

Fleuriste

Case Study: FloralExpress

For

From Trend to Shelf: Developing Products for Modern Consumers

Course Code: TGS-2026061358

**Conducted by
Fleuriste Pte Ltd**

Version 1.0

INTRODUCTION

1. Background Information

FloralExpress is a florist with various locations in the Central Business District of Singapore that specialises in handcrafted floral arrangements for everyday occasions and gifts.

For many years, the business has focused primarily on classic bouquet designs sold through its brick & mortar store and WhatsApp orders from repeat customers. Most of its customers are working professionals who purchase flowers for birthdays, celebrations or home decoration.

Recently, the management team decided to expand their sales channels by launching an online store on their website. The website will allow customers to browse available designs and place orders directly online instead of relying only on walk-in purchases or WhatsApp messages.

To support the website launch and in line with their current capabilities, FloralExpress plans to either:

1. Introduce a limited capsule collection that will be available exclusively on the website
2. Introduce a line of wedding flowers

Before making the decision on which opportunity to pursue, the product development team at FloralExpress will need to analyse market trends, identify the appropriate customer segments, develop product specifications, evaluate costs and suppliers, ensure compliance with relevant regulations, design a marketing strategy, and review product performance after launch.

MARKET RESEARCH

1. Market Insight Articles

Article 1: The Rise of Everyday Flowers: Desk Décor and “Just Because” Gifting Among Young Professionals

Recent workplace lifestyle trends suggest that younger professionals entering the workforce are increasingly interested in creating personalised workspaces. Many employees spend long hours in the office, and small decorative items such as plants and flowers are becoming a common way to make desks feel more comfortable and visually appealing.

Research on office environments has shown that the presence of greenery or plants can improve employees' perception of their workspace and contribute to higher satisfaction and wellbeing. Studies have found that indoor plants and greenery can reduce stress levels and improve concentration among office workers.

This trend has influenced how younger professionals decorate their desks. Instead of large decorative items, many prefer compact arrangements that are easy to maintain and visually pleasing without taking up too much space.

Florists in urban business districts have reported increasing demand for small floral arrangements designed specifically for desks, often referred to as bloom jars or mini arrangements.

Another emerging behaviour among younger consumers is “just because” gifting.

Rather than sending flowers only for major occasions such as birthdays or anniversaries, younger customers, especially those who have just entered the workforce, increasingly send small arrangements spontaneously to friends or colleagues. **Small floral gifts, particularly those presented in decorative vases, are particularly popular** for these occasions because they feel thoughtful while remaining affordable and easy to deliver.

Given that this is an emerging trend, there appears to be **lower competition in this area** as most florists are currently focused on mid-tier to high end floral bouquets.

Article 2: Why Florists Are Seeing Less Spending on Wedding Flowers

In recent years, the wedding industry has undergone significant changes, particularly among younger couples who are becoming more selective about how they allocate their wedding budgets.

While weddings still represent an important market for florists, couples are increasingly prioritising other aspects of their celebrations. Rising living costs and inflation have made many couples more cautious about large wedding expenses, especially elaborate floral installations.

The wedding industry is also seeing a large percentage of couples are choosing to allocate their budget to experiences such as photography, travel, or post-wedding celebrations rather than large floral displays. As a result, **florists are seeing reduced spending on wedding florals compared with previous years.**

For florists, these changing spending patterns highlight the importance of diversifying beyond wedding work, particularly in this **highly saturated wedding floral industry**. Many wedding **florists are thinking of diversifying offerings to include everyday floral products, gifting arrangements, and seasonal collections** that appeal to customers throughout the year rather than relying solely on wedding bookings.

2. Customer Conversations

Over the past few months, FloralExpress has also received an increasing number of enquiries from several personal assistants who regularly arrange gifts on behalf of senior executives.

Below are excerpts from enquiries received by the florist.

Personal Assistant to the CEO of an Investment Firm

"Hi FloralExpress, do you have any premium floral arrangements suitable for gifting to clients? My boss is looking to send thank you flowers to his business partner who hosted him for lunch at Odette. He's looking for something super premium than the usual bouquets that can be displayed in his client's office easily."

