

Jamie's Floral Delights Marketing Plan

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Executive Summary

Jamie's Floral Delights is a startup floral design and delivery company based in Kansas City, Missouri, seeking to establish a competitive position within a growing but highly competitive floral industry. The purpose of this integrated marketing portfolio was to develop a comprehensive marketing strategy to support customer acquisition, customer retention, profitability, and long-term business growth, while positioning the company for future expansion into broader domestic and international markets.

The portfolio began with a target market and competitive analysis that identified individual consumers ages 25–44 as the primary target market, with corporate clients, event customers, and subscription-service customers serving as important secondary markets. Market research demonstrated continued growth within both the domestic and global floral industries, driven by occasion-based purchasing, increased use of e-commerce platforms, and growing consumer demand for convenience, customization, and subscription-based services. Competitive analysis revealed that while large providers such as 1-800-Flowers, FTD, and Teleflora benefit from scale and brand recognition, Jamie's Floral Delights can successfully differentiate through personalized service, customized arrangements, local relationships, and creative product offerings.

Building on the target market analysis, the financial analysis and pricing strategy established a tiered pricing structure designed to balance profitability, competitiveness, and customer accessibility. Revenue forecasts, break-even analysis, market share estimates, and return-on-investment projections demonstrated a realistic path toward achieving the organization's strategic goal of profitability by Year 2. The pricing strategy was designed to support multiple customer segments while maintaining sustainable profit margins and accounting

for factors such as competitor pricing, distribution channels, international supply chain considerations, and ethical pricing practices.

The integrated marketing communications plan translated the target market and pricing findings into a coordinated communication strategy designed to increase brand awareness, customer engagement, and repeat purchasing behavior. The proposed communication mix includes social media marketing, email marketing, local search optimization, community partnerships, influencer collaborations, subscription promotions, and customer relationship-building activities. These communication efforts are designed to establish a recognizable brand identity while supporting customer acquisition and long-term loyalty. Legal and ethical considerations, including privacy regulations, advertising standards, and disclosure requirements, were incorporated into the communication strategy to ensure compliance and consumer trust.

The implementation, evaluation, and control strategy transformed the marketing recommendations into a practical action plan by identifying specific activities, timelines, responsibilities, costs, performance measures, and corrective action procedures. Continuous monitoring through financial metrics, customer engagement indicators, customer satisfaction measures, and environmental scanning activities will allow Jamie's Floral Delights to respond proactively to changing market conditions, evolving consumer preferences, and global industry trends. Ongoing evaluation and control processes support accountability, strategic alignment, and continuous improvement throughout the product life cycle.

Collectively, the four artifacts form an integrated marketing portfolio that aligns target market selection, pricing decisions, communication activities, and implementation processes into a unified strategy. The portfolio demonstrates how marketing research, financial analysis, consumer behavior insights, legal and ethical considerations, and strategic planning can be

integrated to create sustainable competitive advantage and long-term organizational value.

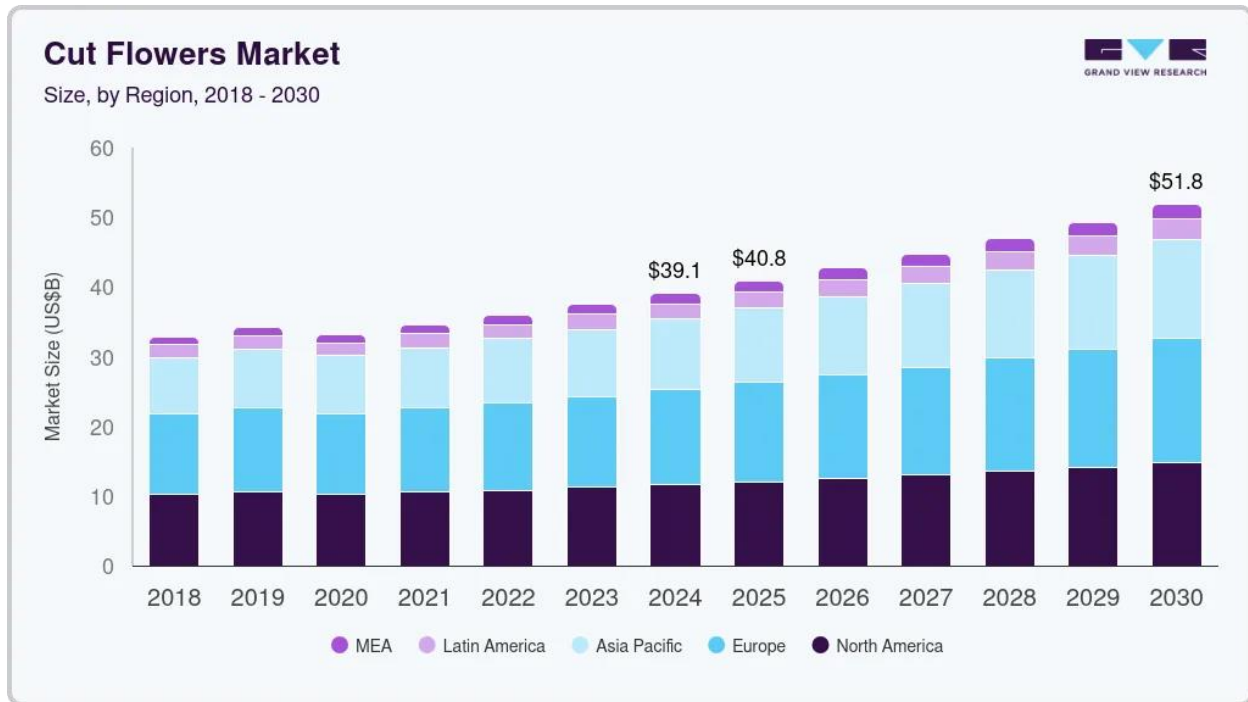
Through this approach, Jamie's Floral Delights is positioned to build customer relationships, achieve profitability, and establish a differentiated presence within the floral marketplace.

Artifact 1: Target Market and Competitive Analysis for Jamie's Floral Delights

While Jamie's Floral Delights operates locally in Kansas City, the broader national and global market trends remain relevant because they shape local demand, pricing, and consumer behavior. The U.S. floriculture market is projected to grow steadily, indicating sustained demand for floral products across regions (see Figure 1; Grand View Research, 2023). In addition, consumer behavior studies show that floral purchases are consistently driven by occasions such as holidays and life events, patterns that apply across both local and broader markets (Buchko, 2026). Global supply chains also influence local businesses, as many flowers are imported, affecting cost and availability. The convenience and flexibility of online purchasing have further benefited the floral industry (Buchko, 2026). Together, these segments reflect a diverse global market defined by geographic (global regions), demographic (age and income), behavioral (occasion-based purchasing), and firmographic (business and event clients) segmentation variables. These factors demonstrate that, while the business serves a local market, it is influenced by broader industry dynamics that affect demand and operations. In the U.S., the cut flower market is expected to expand at an annual growth rate of 3.9% between 2025 and 2030 (Grand View Research, n.d.). Worldwide, the cut flower market is projected to increase from \$37.9 billion in 2025 to \$52.8 billion by 2031, growing at an annual rate of 6.40% (Mordor Intelligence, n.d.). The identified market is both reachable through digital platforms and sustainable due to consistent demand driven by recurring occasions and events.

Figure 1

Cut Flowers Market (Grand View Research, n.d.)



