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Improving the Efficiency and Sustainability of the Florist Business Through Digital Optimisation

Abstract

Purpose of the study. This research aims to determine the strategic potential of digital technologies in increasing the operational efficiency and long-term sustainability of floristry enterprises. Particular attention will be paid to the role of digital marketing tools, data analytics and online sales platforms in strengthening market positions and improving business model adaptability in response to dynamic consumer demand. *Research subject.* The study focuses on the managerial, marketing and technological mechanisms that facilitate the digital transformation of floristic enterprises. This includes integrating electronic commerce, customer relationship management systems and digital communication channels into business processes. *Research methodology.* The study's methodological framework is based on a combination of analytical, comparative and structural approaches. Methods of system analysis and synthesis were employed to identify the key elements of digital transformation within the floristry industry. Additionally, marketing analytics and the generalisation of empirical observations concerning the use of digital tools in small and medium-sized enterprises were employed to assess their impact on customer engagement and operational efficiency. *Results and conclusions.* The research demonstrates that implementing digital technologies can significantly boost the competitiveness and sustainability of floristry businesses by improving customer interaction, optimising marketing strategies and increasing online sales opportunities. The results confirm that integrating data-driven decision-making tools, automated marketing platforms and personalised communication channels enables businesses to understand consumer preferences better and respond more effectively to market changes. It can be concluded that the systematic application of digital solutions contributes to the formation of a flexible and resilient business model that can ensure stable development in conditions of increasing technological and competitive pressure.

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1 Introduction

Global environmental challenges have affected the flower industry by changing consumer preferences and increasing regulatory requirements for sustainable production. Demand is growing for environmentally friendly products and the use of biomaterials in the processes of growing, packaging and transporting flowers. However, due to a number of economic constraints, enterprises are quite cautious about implementing such innovations. The main reasons for this trend include the high initial cost of innovation, a lack of financial incentives for innovation, insufficient institutional support, and entrepreneurs' low level of awareness of the long-term economic benefits of implementing environmental innovations.

Enterprises in the flower industry view "green" innovations as expenses rather than investments in their own competitiveness. Arguments supporting

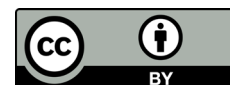
this position include increased production costs, the need for technological modernisation, the risk of losing short-term profits, and limited access to credit for environmental innovation projects. Conversely, the main advantages of introducing eco-friendly materials are thought to be increasing a brand's reputation, expanding sales markets, complying with international sustainable development standards, and reducing long-term environmental risks. In the context of increasing flower production volumes (particularly in the EU between 2019 and 2024), the issue of using eco-innovations is becoming increasingly relevant (European Commission, n.d.).

The *purpose of the article* is to provide a substantiated argument for the economic feasibility of introducing environmental innovations in the floriculture industry. This is achieved by analysing the market, production and financial advantages of switching to environmental innovations.

Keywords

floristry business, digital technologies, innovation, sustainable development, personalisation

JEL: L81, M30, O30



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2 Results

Modern companies in the floristry industry are currently showing signs of dynamism and a desire for continuous improvement in their activities. Technological innovations aimed at improving the promotion of services and customer service primarily relate to marketing and sales strategies. These strategies facilitate the development of new market segments and advertising models, encourage audience involvement and trust, and create special and inclusive offers to generate stable demand. Ensuring transparent processes of interaction with stakeholders, improving the consumer interface, integrating new methods of training and retraining personnel, and developing a business network based on franchising are becoming important (Marlinda & Khotimah, 2025; Ramadhani et al., 2025).

Innovative proposals involving the use of digital tools in various aspects of floristry business require individual interpretation in the context of the company's development strategy, its goals, and the scale of its activities. However, it is necessary to highlight the general principles of implementing digital innovations in the processes of planning and

conducting activities, implementing e-commerce, digitalising advertising strategies, and management:

- Progressive and continuous nature of the process;
- priority of innovation to stay ahead of competitors;
- cyclical;
- interdependence of innovative solutions from each other, the connection between them;
- stimulating innovations;
- adaptability and flexibility, which provides practical potential for the implementation of innovative activities;
- resource support for innovation and investment development.