PA to the Chief Operation Officer of a Tech Company

"Hello! Our CEO sometimes sends congratulatory gifts to partners. Do you have arrangements in a vase or box that look more high-end? Something suitable for corporate gifting to our top customers."

PA to the Head of Sales at a Private Equity Firm

"Hi, I'm looking for something more elegant than a normal bouquet for my boss's wife's birthday. Maybe a vase arrangement or hatbox style with premium flowers".

CURRENT BUSINESS PERFORMANCE

1. Internal Sales Report

The product development team at FloralExpress also reviewed average sales data from the past six months to understand the revenue contribution of their existing products. The analysis focused on the top three bouquet designs currently sold by the business.

	12 Roses Bouquet	99 Roses Bouquet	Garden Style Mixed Bouquet
Average Selling Price	\$95	\$420	\$165
Average Cost	\$40	\$340	\$91
Average Profit	\$45	\$80	\$74
Units Sold	52	9	84

GROUP DISCUSSION 1: MARKET OPPORTUNITY ANALYSIS

In your group, review the case study materials provided so far. Using the discussion points below, determine in your group whether FloralExpress should launch a seasonal 4-product capsule collection or a line of wedding flowers.

Part 1 — Understanding Current Business

Before analysing new opportunities, the team must first understand FloralExpress' existing business and customers:

1. Who are FloralExpress' current customers?

2. Why do these customers typically purchase flowers?

3. What types of products is FloralExpress currently known for?

4. Based on the internal sales report, which bouquet type appears to perform best?

Part 2 — Analyse Market Trends

Next, review the market research articles, customer conversations and sales report. These sources provide signals about potential opportunities for FloralExpress.

Using these discussion prompts, complete the table below to help you identify the emerging trends and potential target segments, as well as the types of floral products that pertains to the trends.

Trend Description	Target Demographic	Floral Product

Part 3 — Market Selection Criterion

Using the information gathered, evaluate the potential of each customer segment based on the criteria below. Rate each criterion as High, Moderate, or Low.

Target segment	Market Size	Purchasing Power	Strength of Customer Need	Level of Competition

Part 4 — Opportunity Evaluation

To recap, FloralExpress is considering two possible opportunities:

1. Wedding Flower – Develop floral packages for wedding ceremonies and events
2. Seasonal Capsule Collection – Launch a seasonal capsule collection on the website

Evaluate the two options using the criteria below.

Determine which target segments are most relevant for each opportunity. Then, using the criteria below, rank the two opportunities as 1 (stronger opportunity) or 2 (weaker opportunity).

	Wedding Florals	Capsule Collection
Target Segments		
Market Size		
Purchasing Power		
Strength of Customer Need		
Level of Competition		

Based on the above evaluation, which opportunity should FloralExpress pursue for its website launch?

- Launch a wedding flower line
- Launch a seasonal capsule collection

PRODUCT DEVELOPMENT STRATEGY

The following are the meeting minutes from a product development meeting held by the FloralExpress team to review the findings from the market opportunity analysis and determine which product direction the company should pursue for the launch of its new website.

FloralExpress – Website Launch Product Strategy Meeting Minutes

Meeting Date: 22 March

Attendees:

- Kate Teo – CEO & Founder
- Rachel Koh – Product Development Executive
- Gabriel Lee – Operations Manager
- Daniel Lim – Sales & Marketing Manager
- Amanda Chua – Sales Executive

Meeting Agenda:

Review market opportunity analysis and determine which product direction FloralExpress should pursue for the launch of its new website.

Product Development Team Update

Rachel presented the findings from the market opportunity analysis.

The research identified a few key trends.

1. The younger professionals entering the workforce are increasingly purchasing flowers for everyday enjoyment, such as placing small arrangements on their office desks.
2. There is also growing demand for casual gifting among the younger professionals, where flowers are sent for spontaneous occasions rather than only major events.
3. Rachel further shared that FloralExpress has been receiving a significant number enquiries from personal assistants of senior executives asking whether the florist offers more premium floral arrangements suitable for corporate gifting. These customers appear to be looking for elegant arrangements presented in vases or boxes that are appropriate for sending to their partners and business associates
4. Rachel also noted that industry reports suggest couples are becoming more selective about wedding spending, with some reducing expenditure on large floral installations.