Target Market, Segmentation, and Influences

Individual Consumers

The global target market for Jamie's Floral Delights is segmented by geographic, demographic, behavioral, and firmographic variables. From a geographic perspective, demand for floral products spans North America, Europe, and rapidly growing markets in the Asia-Pacific region, supported by the rise in e-commerce (Grand View Research, n.d.). Behavioral segmentation is particularly important in this industry, as purchases are largely occasion-based, including holidays such as Valentine's Day and Mother's Day, as well as life events such as weddings, funerals, and celebrations (Buchko, 2026). Demographically, primary consumers tend to fall within the 25–44 age range (Posada, 2026), with purchasing decisions often influenced by relationship status, income, and lifestyle. Consumers in this market prioritize convenience, timely delivery, personalization, and high-quality design. The identified segments are substantial

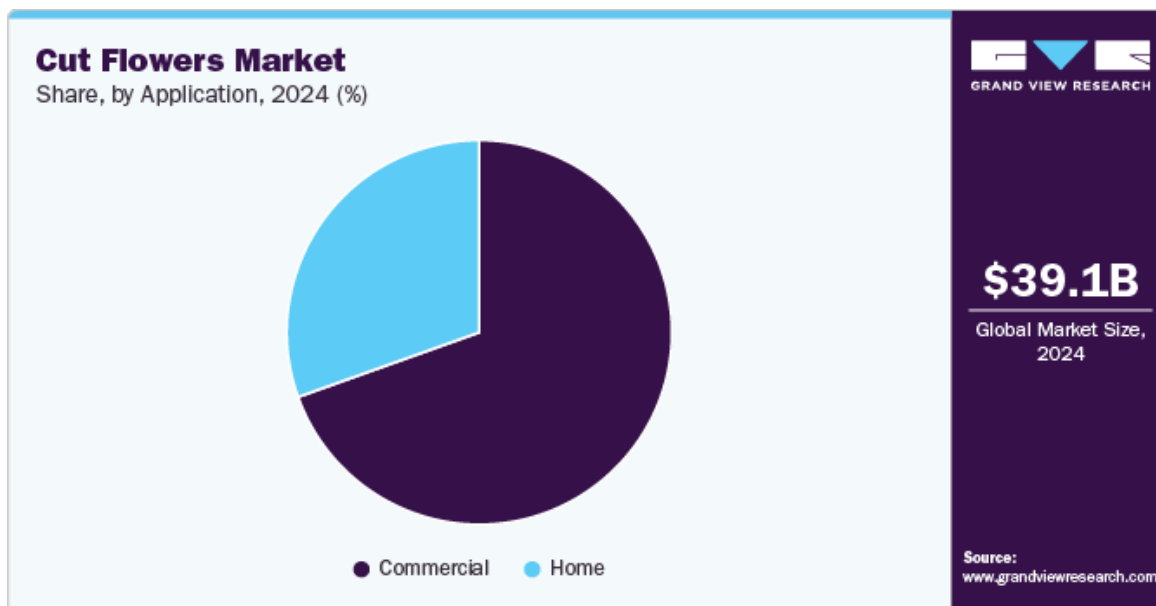
and measurable based on demographic and purchasing data, accessible through both local retail and digital channels, and responsive to variations in pricing, customization, and delivery options.

Corporate and Event

In addition to individual consumers, a significant portion of the global market comprises corporate and event-based buyers (see Figure 2), which can be identified using firmographic segmentation variables such as company size, industry, and purchase frequency (Clark, 2001). Businesses utilize floral products for client gifting, branding, hospitality environments, and corporate events, often resulting in repeat and higher-volume purchases. The wedding and events sector represents another high-value segment, characterized by higher spending per transaction and strong ties to life-stage demographics (Posada, 2026). Emerging trends, including subscription-based floral services and online ordering platforms, further highlight the importance of behavioral variables such as purchase frequency and convenience (Buchko, 2026).

Figure 2

Cut Flower Market Individual Versus Commercial



Based on market size, accessibility, responsiveness, and revenue potential, Jamie's Floral Delights should prioritize individual consumers ages 25–44 purchasing floral products for gifting occasions as its primary target market. This segment is substantial, measurable, accessible through digital and local channels, and responsive to personalized offerings and convenient delivery options. Secondary target markets should include corporate clients and event customers, particularly weddings and business events, due to their higher average transaction values and opportunities for repeat business. Subscription-based customers represent an emerging third market that can support recurring revenue and long-term customer retention.

Influences

Through environmental scanning, commercial, political, legal, and cultural factors are identified as key influences shaping the target market for a floral design and delivery company. Commercially, demand is highly seasonal and driven by key occasions such as holidays and weddings, while the growth of e-commerce platforms expands market reach but also intensifies competition and price transparency (Grand View Research, n.d.; Mintel, 2012; Posada, 2026). Politically, trade policies and tariffs influence the cost and availability of flowers, as many products are sourced from international suppliers (Mordor Intelligence, n.d.; Posada, 2026). For example, tariffs levied by the Trump administration have created issues for flower imports (Grand View Research, n.d.). Legal factors include regulations related to import and export standards, agricultural quality requirements, and consumer protection laws, all of which affect operations and customer trust; for example, U.S. Department of Agriculture regulations govern the importation and inspection of plant materials (USDA APHIS, n.d.), directly impacting floral sourcing and distribution. Culturally, floral preferences, symbolic meanings, and gifting traditions vary across regions, requiring businesses to adapt product offerings and marketing

strategies to align with diverse consumer expectations. Cultural factors are particularly important, as flowers carry symbolic meanings that vary across societies, influencing consumer preferences, color selection, and purchasing behavior; for example, colors and flower types may represent love, death, or celebration differently depending on cultural context (Huss et al., 2017). Social factors, including values, lifestyles, and emotional expression, also strongly influence floral purchasing behavior, as consumers use flowers to communicate meaning, celebrate milestones, and participate in culturally significant events. These factors are dynamic and can be difficult to predict, requiring ongoing evaluation to align product offerings with evolving consumer expectations.

Competition

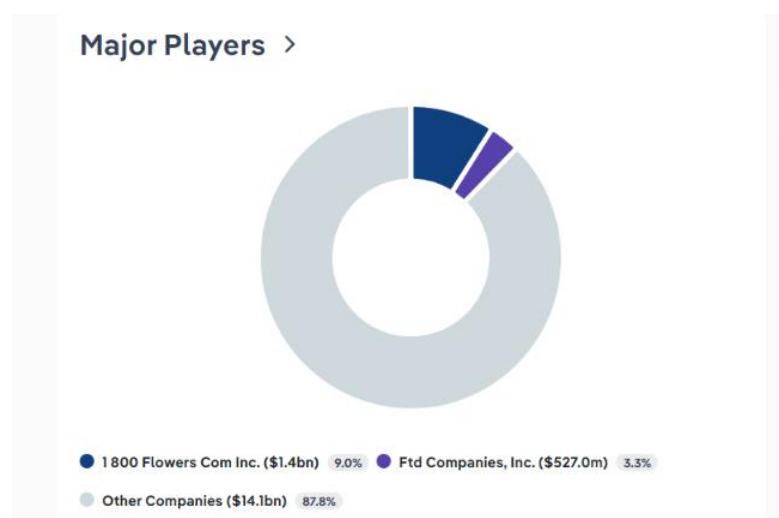
Jamie's Floral Delights competes with both local and national floral providers, targeting similar customer segments. At the local level, independent florists in the Kansas City area compete through personalized design, same-day delivery, and established community relationships, often appealing to customers seeking customization and local trust. These include Tobler's Flowers, Dutch Flowers, Bloom with Love Flowership, All A'Bloom Flowers & Gifts, and Michael's Heritage Florist, among others. The U.S. florists industry generates over \$7.9 billion in annual revenue with low market concentration (Posada, 2026). While large providers achieve high sales volume through scale and online reach, independent florists remain competitive through differentiation and localized service.

At a broader level, national and international companies such as 1-800-Flowers, FTD, and Teleflora offer extensive product ranges, including pre-designed arrangements (see Figure 3), subscription services, and global delivery networks (Buchko, 2026). These larger competitors benefit from strong brand recognition, advanced logistics, and high online visibility, allowing

them to capture significant market share and scale efficiently. However, local florists often remain competitive by differentiating through quality, customization, and service, even as national providers dominate in volume and reach (Posada, 2026). Jamie's Floral Delights can replicate competitor success by leveraging online ordering platforms, subscription services, and event-based offerings while differentiating through customization and localized service. This approach reflects a differentiation strategy, in which Jamie's Floral Delights offers unique value through customized products and personalized service, distinguishing it from larger, standardized competitors.