Given the above, it is advisable to propose an author's model for increasing the efficiency of the floristic business through digital innovations (Fig. 1).

The key principles of the approach proposed in Fig. 1 are novelty, feasibility, practicality and the long-term effect on business sustainability. Innovations enable adaptation to new consumer demands, technological developments, and legal and regulatory changes. They also facilitate the attraction, development, and retention of talented employees. This contributes to the creation of a sustainable organisational development model based

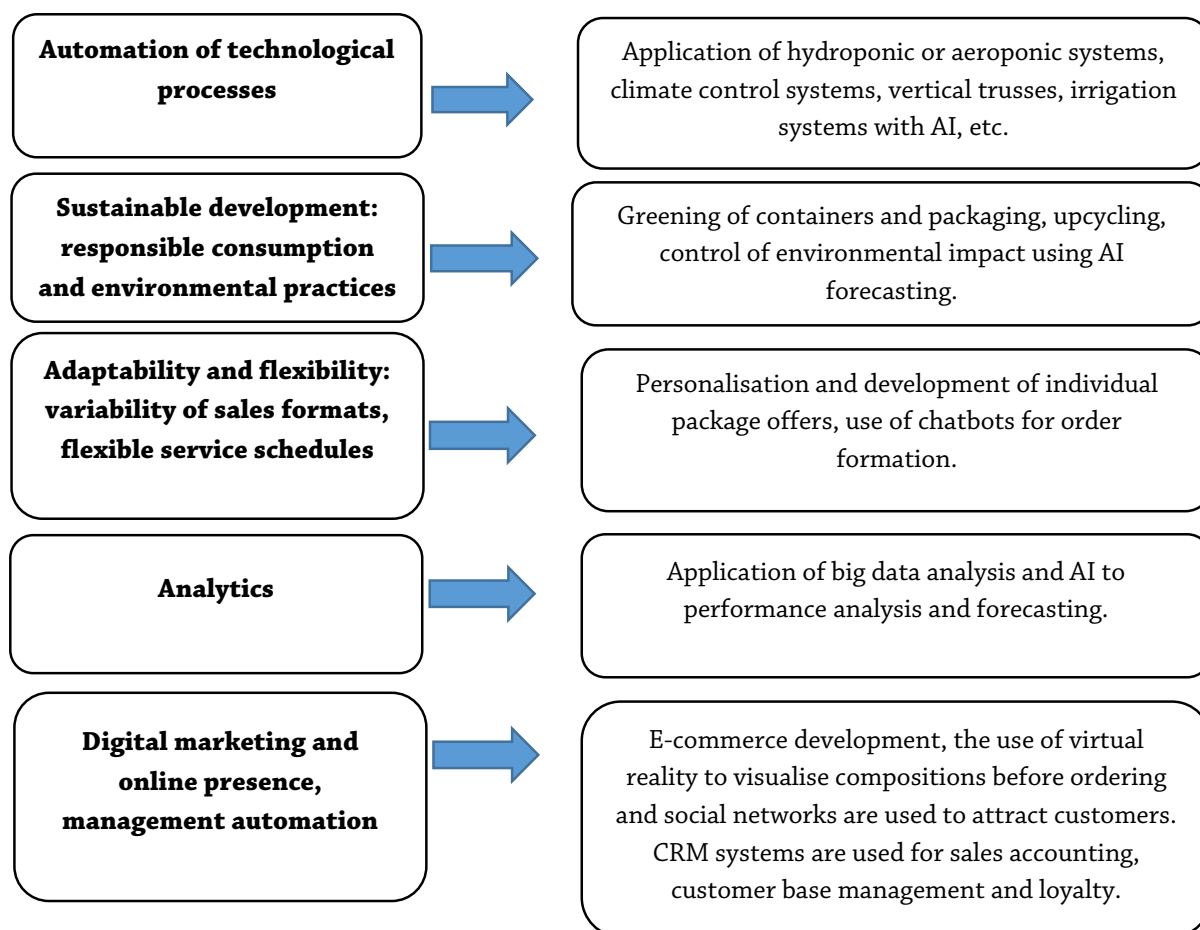


FIGURE 1 Model for improving the efficiency of the florist business through digital innovations
 Source: author's own development

on continuous improvement and adaptation (Chen & Huang, 2020).