Based on these insights, the product development team believes there is stronger potential in everyday floral products and gifting arrangements, and an opportunity to introduce a higher-end floral product designed for premium gifting occasions.

Sales Team Update

Daniel then presented the company's sales performance data. He highlighted that bouquets remain the core product category for FloralExpress.

“FloralExpress is known for bouquets. Most customers come to us for bouquets for birthdays, celebrations and gifting. This is what we do best.”

He added that the Garden Style Mixed Bouquet has shown particularly strong performance in both sales volume and profitability. Daniel also noted that seasonal flowers can be easily incorporated into bouquet designs, especially within the flexible garden-style format.

CEO Decision

After reviewing the findings, Kate summarised the discussion.

She agreed that the opportunity for everyday floral products and gifting arrangements, including premium offerings aligns more closely with FloralExpress' brand and existing strengths.

Kate confirmed that FloralExpress will proceed with launching a seasonal capsule collection on the new website.

The collection will include four products:

- Bloom Jar
- Garden Style Gift Bouquet
- Luxury Vase Arrangement

Kate then tasked the product development team define the product categories, features and specifications for the collection.

GROUP DISCUSSION 2: PRODUCT DEVELOPMENT STRATEGY

In your group, review the meeting minutes presented above.

Part 1 – Product Categorise & Product Development Strategy

Based on the CEO's decision, classify each of the products into a product tier (entry-level, mid-tier & premium) & determine the product development strategy for each product (new product introduction, product improvement / modification / line extensioin):

	Product Tier	Product Development Strategy
Bloom Jar		
Gift Bouquet		
Luxury Vase Arrangement		

Part 2 – Building Product Features & Specifications

Using the positioning decisions made earlier, first determine the size and finishing for each product. You will then determine the exact floral recipe (flower type & number of stalks) for each product.

	Packaging	Size – No. of Stalks
Bloom Jar		Main flowers: Filler flowers: Foliage: Total:
Gift Bouquet		Main flowers: Filler flowers: Foliage: Total:
Luxury Vase Arrangement		Main flowers: Filler flowers: Foliage: Total:

Bloom Jar

	Name of Flower	No. of Stalks	Cost Per Stalk
Main Flowers			
Filler Flowers			
Foliage			

Garden Style Gift Bouquet

	Name of Flower	No. of Stalks	Cost Per Stalk
Main Flowers			
Filler Flowers			
Foliage			

Luxury Vase Arrangement

	Name of Flower	No. of Stalks	Cost Per Stalk
Main Flowers			
Filler Flowers			
Foliage			

COMMERCIAL VIABILITY

Product Testing & Costing

Before finalising the costing for the capsule collection, the product development team conducted product testing to determine the average time required to produce each product.

During the testing session, an experienced florist prepared and constructed each arrangement while the preparation time was recorded. The time recorded includes both flower preparation and arrangement construction.

Product	Flower Preparation Time	Arrangement Time	Total Production Time
Bloom Jar	5 mins	15 mins	20 mins
Gift Bouquet	10 mins	30 mins	40 mins
Luxury Arrangement	15 mins	45 mins	60 mins

FloralExpress also noted the following:

- Florists are paid \$20 per hour, and labour cost should therefore be calculated based on the total production time required for each product
- In addition to labour, FloralExpress allocates \$30 per hour in operational overheads to cover such as studio rental, utilities, business systems (website, email and order management), general operational expenses. Overhead cost should be allocated based on the production time required for each product.

Each product also requires packaging materials.

Product	Packaging Components	Packaging Cost
Bloom Jar	Glass jar, ribbon, paper bag	\$5
Gift Bouquet	Wrapping paper, ribbon, paper bag	\$5
Luxury Arrangement	Vase, paper bag	\$15

Product Pricing

Before finalising the selling prices for the capsule collection, the FloralExpress management team established a pricing guideline to ensure the business remains financially sustainable.

During the product development meeting, the CEO emphasised that new products must generate sufficient profit to support the long-term growth of the company. In addition to covering the cost of flowers, labour, packaging and overheads, the business must also generate enough margin to support:

- Marketing and promotional activities
- Future product development
- Unexpected increases in flower costs
- Overall business growth

For this reason, FloralExpress has established a minimum gross profit margin of 50% for all products in the capsule collection, i.e. the selling price of each product must be high enough to ensure that at least half of the selling price remains as gross profit after covering the total product cost.