Figure 3

Major Players (Buchko, 2026)



Anticipated Revenue Opportunities

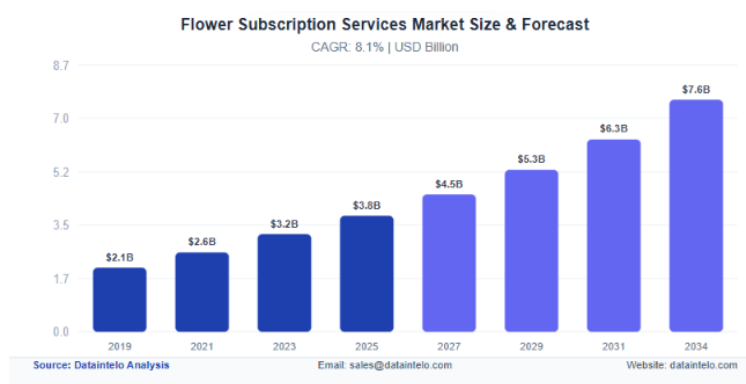
While the floral market is saturated (Posada, 2026), anticipated growth and revenue opportunities for floral products remain strong (Grand View Research, n.d.). The global cut flower market is projected to grow from approximately \$40.83 billion in 2025 to over \$51 billion by 2030. This growth is reinforced by consumer behavior studies showing that floral purchases are primarily tied to gifting occasions and personal use, with increased demand for both

emotional and decorative purposes (Posada, 2026). Additionally, the floral gifting market alone is expected to grow by over 5% annually (Credence Research, n.d.), reflecting continued demand for products such as pre-designed arrangements and delivery services from large-scale competitors. The performance of major competitors and sustained industry growth suggest that similar product offerings can achieve steady revenue increases over time, as the floral gifting market continues to expand at approximately 5% annually, driven by increasing demand for personalized arrangements, occasion-based purchasing, and the growth of online delivery platforms (GlobeNewswire, 2026).

Emerging product categories further expand revenue opportunities. Subscription-based floral services, similar to those offered by major online providers, are projected to grow at over 8% annually (Data Intelo, n.d.), indicating strong consumer interest in convenience and recurring purchases.

Figure 4

Flower Subscription Services Market Size & Forecast (Data Intelo, n.d.)



This analysis is based on primary and secondary research conducted through Q4 2025, with data verified as of March 2026.

These trends directly support opportunities for a company like Jamie's Floral Delights to diversify its offerings across traditional arrangements, event services, and subscription models,

aligning with proven revenue streams already established by successful competitors while responding to evolving consumer preferences for personalization, convenience, and frequent purchasing. Logistical factors such as supply chain reliability and delivery infrastructure, along with pricing pressures from competitors, directly influence target market selection and product offerings. These market opportunities provide the foundation for the pricing, revenue forecasting, and return-on-investment analyses presented in Artifact 2.

Challenges

Demand in the floral industry is highly seasonal, with significant spikes during major holidays followed by notable declines, creating revenue volatility (Posada, 2026). Economic downturns further intensify this challenge, as floral purchases are often considered discretionary spending and may be reduced during periods of financial uncertainty. The global supply chain also plays a critical role, as many flowers are sourced internationally; disruptions caused by weather events, natural disasters, or geopolitical instability can affect availability, quality, and pricing. Additionally, the rise of do-it-yourself (DIY) floral design, supported by widespread social media tutorials, has shifted some consumers away from professionally arranged products toward lower-cost, self-made alternatives.

Opportunities

Sustainability is an increasingly important driver of consumer behavior, creating opportunities for differentiation through eco-friendly sourcing, packaging, and business practices (Credence Research, n.d.; Posada, 2026). The growth of same-day delivery services has expanded access and convenience, with partnerships through platforms such as DoorDash supporting broader market reach and faster fulfillment. Subscription-based services also present an opportunity to generate recurring revenue and build customer loyalty. In addition,

customization and advanced floral design can serve as key differentiators, appealing to both individual and corporate clients and helping to stabilize demand beyond peak seasons. Finally, the increasing interest in DIY arrangements presents an opportunity to offer unarranged or “build-your-own” floral kits, allowing the business to capture value from consumers seeking both creativity and convenience.

Artifact 2: Financial Analysis and Pricing Structure for Jamie's Floral Delights

Financial Forecasts

Industry data indicate that the U.S. florists market generates approximately \$7.9 billion in annual revenue across more than 40,000 businesses (Posada, 2026), suggesting an average annual revenue of around \$190,000 per firm. This benchmark provides a foundation for projecting sales performance for Jamie's Floral Delights as a new entrant in the market.

Based on this industry baseline, Year 1 revenue for Jamie's Floral Delights is projected at approximately \$190,000, reflecting a conservative estimate aligned with the average performance of small florists. Revenue is expected to grow as brand awareness, customer retention, and operational efficiency improve over time. Applying estimated industry growth rates of approximately 6–8% annually (Grand View Research, n.d.; Posada, 2026), projected revenues increase to approximately \$202,000–\$205,000 in Year 2 and \$214,000–\$220,000 in Year 3 (see Table A-1, Appendix A). These projections align with the organization's strategic objective of achieving profitability by year two while maintaining sustainable growth.

Competitor benchmarking and product distribution patterns were used to estimate the average order value. A review of pricing from major providers such as 1-800-Flowers and FTD indicates that floral arrangements are offered across a range of price points, with a concentration in the mid-range between approximately \$60 and \$85 (see Table A-2, Appendix A). To develop an average order calculation, the proposed pricing structure for Jamie's Floral Delights was evaluated using a weighted product mix (Ganti, 2026) that includes entry-level items, standard arrangements, premium offerings, and subscription services (see Table A-3, Appendix A). Given that arranged floral products represent the largest share of industry sales (Posada, 2026), greater weight was assigned to standard and premium arrangements. This approach results in an

estimated average order value of approximately \$80, reflecting anticipated sales distribution across product tiers.

Assuming an average order value of approximately \$80, Year 1 revenue corresponds to an estimated annual sales volume of approximately 2,411 orders, or roughly 6.5 orders per day. Given the industry's size, projected revenue represents a very small share of the total market. Based on projected Year 1 revenue, Jamie's Floral Delights is expected to capture approximately 0.002–0.003% of the total U.S. market.

A break-even analysis was conducted to estimate the sales volume required for Jamie's Floral Delights to cover annual operating expenses. Estimated annual fixed costs, including rent, salaries, utilities, software, insurance, and marketing expenses, total approximately \$91,600 (see Table B-1, Appendix B). Variable costs per order, including floral materials, packaging, labor, and delivery, were estimated at approximately \$42 (See Table B-2, Appendix B), based on florist industry operating benchmarks and pricing guidance (Florists' Review, 2024; Rio Roses, 2025).

Using the estimated average order value of approximately \$80, the contribution margin per order is approximately \$38. Based on these assumptions, the estimated break-even point is approximately 2,411 orders, or approximately \$192,800 in annual revenue (see Table B-3, Appendix B). Because projected Year 1 revenue is below this threshold, profitability is not expected during the startup phase, particularly if unexpected costs arise. However, projected improvements in operational efficiency, customer retention, and sales growth are expected to improve profitability over time, supporting the company's strategic objective of achieving profitability by year two.

Return on investment (ROI) was estimated to evaluate the viability of the proposed pricing and marketing strategy over time (see Table B-5, Appendix B). ROI projections were

developed using estimated startup investments (See Table B-4, Appendix B), projected operating expenses, and anticipated revenue growth. Initial startup investment requirements include retail setup costs, inventory acquisition, refrigeration equipment, delivery infrastructure, technology systems, branding, and early-stage marketing expenditures.

Because Jamie's Floral Delights is projected to operate below break-even during the initial startup phase, ROI during Year 1 is expected to remain limited or potentially negative as the business establishes market presence and customer awareness. However, projected revenue growth, improved operational efficiency, and recurring revenue from subscription services are expected to help increase profitability in Years 2 and 3. Under expected market conditions, ROI is anticipated to improve steadily as fixed operating costs are distributed across a growing sales base and customer retention strengthens over time.

Marketing Environment Analysis

Jamie's Floral Delights operates within a marketing environment shaped by commercial, political, legal, and cultural forces that directly affect pricing, demand, profitability, and financial forecasting. Because the floral industry relies heavily on international supply chains, particularly imported flowers from countries such as Colombia and Ecuador, changes in tariffs, trade agreements, weather disruptions, or transportation costs can significantly affect sourcing expenses and product availability (Posada, 2026). Increases in floral input costs may reduce profit margins unless pricing adjustments are made, potentially delaying the company's goal of achieving profitability by year two.

