion rate (target >20%).
Customer metric	Average delivery rating (target 4.5/5 stars on Trustpilot).