Competitor Pricing Benchmark

Before finalising the selling prices for the capsule collection, the FloralExpress management team established a pricing guideline to ensure the business remains financially sustainable.

The team reviewed the pricing of comparable products offered by several florists in Singapore. The findings are summarised below.

Product	Competitor Price Range
Bloom Jar	\$60 to \$80
Gift Bouquet	\$120 to \$180
Luxury Arrangement	\$220 to \$280

Suppliers Profile

As FloralExpress prepares to launch the capsule collection, the product development team must determine which 2 suppliers to work with for sourcing fresh flowers. The team has shortlisted four flower suppliers in Singapore & JB. All suppliers require at least one week's notice for special flower varieties or large quantity orders. For commonly available flowers, orders can usually be fulfilled within the supplier's standard procurement timeframe.

	Far East Flora	GG Fresh Flowers	Pudu Ria	I Love Flowers
Description	Far East Flora the largest wholesale flower suppliers in Singapore. They are known for their affordable and wide selection of imported flowers sourced from farms around the world.	GG Fresh Flowers is a large wholesale flower distributor. They are known for their wide selection of imported flowers sourced from farms around the world.	Pudu Ria is a wholesaler based in JB supplying fresh-cut flowers. They are known for competitive pricing and a steady supply of common floral varieties.	I Love Flowers is a smaller flower wholesaler that focuses primarily on basic flower varieties and budget-friendly options for florists.
Pricing Competitiveness	2nd	Most expensive	3rd	Most competitive
Flower Variety	Highest	Highest	2nd	Lowest
Flower Availability	3rd	Highest	2nd	Lowest
Reliability	Highest	Highest	Moderate	Lower
Procurement Time Frame	Same day	Same day	Next day	2 days
Quality	Good quality, refund policy for spoiled flowers	Good quality, refund policy for spoiled flowers	Good quality, refund policy for spoiled flowers	No refund policy

Test Run Results – Incorrect Order Fulfilment

Before launching the capsule collection, the FloralExpress team conducted a 1 week test run of their new website ordering system. During the test run, 2 situations arose:

1. Customer A placed an order for a Bloom Jar but received a small bouquet instead.
Although both products were of similar value and the flowers used were similar, the customer complained that the product received did not match what was shown on the website.
2. Customer B placed an order for a the luxury vase arrangement.
On the day of fulfilment, the florist realised that one of the premium flowers specified in the arrangement was unavailable and replaced it with another flower of similar colour and value.
However, when the customer received the arrangement, they complained that the flowers were different from what was shown on the website.

The team realised that if this happens with real customers, it could lead to complaints and refund requests.

GROUP DISCUSSION 3: COMMERCIAL VIABILITY

In your groups, determine whether the proposed products are commercially viable by evaluating the following:

- The cost of producing each product
- Whether the selling price generates sufficient profit
- Whether reliable suppliers are available
- Whether the products comply with relevant regulations

Part 1 – Product Costing

Calculate the estimated cost of producing each product using the below table:

	Bloom Jar	Gift Bouquet	Luxury Vase Arrangement
Flower Cost			
Labour Cost			
Packaging			
Delivery			
Overheads Allocation			
Total Cost			

Part 2 – Cost Benefit Analysis

Based on the product cost calculated in the previous section, and the 50% gross profit requirement, determine the minimum selling price for each product, and the competitiveness of the selling price.

Product	Product Cost	Minimum Selling Price	Competitiveness (Competitively Priced / Priced Appropriately / Overpriced)
Bloom Jar			
Gift Bouquet			
Luxury Vase Arrangement			

Part 3 – Supplier Selection

Based on the information presented for each supplier, choose 2 suppliers that FloralExpress should work with for the capsule collection & how they should allocate their orders.

Supplier	Percentage of Order

Part 4 – Legislative & Compliance Check

Review the test run results and identify the issues encountered, along with possible solutions.

	Issues Faced	Proposed Solution
Customer A		
Customer B		

BRAND AND LAUNCH

After completing the product development and commercial feasibility evaluation, the FloralExpress management team is preparing to launch the capsule collection on their new website.

The management team therefore conducted a planning meeting to finalise the brand positioning, website platform selection, product presentation strategy and marketing launch activities for the capsule collection.