Commercial and economic conditions also influence financial performance. Domestically, economic downturns may reduce discretionary spending, since floral products are often considered nonessential. Inflation may increase operating expenses, including labor,

packaging, and delivery costs. At the same time, growth in e-commerce and same-day delivery services creates opportunities to expand market reach and improve revenue performance through greater convenience and accessibility (Grand View Research, n.d.).

Cultural and social differences across international markets further influence demand and product preferences. Floral symbolism, gifting traditions, and purchasing occasions vary substantially across cultures, requiring product adaptation and targeted communication strategies to support consumer engagement (Huss et al., 2017). For example, flower colors or arrangements associated with celebration in one culture may carry entirely different meanings elsewhere, affecting product-market fit and marketing effectiveness.

To assess sensitivity to changing market conditions, three scenarios were evaluated: an expected case, a best-case scenario, and a worst-case scenario (See Table C-1, Appendix C). Under favorable market conditions, increased demand and stable supply costs may accelerate profitability and improve return on investment. However, under less favorable conditions, including supply chain disruptions, increased tariffs, economic issues, or reduced consumer spending, profitability may be delayed due to higher operating costs and lower sales volume. These findings suggest that financial projections are moderately sensitive to both domestic and international market conditions and require ongoing monitoring and adjustment through environmental scanning.

Legal and ethical considerations also affect pricing strategy and financial planning within the floral industry. Jamie's Floral Delights must remain compliant with federal, state, and international regulations related to pricing practices, consumer protection, imports, transportation, and business operations. Because the floral industry relies heavily on imported

flowers, international trade regulations, tariffs, customs procedures, and agricultural import requirements may influence sourcing costs and product availability across global markets.

Ethical pricing practices are also important in maintaining long-term competitiveness and customer trust. Jamie's Floral Delights should avoid predatory pricing strategies that undercut competitors through unsustainably low prices, which could damage smaller local businesses or create long-term financial instability. Instead, pricing should balance competitiveness with fair profit margins that support product quality, employee compensation, operational sustainability, and customer value. Ethical pricing becomes particularly important during high-demand holiday periods, when temporary market shortages may put pressure on excessive price increases.

Several environmental trends are expected to influence future financial performance. These include technological advancements. This could include developments in e-commerce platforms, customer relationship management systems, and artificial intelligence that may improve customer acquisition and retention. Consumer demand is also expected to shift toward sustainability and locally sourced products. In addition, economic fluctuations, inflation, and potential changes in international trade policies may affect sourcing costs and consumer spending. Ongoing environmental scanning will allow Jamie's Floral Delights to adjust pricing, product offerings, and marketing strategies.

Pricing Structure

Jamie's Floral Delights will pursue a profit-oriented pricing objective while still seeking to maintain a competitive position within the floral industry. Because the company's strategic goal is to achieve profitability by year two and establish sustainable long-term growth, pricing decisions prioritize acceptable profit margins, recurring revenue generation, and customer retention. While sales growth and market penetration remain important objectives, profitability

and financial sustainability serve as the main focus of pricing decisions. Jamie's Floral Delights will implement a tiered pricing structure designed to capture multiple customer segments while remaining competitive within the floral industry. This approach is supported by consumer behavior trends indicating variation in price sensitivity and purchasing motivations, particularly in occasion-based markets such as floral products (Buchko, 2026; Clark, 2001). The pricing structure also reflects increasing demand for convenience and customization, which have been identified as key drivers in the floral market (Grand View Research, n.d.; Posada, 2026). The proposed pricing structure includes the following product tiers:

- Single stems: \$6–\$10 (entry-level, price-sensitive consumers)
- DIY floral kits: \$50–\$80 (consumers interested in personalization and creative involvement)
- Standard arrangements: \$65–\$85 (core offering for everyday occasions)
- Premium/custom arrangements: \$110–\$150+ (high-value, event-driven purchases)
- Subscription services: \$55–\$85 per month (recurring revenue and convenience-focused consumers)

Benchmarking against competitors such as 1-800-Flowers and FTD primarily informed the pricing of standard, premium, and subscription-based floral offerings, while lower-cost options, including single stems and DIY kits, were included to broaden market accessibility and appeal to more price-sensitive consumers.

This tiered approach is supported by industry evidence showing that floral purchases are largely driven by holidays, celebrations, weddings, funerals, and other life events, with varying budgets and consumer expectations (Buchko, 2026). The inclusion of single stems and DIY kits responds to growing consumer interest in lower-cost alternatives and creative, hands-on

experiences, while subscription services align with broader market trends emphasizing convenience and recurring purchasing behavior. Furthermore, the proposed pricing structure supports multiple customer segments identified in the target market analysis, including both individual and corporate consumers.

Pricing was determined through a combination of competitor benchmarking, cost-based analysis, and anticipated profit margin requirements. Major competitors such as 1-800-Flowers and FTD offer floral arrangements across a wide range of price points, typically between approximately \$40 and \$150, depending on arrangement size, delivery speed, and customization options (see Table A-2, Appendix A). Pricing benchmarks informed the positioning of Jamie's Floral Delights within a competitive but differentiated range that balances affordability with premium customization. Because floral products are perishable and delivery-intensive, acceptable profit margins must account for floral sourcing, labor, packaging, spoilage, and same-day delivery costs. Distribution channels, including local delivery, online ordering platforms, subscription services, and potential third-party delivery partnerships, were also considered in determining sustainable pricing structures. The proposed pricing structure reflects markup strategies commonly used in the floral industry to maintain sustainable profitability while remaining price-competitive (Posada, 2026). Additional pricing flexibility may include seasonal promotional pricing, delivery-related pricing adjustments, and subscription incentives designed to support customer retention and inventory management during peak and off-peak demand periods.

Strategic Alignment

The proposed pricing structure aligns closely with Jamie's Floral Delights' strategic goal of achieving profitability by year two while building a sustainable and differentiated position

within the floral industry. By offering multiple pricing tiers, the company can appeal to diverse customer segments ranging from price-sensitive consumers seeking affordable floral options to higher-value customers seeking customized arrangements and event services. This diversified pricing approach supports revenue generation across both everyday and premium purchasing occasions while reducing dependence on any single product category.

In addition, the inclusion of subscription services, same-day delivery options, and DIY floral kits supports broader organizational goals, including customer retention, recurring revenue, and market differentiation. Competitive pricing within industry norms helps maintain accessibility while still allowing for acceptable profit margins needed to offset sourcing, labor, packaging, and delivery costs. Together, these strategies position Jamie's Floral Delights to compete effectively with both local and national providers while supporting long-term financial sustainability and controlling business growth. As the organization expands into new geographic markets and develops additional corporate and subscription-based offerings, pricing strategies may evolve to reflect regional market conditions as well as changing customer preferences. Periodic pricing reviews will ensure continued alignment between financial performance, market positioning, and organizational objectives. The pricing structure presented in this artifact directly supports the target markets identified in Artifact 1 and provides the financial foundation for the communication investments and implementation activities proposed in Artifacts 3 and 4.

Artifact 3: Integrated Marketing Communication Plan for Jamie's Floral Delights

Jamie's Floral Delights will use an integrated marketing communications (IMC) strategy to increase brand awareness, strengthen customer engagement, encourage repeat purchasing, and support long-term profitability. The communication strategy is designed to align with the organization's broader strategic goals of developing a recognizable local and regional floral brand while expanding e-commerce sales, subscription-based services, and customer loyalty. Because the floral industry is highly visual and emotionally driven, consumers are influenced by aesthetics, personalization, and emotionally meaningful experiences associated with flowers and floral gifting (Florists' Review, 2026). The IMC strategy emphasizes relationship-building, lifestyle branding, and interactive digital communication methods designed to connect with consumers.

Communication and Promotional Objectives

The primary communication objective for Jamie's Floral Delights is to increase brand awareness in the Kansas City regional market while establishing an engaging online presence that supports future expansion into broader domestic markets. During the first year of operations, Jamie's Floral Delights seeks to establish recognition among younger professional consumers, families, event planners, and gift purchasers through visually driven and relationship-oriented communication strategies.

A second communication objective is to increase customer engagement and encourage repeat purchasing behavior through subscription services, seasonal promotions, and social media interaction. Repeat purchasing is particularly important within the floral industry because holidays, birthdays, anniversaries, weddings, and seasonal events generate recurring

opportunities for consumer engagement. Subscription-based floral services will also help stabilize revenue during periods of fluctuating discretionary spending.

A third objective is to position Jamie's Floral Delights as a differentiated floral brand emphasizing customization, convenience, affordability, and creative floral experiences. Unlike many traditional florists that focus exclusively on pre-designed arrangements, Jamie's Floral Delights will promote personalized arrangements, DIY floral kits, workshops, and subscription offerings designed to create stronger emotional connections with consumers.

Finally, the IMC strategy seeks to support long-term profitability by increasing website traffic, improving online conversion rates, strengthening customer retention, and expanding social media reach. These objectives align with the organization's broader strategic goals of sustainable growth, market differentiation, and increased customer loyalty.

Jamie's Floral Delights is currently positioned within the introduction stage of the product life cycle because the organization is a startup business seeking to establish initial market awareness, attract customers, and build brand recognition within the local market. During the introduction stage, communication efforts are particularly important because consumers must first become aware of the company's products and services before customer loyalty and repeat purchasing behavior can develop. Consequently, the IMC strategy emphasizes brand awareness, digital visibility, relationship-building, and promotional communication designed to introduce the organization to target consumers and establish an initial customer base.

Communication Options

The goal is for Jamie's Floral Delights to use a combination of digital and traditional promotional communication methods to create a coordinated integrated marketing communication (IMC) strategy. These communication methods are intended to work together to

reinforce a consistent brand identity and customer experience across digital, community, and promotional channels. Because floral products are highly visual and emotionally driven, social media marketing will serve as one of the organization's most important communication channels. Platforms such as Instagram, Facebook, Pinterest, and TikTok are particularly effective because they allow companies to showcase visually appealing arrangements, event décor, and customer experiences. Social media content will include floral tutorials, behind-the-scenes arrangement creation, customer testimonials, holiday promotions, and user-generated content campaigns encouraging customers to share purchases online.

Email marketing will also play an important role within the communication strategy. Email campaigns will be used to distribute seasonal promotions, reminders for holidays such as Valentine's Day and Mother's Day, subscription renewal offers, and personalized customer recommendations. Email marketing remains a relatively cost-effective communication method capable of strengthening customer retention and encouraging repeat purchasing behavior through personalized customer engagement and automated communication strategies (Mulla, 2021).

Search engine optimization (SEO) and local search advertising will further support the communication strategy by improving online visibility within local search results. Consumers increasingly rely on geographically focused search behavior when seeking local services, frequently using "near me" search queries to locate nearby businesses and delivery services (BrightLocal, 2025), including searches such as "Kansas City florist" or "flower delivery near me." Therefore, local SEO optimization, Google Business Profile management, and targeted search advertisements will help Jamie's Floral Delights increase website traffic and improve local market visibility.

In addition to digital communication methods, Jamie's Floral Delights will utilize traditional and community-based promotional activities such as partnerships with wedding venues, local businesses, farmers markets, and community events. Sponsorship of local events, participation in seasonal festivals, printed promotional materials distributed through community partnerships, and collaborations with local influencers may further strengthen community visibility and credibility while supporting relationship-building within the local market.

Major competitors such as 1-800-Flowers and FTD actively utilize digital advertising, seasonal promotions, email subscription campaigns, and social media platforms to support customer engagement and online sales efforts. These organizations also invest significantly in search engine marketing and seasonal promotional advertising. While Jamie's Floral Delights cannot initially compete with these firms on advertising scale, the organization can compete through localized branding, personalized customer experiences, community engagement, and targeted niche marketing strategies emphasizing customization and relationship-building.

The success of major competitors suggests that several communication approaches are particularly effective within the floral industry. Seasonal campaigns tied to holidays, email reminder programs for recurring gifting occasions, loyalty incentives, and highly visual social media content have consistently been used by leading floral brands to drive engagement and repeat purchasing. Jamie's Floral Delights will adapt these proven practices while differentiating through personalization, community involvement, and customized floral experiences.

Jamie's Floral Delights will also utilize sales promotion activities to encourage trial purchases and repeat business. Planned promotions include first-time customer discounts, holiday coupons, referral incentives, loyalty rewards for repeat purchasers, subscription enrollment discounts, and occasional social media contests or giveaways. These activities

support customer acquisition as well as encouraging repeat purchasing behavior and customer retention.

Communication Costs and Budget Considerations

The proposed IMC strategy was developed with the idea that startups have financial limitations. Social media marketing provides organizations with a relatively accessible communication method capable of reaching broad audiences while facilitating customer engagement, interaction, and relationship-building through interactive digital content (Dwivedi et al., 2021). Organic social media content creation may require primarily time investment rather than substantial financial resources.

Because digital advertising costs vary substantially depending on audience targeting, campaign scope, and seasonal promotional intensity, Jamie's Floral Delights estimates modest first-year digital advertising expenditures of approximately \$300–\$600 per month for planning purposes. Email marketing platforms such as Mailchimp and Constant Contact utilize tiered monthly subscription pricing models based on subscriber volume and campaign frequency (Mailchimp, 2026; Constant Contact, 2026). Additional recurring marketing expenses may include website hosting, search engine optimization tools, and content creation software. Because Jamie's Floral Delights is a startup operation, many early communication activities such as social media management, content creation, and customer engagement efforts may initially be managed internally by the business owner before additional marketing support personnel are hired as the organization grows.

Community sponsorships and local partnerships represent relatively low-cost promotional activities capable of strengthening local visibility, community engagement, and relationship development for small businesses (Bala & Verma, 2018). Influencer collaborations, particularly

among smaller or local influencers, may initially involve product exchanges, gifting arrangements, or discounted services rather than substantial financial compensation (Campbell & Farrell, 2020).

Timeline and Measures of Success

The IMC strategy will be implemented gradually throughout the first year of operations. During the first quarter, communication efforts will primarily focus on establishing social media platforms, launching the company website, developing local SEO optimization, and building brand awareness within the local Kansas City market.

During the second quarter, Jamie's Floral Delights will begin implementing email marketing campaigns, seasonal promotions, influencer collaborations, and community partnerships. Additional emphasis will be placed on generating user-generated content and customer reviews to strengthen brand credibility and online engagement.

During the third and fourth quarters, communication efforts will increasingly focus on customer retention, subscription program expansion, holiday campaigns, and performance evaluation. Seasonal events such as Valentine's Day, Mother's Day, weddings, and winter holidays will receive concentrated promotional attention because they represent periods of high floral demand.

Measures of success will include website traffic growth, social media engagement rates, online conversion rates, customer retention rates, subscription enrollment growth, email click-through rates, customer reviews, and overall sales growth. Monitoring these performance indicators will allow Jamie's Floral Delights to continuously evaluate and adjust communication strategies based on customer response and changing market conditions.

The IMC plan will be considered successful if Jamie's Floral Delights achieves measurable improvements in brand awareness, customer engagement, and sales performance. Target benchmarks include year-over-year website traffic growth of at least 20%, social media engagement rates above industry averages, subscription enrollment growth of 10% annually, increased customer retention rates, and revenue growth sufficient to support the organization's goal of achieving profitability by year two.

Legal and Ethical Considerations

Email marketing campaigns must comply with the CAN-SPAM Act within the United States, which establishes requirements for commercial email communication and consumer opt-out protections (Federal Trade Commission, 2026a). International expansion efforts may additionally require compliance with privacy regulations such as the European Union's General Data Protection Regulation, which governs the collection, storage, and use of consumer data within European markets (European Commission, 2026).

Social media promotions and influencer collaborations must clearly disclose sponsored partnerships when applicable to maintain transparency and ethical advertising standards (Federal Trade Commission, 2026b). Additionally, pricing claims, promotional discounts, and delivery promises must remain accurate and non-deceptive to avoid misleading consumers and violating consumer protection standards (FTC, 2026c).