The following was presented during the meeting.

Brand Identity & Positioning

Before launching the capsule collection online, the FloralExpress management team reviewed the brand's existing identity and customer base.

FloralExpress currently operates in the Central Business District of Singapore and primarily serves working professionals purchasing flowers for:

- Birthdays and celebrations
- Casual gifting to friends or colleagues
- Home or office décor

After reviewing the earlier market research, the team agreed that FloralExpress should position itself as:

“A modern florist for working professionals who want elegant flowers that are easy to order and appropriate for everyday gifting.”

This positioning reflects the market insights identified earlier, including:

- Increasing demand for desk décor among young professionals
- Spontaneous “just because” gifting behaviour
- Corporate gifting by executives and business partners

Capsule Collection Positioning

The capsule collection will consist of four products designed to serve different customer needs and price tiers.

Product	Positioning	Target Customer
Bloom Jar	Everyday floral décor	Young professionals decorating desks or sending small gifts
Gift Bouquet	Premium everyday gift	Birthdays, celebrations, romantic gifts
Luxury Vase Arrangement	Corporate / executive gifting	High-end gifting for business partners or senior executives

Website Platform Selection

Because the capsule collection will be sold primarily online, FloralExpress must select a suitable e-commerce platform to host the website. The team evaluated three commonly used platforms among small retail businesses.

Platform	Description	Advantages	Disadvantages
Shopify	A dedicated e-commerce platform designed specifically for online stores	Easy to set up and manage, integrated payment systems, built-in inventory and order management, many design templates	High Monthly subscription fees and transaction fees
Hostinger Website Builder	A website builder with e-commerce functionality integrated into its hosting service	Lower cost, simple drag-and-drop design, suitable for small businesses	Fewer advanced e-commerce features compared to Shopify
WooCommerce (WordPress)	An open-source e-commerce plugin used with WordPress websites	Highly customizable and flexible, lower platform costs	Requires more technical knowledge to manage and maintain

Product Presentation Strategy

When selling products online, customers cannot physically see the product before purchasing. Product presentation therefore plays a critical role in influencing purchase decisions. The team identified two key factors that influence online conversion rates:

- **Product photography**

The team agreed that photographs should:

- Use natural lighting
- Maintain a consistent background style for standalone pictures
- Reflect the marketing positioning of each product for lifestyle shots

Some examples include:

- Bloom Jar may be photographed in lifestyle settings such as office desks or workspaces, or a young professional gifting her friend a Bloom Jar
- Luxury Vase Arrangement may be photographed in more elegant lifestyle settings such as a stylish living room, dining table setting or luxury interior to reinforce its premium gifting positioning.

- **Product descriptions**

Clear descriptions help customers understand what they are purchasing and reduce the likelihood of complaints or refund requests. Each product listing must clearly communicate:

- Arrangement type and style
- Approximate size
- Flower types used
- Occasions the product is suitable for
- Disclaimers – e.g. As far as possible, we endeavour to meet your specific requirements, however, flowers are seasonal and we reserve the right to make substitutions at our discretion.

Some example include:

- Bloom Jar – A compact floral arrangement designed for desks and small spaces. Ideal for brightening your workspace or sending a thoughtful “just because” gift.
- Luxury Vase Arrangement – An elegant arrangement presented in a premium vase designed for sophisticated gifting occasions such as corporate appreciation or milestone celebrations.

Marketing Strategy

To support the website launch, FloralExpress developed a marketing plan targeting working professionals in the surrounding Central Business District. The objectives of the launch campaign are to:

- Create awareness of the new website
- Encourage first-time purchases
- Position FloralExpress as a convenient florist for everyday gifting

The marketing team has presented a high-level marketing plan which includes:

1. Promotional flyers
2. Social media marketing
3. Search engine optimization / management
4. Influencer collaborations
5. Lifestyle publications

The team will present the full marketing plan for final approval in 2 weeks, including promotional mechanics, sample social media posts, SEO keywords, influencers to collaborate with, and the lifestyle publications they are considering for advertising.

They will also share the key marketing message for each product in the capsule collection.

GROUP DISCUSSION 4: BRAND AND LAUNCH

After finalising the capsule collection and evaluating its commercial viability, the FloralExpress team must now prepare for the official launch of the new website.