Sample Marketing Communication

Brighten Every Moment with Jamie's Floral Delights

Celebrate life's meaningful moments with handcrafted floral arrangements designed to inspire connection, beauty, and joy. Whether you are celebrating a birthday, anniversary, wedding, or

simply bringing warmth into your home, Jamie's Floral Delights offers customized arrangements, floral subscriptions, and creative DIY floral kits designed for every occasion.

Seasonal arrangements starting at just \$39.99.

Local delivery available throughout the Kansas City area.

Ask about our monthly floral subscription service and holiday specials.

Follow us on Instagram and Facebook @JamiesFloralDelights to view our newest seasonal collections and customer favorites.

Jamie's Floral Delights

Flowers Designed with Creativity, Warmth, and Meaning.

Strategic Alignment and Conclusion

The IMC strategy is directly informed by the target markets identified in Artifact 1 and supported by the pricing and financial assumptions developed in Artifact 2. Communication investments and promotional activities were selected to align with projected budgets, target customer segments, and anticipated growth objectives. The proposed integrated marketing communication plan supports Jamie's Floral Delights' broader strategic goals of sustainable growth, profitability, customer retention, and market differentiation. By utilizing a combination of digital marketing, relationship-oriented communication, community engagement, and targeted promotional strategies, Jamie's Floral Delights can establish a recognizable and competitive floral brand while operating within realistic financial constraints. The proposed IMC strategy also allows the organization to remain flexible and responsive to changing market conditions, consumer preferences, and competitive pressures. By continually monitoring performance, Jamie's Floral Delights can strengthen customer relationships, increase brand visibility, and support long-term business growth within both local and expanding markets. As Jamie's Floral

Delights expands beyond domestic markets, communication messages may require cultural adaptation to reflect regional gifting traditions, floral symbolism, language preferences, and local consumer expectations. While the core brand message of creativity, warmth, and personalization will remain consistent, promotional content may be modified to better align with cultural norms and seasonal purchasing patterns within international markets.

Artifact 4: Implementation, Evaluation, and Control Strategy for Jamie's Floral Delights

This implementation, evaluation, and control strategy provides a plan for executing the marketing plan developed for Jamie's Floral Delights. The strategy is designed to integrate the target market analysis, pricing strategy, financial forecasts, and marketing communications plan into a coordinated approach to achieve sustainable growth, customer acquisition, customer retention, and profitability. Because Jamie's Floral Delights is a startup, there are some important considerations. Operating in a competitive, seasonal floral industry, successful implementation requires ongoing monitoring, flexibility, and continuous adjustment as needed (Posada, 2026). The following proposed strategy provides specific action items, evaluation metrics, legal and ethical safeguards, and corrective action procedures to help ensure alignment with organizational goals and support long-term business success.

Implementation Strategy

Implementation activities will be organized around the marketing plan, which includes the products being offered, pricing, distribution, and marketing-related communications. During the first quarter, Jamie's Floral Delights would focus on launching its e-commerce website and establishing social media profiles. This also includes creating a Google Business Profile. Additionally, Jamie's Floral Delights would work on developing relationships with local wedding venues, event planners, and corporate clients.

The business owner would be primarily responsible for implementing the strategy during startup operations. External contractors can be used for website development, search engine optimization, and branding activities. Startup implementation costs are expected to align with projected startup investments, including approximately \$10,000 allocated for marketing and branding activities.

The tiered pricing structure should be implemented immediately upon launch. Product offerings will include single stems, DIY floral kits, standard arrangements, premium custom arrangements, and subscription services. Corporate accounts and subscription services should receive particular emphasis because these areas generate recurring revenue and support the organization's objective of achieving profitability by Year 2 (Buchko, 2026; Posada, 2026).

Marketing communication activities will be implemented gradually throughout the first year. Table 1 presents the implementation schedule for major marketing activities during the first year of operation and illustrates the sequencing of activities needed to support successful market entry and growth. Social media content should be posted at least four to five times per week across Instagram, Facebook, Pinterest, and TikTok. Email marketing campaigns should be sent monthly, with increased frequency during major floral-purchasing seasons such as Valentine's Day and Mother's Day. Social media marketing and email marketing have been shown to support customer engagement, relationship development, and customer retention when integrated into a coordinated marketing strategy (Dwivedi et al., 2021; Mulla, 2021). Search engine optimization efforts should focus on local search visibility through targeted keywords such as "Kansas City florist" and "flower delivery near me." Community partnerships, local sponsorships, and influencer collaborations should be implemented during the second quarter to increase local brand awareness and credibility.

Table 1*Implementation Activities for Jamie's Floral Delights*

Activity	Responsible Party	Timeline	Estimated Cost
Website launch	Owner + web contractor	Month 1	\$3,000
Social media setup	Owner	Month 1	Internal labor
SEO optimization	Marketing consultant	Months 1-3	\$1,500
Email marketing system	Marketing consultant	Month 2	\$50-\$100/month
Community partnerships	Owner	Months 2-4	\$500
Influencer campaign	Marketing consultant	Quarter 2	\$500-\$1,000
Subscription launch	Owner	Quarter 2	Included in operating costs
Quarterly review meetings	Owner + consultant	Quarterly	Internal labor

Participation by both is essential throughout implementation. Quarterly planning meetings should be conducted between Jamie's Floral Delights and the marketing consulting firm to review marketing performance, discuss budget allocation, evaluate emerging opportunities, and approve strategic adjustments. Jamie's Floral Delights should maintain final approval authority regarding major expenditures, promotional campaigns, pricing modifications, and expansion decisions. This collaborative approach ensures that marketing recommendations remain aligned with organizational goals, financial constraints, and the owner's vision for the business.

Evaluation Strategy

The effectiveness of the marketing plan would be evaluated using a combination of financial, operational, and marketing performance indicators. Key financial metrics should

include total revenue, average order value, subscription enrollment growth, repeat purchase rates, customer acquisition cost, and progress toward the projected break-even point of approximately 2,411 orders. Revenue performance should be reviewed monthly and compared with the projected annual revenue target of approximately \$190,000 for Year 1. The revenue target was developed using industry benchmarks indicating average annual florist revenues of approximately \$190,000 (Posada, 2026).

Success will be evaluated against the financial objectives established in the marketing plan. Specifically, performance will be measured against the Year 1 revenue target of approximately \$190,000, the projected break-even point of approximately 2,411 orders, and the strategic objective of achieving profitability by Year 2. Monthly and quarterly reviews will compare actual performance against these benchmarks to determine whether the organization is progressing toward its financial and marketing goals. When performance falls below expectations, corrective actions will be implemented to improve outcomes and maintain alignment with organizational objectives.

Marketing communication effectiveness should be evaluated through website traffic, search engine rankings, social media engagement rates, email open rates, email click-through rates, customer reviews, and online conversion rates. These measures are commonly used to evaluate the effectiveness of digital marketing campaigns and customer engagement efforts (Dwivedi et al., 2021). Social media analytics and website analytics should be reviewed monthly, while broader performance reviews could occur quarterly. Subscription enrollment rates and customer retention metrics should receive particular attention because recurring purchases are important to the organization's long-term profitability.

In addition to quantitative metrics, Jamie's Floral Delights should evaluate customer satisfaction through post-purchase surveys, online review sentiment, and Net Promoter Score (NPS) measures. These qualitative indicators provide insight into customer perceptions, service quality, and long-term loyalty that are not captured well through financial performance metrics alone. Monitoring both quantitative and qualitative outcomes will provide a more comprehensive assessment of marketing effectiveness and customer relationship strength.

Other floral retailers, including 1-800-Flowers and FTD, use customer relationship management systems, email marketing automation, loyalty programs, and subscription services to monitor customer engagement and purchasing behavior (Buchko, 2026). Similar floral retailers have successfully used these tools to improve customer retention and increase repeat purchases. Jamie's Floral Delights can adopt these practices on a smaller scale by implementing customer relationship management software to track customer interactions, purchasing patterns, and subscription participation. While larger competitors benefit from greater advertising budgets and broader geographic reach, Jamie's Floral Delights can leverage personalization, community relationships, and local market knowledge to achieve similar customer loyalty outcomes.

Control Strategy

Control mechanisms are necessary to ensure that marketing activities remain aligned with organizational objectives. Reviews should occur monthly, with more comprehensive strategic reviews conducted quarterly. Marketing control systems should compare actual performance against planned objectives and support corrective action when performance gaps emerge. During these reviews, actual performance should be compared against established benchmarks, including sales forecasts, subscription growth targets, website traffic goals, and customer retention objectives. Results from monthly and quarterly reviews should be documented and

compared against prior reporting periods to identify trends and support data-driven decision-making. Formal control benchmarks should include monthly marketing budget limits, customer acquisition cost targets, subscription enrollment goals, website traffic objectives, customer retention targets, and market share growth expectations. These controls provide objective standards against which actual performance can be compared and help identify the need for corrective action before significant performance gaps emerge.

Corrective actions are necessary whenever performance falls significantly below expectations. For example, if website traffic remains below target levels for two consecutive months, additional resources should be allocated toward search engine optimization and digital advertising. If subscription enrollment falls short of projections, promotional incentives such as introductory discounts or referral programs may be introduced. These kinds of responses help ensure that marketing activities remain aligned with strategic objectives while allowing the organization to respond to changing market conditions. If customer retention rates decline, customer satisfaction surveys should be conducted to identify service issues and help guide improvements.

Responsibility for implementing corrective actions is best shared between the business owner and the marketing consulting firm. The marketing firm should provide performance analysis, recommendations, and strategic guidance, while the business owner can approve and oversee implementation. This shared accountability structure helps make needed changes quickly while maintaining alignment with business objectives.

Legal and ethical compliance must be a central part of implementation and control activities. Email marketing campaigns must comply with the CAN-SPAM Act, while any future international expansion involving customer data collection should comply with applicable

privacy regulations such as the General Data Protection Regulation (European Commission, 2026; Federal Trade Commission [FTC], 2026a). Influencer partnerships and sponsored content should include clear disclosures to maintain transparency and comply with FTC guidelines (FTC, 2026b). Pricing strategies should remain transparent, fair, and non-deceptive. Promotional claims, delivery guarantees, and discount offers should accurately reflect actual business practices (FTC, 2026c). The company should avoid predatory pricing practices, misleading advertising, or exaggerated product claims. This can damage customer trust or expose the organization to legal liability. Ethical sourcing practices should also be considered when selecting suppliers, particularly as consumers increasingly value sustainability and corporate responsibility.

Additional market research should be conducted throughout the process of implementation in order to support continuous improvement and adaptation. Customer surveys would be administered semiannually to evaluate satisfaction levels, purchasing preferences, and potential product interests. Consumer preferences in the floral industry continue to favor personalization, convenience, sustainability, and subscription-based purchasing models (Buchko, 2026; Credence Research, n.d.). Social media listening tools and website analytics should be used to identify changing consumer trends and preferences.

If the company expands beyond local markets, cultural research should be conducted before introducing products into new regions, as floral symbolism and gifting traditions vary significantly across cultures (Huss et al., 2017). Color meanings, gifting traditions, and purchasing behaviors vary significantly across cultures and may require adaptation of both the products offered and the promotional messages used. Responsibility for this research can be

shared between the marketing consulting firm and company leadership to ensure that marketing communications remain culturally appropriate and effective.

Global Trends and Environmental Monitoring

Several global considerations may influence marketing decisions at various points through the product life cycle. International trade policies, tariffs, transportation costs, and supply chain disruptions can affect flower availability and pricing because many floral products originate from international suppliers (Posada, 2026). Economic conditions may influence discretionary consumer spending, while growing consumer interest in sustainability may create opportunities for environmentally responsible sourcing and packaging practices (Credence Research, n.d.; Grand View Research, n.d.).

To address these challenges, Jamie's Floral Delights should continually consider environmental needs. A program for ongoing environmental scanning should be implemented to monitor economic, technological, competitive, regulatory, and social trends. Quarterly reviews should include competitor analysis, customer trend analysis, supply chain monitoring, changes in trade regulations, and emerging technologies affecting digital marketing and e-commerce. Findings should be summarized in quarterly environmental scanning reports reviewed jointly by company leadership and the marketing consulting firm to support proactive decision-making and strategic adjustments. Scenario planning can be used to prepare for both favorable and unfavorable market conditions, allowing the organization to respond proactively.

Role of the Marketing Firm

The marketing consulting firm should prepare monthly performance reports, conduct quarterly strategic reviews, recommend corrective actions, and provide expertise regarding legal compliance and emerging marketing trends. Ongoing performance monitoring and strategic

review are essential components of the control process and help ensure that marketing activities remain aligned with organizational objectives. Responsibilities will include website analytics monitoring, campaign management, search engine optimization support, social media performance analysis, customer research, and strategic planning assistance. The firm can also prepare monthly performance reports, conduct quarterly strategic reviews, recommend corrective actions, and provide expertise regarding legal compliance and emerging marketing trends.

By serving as both an advisor and a performance analyst, the marketing firm can help Jamie's Floral Delights make data-driven decisions, improve marketing effectiveness, and maintain alignment with organizational goals. This partnership allows the business owner to focus on operations and customer service while benefiting from specialized marketing expertise.

Conclusion

The proposed implementation, evaluation, and control strategy is designed to provide a structured framework for transforming the marketing portfolio into actionable business activities. Through careful implementation, continuous evaluation, proactive control mechanisms, and ongoing collaboration between Jamie's Floral Delights and its marketing consulting partner, the organization can achieve several objectives. It can help improve customer acquisition, strengthen customer retention, increase profitability, and successfully navigate the challenges of operating in a competitive, evolving floral marketplace. This implementation, evaluation, and control strategy operationalizes the target market recommendations presented in Artifact 1, supports the pricing and financial objectives established in Artifact 2, and provides the management framework necessary to execute and evaluate the communication activities proposed in Artifact 3. Together, these artifacts form an integrated marketing portfolio designed to support sustainable growth and profitability for Jamie's Floral Delights.

Final Recommendations and Portfolio Conclusion

The integrated marketing portfolio developed for Jamie's Floral Delights provides a comprehensive strategy designed to support sustainable growth, customer acquisition, customer retention, and long-term profitability. The analysis conducted throughout the portfolio demonstrates that the floral industry continues to offer meaningful opportunities despite strong competition, particularly for organizations that successfully differentiate through personalization, service quality, convenience, and relationship-building.

Based on the findings presented in Artifact 1, Jamie's Floral Delights should prioritize individual consumers between the ages of 25 and 44 who purchase floral products for gifting occasions. This segment represents a substantial, accessible, and responsive market with recurring purchasing opportunities. Secondary emphasis should be placed on corporate clients, event customers, and subscription-based consumers due to their higher transaction values and potential to generate repeat revenue.

Artifact 2 provides a financial analysis that includes implementing a profit-oriented pricing strategy that balances competitiveness with long-term sustainability. The proposed tiered pricing structure allows the organization to serve multiple customer segments while maintaining acceptable profit margins. Continued monitoring of costs, pricing, and market conditions will be necessary to support the goal of achieving profitability by Year 2.

The integrated marketing communication strategy outlined in Artifact 3 provides a practical framework for building brand awareness and customer engagement. Social media marketing, local search optimization, email marketing, community partnerships, and customer referral programs should receive priority investment during the startup phase. These

communication activities are expected to support customer acquisition while strengthening long-term customer relationships and retention.

The implementation, evaluation, and control processes described in Artifact 4 provide the operational structure necessary to execute the marketing plan successfully. Regular performance reviews, environmental scanning, customer feedback collection, and corrective action procedures will enable Jamie's Floral Delights to remain responsive to changing market conditions and consumer preferences.

Several strategic priorities are recommended:

- Focus initial growth efforts on the identified primary target market while building relationships with corporate and event clients.
- Develop subscription services early to create recurring revenue streams and improve customer retention.
- Invest consistently in digital marketing and local search visibility to strengthen brand awareness and online engagement.
- Differentiate through customization, personalized service, and community involvement rather than attempting to compete primarily on price.
- Implement quarterly environmental scanning and strategic review processes to monitor competitive activity, consumer trends, supply chain conditions, and regulatory developments.
- Expand sustainability initiatives and ethical sourcing practices as consumer demand for environmentally responsible products continues to increase.