In your groups, assume you are part of the product development and marketing team at FloralExpress. Using the information provided in the case study, develop a launch plan for the capsule collection and prepare the following:

Part 1 – Website Platform Selection

Select the most suitable website platform for FloralExpress' online store.

Part 2 – Website Product Listings

Prepare the website product listing for the capsule collection. Your listing should include:

- Product photographs that accurately represent the arrangement
- A clear and concise product description
- Information that helps customers understand the product's size, style and intended use

Part 3 – Marketing Strategy Development

Develop a detailed marketing strategy to support the website launch. Your plan should address the following components.

- Flyer promotion:
 - Determine the target audience & product for the flyer distribution.
 - Decide whether a promotional offer or launch incentive should be included.
 - Social media marketing – Prepare a sample launch post for social media. Your proposal should include:
 - The platform(s) to be used
 - The format of the content (photo, video, reel, carousel etc.)
 - A sample caption for the launch post
- Identify five search keywords that potential customers might use when searching online for FloralExpress' new capsule collection
- Influencer Collaborations - Suggest two influencers that FloralExpress could collaborate with:
 - One influencer targeting young working professionals
 - One influencer targeting high-end or luxury gifting audiences
- Lifestyle publication – Recommend one lifestyle publication that FloralExpress could advertise in to promote the capsule collection.

Part 4 – Product Marketing Message

Develop the key marketing message for each product in the capsule collection. Your message should reflect the product's positioning and target customer segment.

PERFORMANCE EVALUATION

Six months have passed since FloralExpress launched its new website and introduced the capsule collection. The management team is now reviewing the performance of the new products to determine whether they should be maintained, improved or discontinued.

For this review, the team analysed sales data collected from the website and retail operations, as well as customer feedback received through reviews, surveys and direct enquiries. The review focuses on the following six products:

- Bloom Jar
- Garden Style Gift Bouquet
- Luxury Vase Arrangement
- 12 Roses Bouquet
- 99 Roses Bouquet

Sales Performance Metrics

The table below summarises the average monthly performance of each product.

Product	Average Selling Price	Units Sold	Total Revenue
Bloom Jar	\$68	520	\$35,360
Garden Style Gift Bouquet	\$165	314	\$51,810
Luxury Vase Arrangement	\$248	96	\$23,808
12 Roses Bouquet	\$95	178	\$16,910
99 Roses Bouquet	\$420	11	\$4,620

Management Observations

After reviewing the data, the management team noted several key observations.

- Bloom Jar & Garden Style Gift Bouquet has become the best-performing product in the capsule collection, with strong demand from customers purchasing flowers for desk décor and casual gifting.
- The traditional 12 Roses Bouquet continues to generate steady sales and appears to remain a popular product among existing customers.
- Luxury Vase Arrangement has lower sales volume but stable revenue, reflecting its premium positioning as a high-end gifting product.
- The 99 Roses Bouquet has seen very low sales volume over the past year, indicating declining demand for this product.

Customer Feedback

In addition to reviewing sales data, the team analysed feedback collected from customers through website reviews, customer messages and post-purchase surveys. The following feedback trends were identified.

Product	Customer Feedback
Bloom Jar	Customers like the size and price, but some customers requested a petite bouquet version of the Bloom Jar for gifting purposes.
Garden Style Gift Bouquet	Customers generally like the natural garden-style flower variety and Korean style wrapping.
Luxury Vase Arrangement	Some customers feel the price is slightly high for casual gifting occasions.
12 Roses Bouquet	Some customers commented that the bouquet wrapping feels traditional and less unique compared to newer products. However, they find that the pricing is very competitive, one of the cheapest in the market.
99 Roses Bouquet	Customers rarely purchase this product except for very specific occasions such as proposals or anniversaries.

GROUP DISCUSSION 5: PERFORMANCE EVALUATION

In your groups, review the sales performance data and customer feedback provided to evaluate the performance of the FloralExpress product range and determine any recommended action for each of the product.

Product	Product Life Cycle	Recommended Action
Bloom Jar		
Garden Style Gift Bouquet		
Luxury Vase Arrangement		
12 Roses Bouquet		
99 Roses Bouquet		