Collectively, the recommendations presented throughout this portfolio are meant to establish a coordinated marketing strategy that aligns target market selection, pricing decisions,

communication activities, and implementation processes. Through consistent execution of these recommendations, Jamie's Floral Delights will be positioned to achieve sustainable growth, strengthen customer relationships, and establish a competitive, differentiated presence in the floral marketplace.

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Appendix A: Revenue Forecasting and Pricing Analysis

Table A-1

Projected Revenue Growth Based on Estimated Industry Growth Rates

Year	Baseline Revenue	Growth Rate	Projected Revenue Range	Calculation
Year 1	\$190,000	Baseline	\$190,000	Industry benchmark
Year 2	\$190,000	6–8%	\$202,000–\$205,000	$\$190,000 \times 1.06\text{--}1.08$
Year 3	\$202,000–\$205,000	6–8%	\$214,000–\$220,000	$\text{Year 2} \times 1.06\text{--}1.08$

Table A-2

Competitor Pricing Benchmark

Category	1-800-Flowers	FTD	Local Florist (Typical Online Example)
Small (Basic Bouquets)	\$40–\$60	\$45–\$60	\$45–\$65
Medium (Standard Arrangements)	\$60–\$85	\$60–\$90	\$60–\$85
Large (Deluxe Arrangements)	\$75–\$100	\$70–\$105	\$75–\$100
Extra Large / Premium	\$100–\$150+	\$110–\$175	\$100–\$150+
Same-Day Delivery	Available	Available	Available
Subscription Services	Available	Limited emphasis	\$50–\$90

Table A-3***Weighted Average Order Value Calculation***

Product Tier	Price Used	Estimated Sales Mix	Weighted Value
Single stems	\$8	5%	\$0.40
DIY floral kits	\$65	15%	\$9.75
Standard arrangements	\$75	50%	\$37.50
Premium/custom arrangements	\$130	20%	\$26.00
Subscription services	\$70	10%	\$7.00
Total Estimated AOV		100%	\$80.65

The following formula was used: Weighted AOV = (Price × Sales Mix) for each category, then the results were added together. Calculation: $(\$8 \times .05) + (\$65 \times .15) + (\$75 \times .50) + (\$130 \times .20) + (\$70 \times .10) = \$80.65$. Rounded estimated average order value: \$80

Appendix B: Cost Assumptions and Break-Even Analysis

Table B-1

Estimated Annual Fixed Costs

Fixed Cost Category	Benchmark Basis	Calculation	Estimated Annual Cost
Salaries/Wages	30% of sales	$\$190,000 \times .30$	\$57,000
Facilities (Rent, Utilities, Insurance)	10% of sales	$\$190,000 \times .10$	\$19,000
Marketing/Advertising	4% of sales	$\$190,000 \times .04$	\$7,600
Website/Software		Rounded estimate	\$2,000
Equipment/Maintenance		Rounded estimate	\$3,000
Miscellaneous/Admin		Rounded estimate	\$3,000
Total Fixed Costs			\$91,600

Industry benchmark guidance provided by Rio Roses (2025)

Table B-2

Estimated Costs per Order

Variable Cost Category	Estimated Cost per Order
Flowers/Materials	\$25
Packaging	\$4
Delivery	\$7
Labor per Order	\$6
Total Variable Cost	\$42

Floral material costs of goods are 27-33% (Rio Roses, 2025) and should not be more than 30-35% of the retail price (Robertson, 2024). The packaging, delivery, and labor costs were estimated.

Table B-3***Break-even Analysis***

Break-even Component	Calculation
Average Order Value	\$80
Variable Cost per Order	\$42
Contribution Margin per Order	\$38
Annual Fixed Costs	\$91,600
Break-even Orders	2,411 orders
Break-even Revenue	\$192,880

Formula Used: Break-even Orders = Fixed Costs ÷ (Selling Price – Variable Cost per Unit)

Calculation. $\$91,600 \div (\$80 - \$42) = 2,410.53$ orders (rounded to 2,411). $2,411 \times 80 = 192,880$

Return on Investment

For this calculation, the initial startup investment requirements were estimated at approximately \$70,000.

Table B-4***Estimated Startup Investment Assumptions***

Startup Item	Estimated Cost	Supporting Source
Initial floral inventory and supplies	\$7,500	Stanley (2025); Jim.com (2025)
Refrigeration and floral equipment	\$10,000	Stanley (2025)
Website, POS, and software systems	\$5,000	Grand View Research (n.d.)
Initial marketing and branding	\$10,000	Rio Roses (2025)
Delivery setup and transportation	\$7,500	Stanley (2025)
Lease deposits and retail setup	\$15,000	Stanley (2025)
Working capital reserve	\$15,000	Stovall (2025)
Total Estimated Startup Investment	\$70,000	

Costs were estimated based on recommendations from supporting sources, assuming this would be a brick-and-mortar small business. The initial marketing and branding numbers were developed based on Year 1 revenue of \$190,000 and recommended expenditures (Rio Roses, 2025). A working capital reserve of approximately \$15,000 was estimated to provide roughly two months of partial operating expense coverage during the startup phase before stable revenue patterns are established. The reserve estimate was developed using projected monthly operating

obligations derived from payroll, facilities, marketing, and administrative expense assumptions (See Table B-1). Annual payroll expenses of approximately \$57,000 correspond to monthly payroll obligations of nearly \$4,750. Facilities-related expenses of approximately \$19,000 annually correspond to monthly obligations of approximately \$1,583, while projected annual marketing expenditures of approximately \$7,600 correspond to approximately \$633 per month. Additional website, software, maintenance, and administrative expenses totaling approximately \$8,000 annually correspond to approximately \$667 in additional monthly operating obligations. Combined estimated monthly operating obligations therefore total approximately \$7,633 per month: $(57000 \div 12 = 4750) + (19000 \div 12 = 1583) + (7600 \div 12 = 633) + (8000 \div 12 = 667) = 7633$

Using an estimated two-month operational reserve during the startup period, the projected working capital reserve was calculated as follows: $7633 \times 2 = 15266$. The reserve was therefore rounded to approximately \$15,000 to support payroll, inventory replacement, operational expenses, and temporary cash-flow fluctuations commonly experienced during early business operations.

Table B-5

Projected Return on Investment (ROI) Forecast

Year	Estimated Net Income	Startup Investment	ROI Calculation	Estimated ROI
Year 1	(\$5,000)	\$70,000	$(-5,000 \div 70,000) \times 100$	-7%
Year 2	\$8,000	\$70,000	$(8,000 \div 70,000) \times 100$	11%
Year 3	\$18,000	\$70,000	$(18,000 \div 70,000) \times 100$	26%

To determine net income, total revenues were deducted from expenses (Kenton, 2026). The projected revenue (Table A-1) was \$190,000. To determine expenses, the break-even amount of \$192,880 (Table B-3) was used. This resulted in an estimated loss of \$2,880, rounded to \$5,000,

to cover potential unexpected costs. Year 2 and 3 projections were estimated based on projected revenue growth relative to break-even performance, while considering operational improvements over time.

Appendix C: Sensitivity Analysis

Table C-1

Sensitivity Analysis

Scenario	Sales Volume	Cost Changes	Estimated Revenue Impact	Financial Impact
Best Case	+15%	Stable	Approx. \$218K	Faster profitability & improved ROI
Expected Case	Baseline	Baseline	Approx. \$190K	Gradual progress toward profitability
Worst Case	-15%	+10% costs	Approx. \$161K	Delayed profitability and reduced margins

The sensitivity analysis was set up to mirror the scenario analysis discussed by Vipond (2020) to evaluate how changes in domestic and international market conditions may affect projected profitability and revenue performance. Assumptions were based on industry trends identified in relation to the floral market (Grand View Research, n.d.; Posada, 2026). Because the floral industry depends heavily on imported products and seasonal consumer demand, profitability could be significantly affected by changes in sourcing costs, transportation expenses, and consumer purchasing behavior. A sales fluctuation range of $\pm 15\%$ was estimated to reflect potential changes in discretionary consumer spending, seasonal demand variability, customer retention performance, and e-commerce growth.