Algorithmic analytics enable better targeting and customer choice, as well as real-time customisation of messages. Social networks such as Instagram, Facebook and YouTube often serve as the basis for implementing advertising campaigns, including those involving influencers (see Table 1).

As Table 1 demonstrates, the range of tools for the digitalisation of marketing strategies in the floristry industry is primarily focused on retaining and expanding the customer base, increasing sales volumes and attracting the attention of companies in related commercial sectors (Frankova, 2021; Gomes et al., 2025). Important aspects of supporting the effectiveness of advertising strategies include the digitalisation of sales and management, implementing sustainable practices to minimise operating costs and increase profitability, improving manageability in management strategies and stimulating entry into new markets.

To maintain flexible business operations and adaptability, and to maximise satisfaction of the needs of the target audience, it is advisable for a florist company to implement specialised management systems, particularly CRM systems. Such systems optimise the collection, accumulation, control and accounting of information used for both client management and internal business process automation, while enabling effective marketing strategy management.

In addition, developing digital businesses involves improving financial technologies. Ukraine's adoption of digital technologies is significantly lower than in developed countries (see Fig. 2).

It should be noted that a comprehensive approach to the digital optimisation of floristic businesses demonstrates particular effectiveness in complex

and dynamic development conditions due to its adaptability and optimised approach to resource use. This confirms its effectiveness in the post-crisis period in Ukraine. The active introduction of digital tools into business processes inevitably affects the organisational culture established within a company, significantly changing management models. Clearly, this process requires updating personnel competencies and improving digital literacy and security concepts.

3 Conclusions

The systematic integration of digital tools into the activities of floristry enterprises was found to form a new architecture for managing interactions with customers and sales channels. Using data analytics, digital communication platforms and automated order processing systems increases the accuracy of marketing decisions and improves demand forecasting. The study showed that digital technologies can reduce operating costs, speed up customer service and stabilise commercial results in a changing competitive environment.

The impact of the digitalisation of marketing and management processes on the adaptability of floristic sector enterprises was analysed. It was found that the use of modern digital marketing tools, customer data management systems, and algorithmic analytics creates the prerequisites for personalising offers and segmenting audiences more accurately. Consequently, customer engagement and the effectiveness of the enterprise's communication policy increase. It has been proven that digital transformation of business processes contributes to increased management flexibility and strengthens companies' competitive positions.

TABLE 1 Vectors of digitalisation of advertising strategies of the florist business

Vector	Objectives and characteristics
Targeting	It involves creating contextual, personalised advertising messages based on the selection and attraction of a potential target audience. This audience is formed using big data analysis tools and artificial intelligence to analyse the behavioural trends of the target consumer audience.
Influencer engagement	Increase the recognition of the florist company and the trust of its clients by attracting influential bloggers and celebrities to form sustainable consumer preferences.
SEO	Improving the position of the florist company's main online resources (website and online store) in search engine results allows one to expand the customer base and attract new consumers.
PPC (Pay Per Click)	Attracting traffic to the site by offering paid advertising on social networks and search engines aims to increase company awareness and sales, as well as attract customers.
E-mail marketing	Send personalised advertising offers to potential customers to maintain the interest of existing customers and attract new ones.
Retargeting	Personalised advertising messages – "reminders" for customers who have used the company's services before.
Social networks	Maintaining company pages on the most popular social networks and integrating them into industry and related communities to promote and popularise the brand.
Cross-promotion	Synergistic interaction with other companies for mutual advertising and marketing support, which is particularly beneficial when related areas are involved (e.g., wedding businesses, evening dress salons and event management companies). Participation in important social initiatives is also encouraged, with voluntary support in exchange for marketing narratives.

Source: systematised by the author

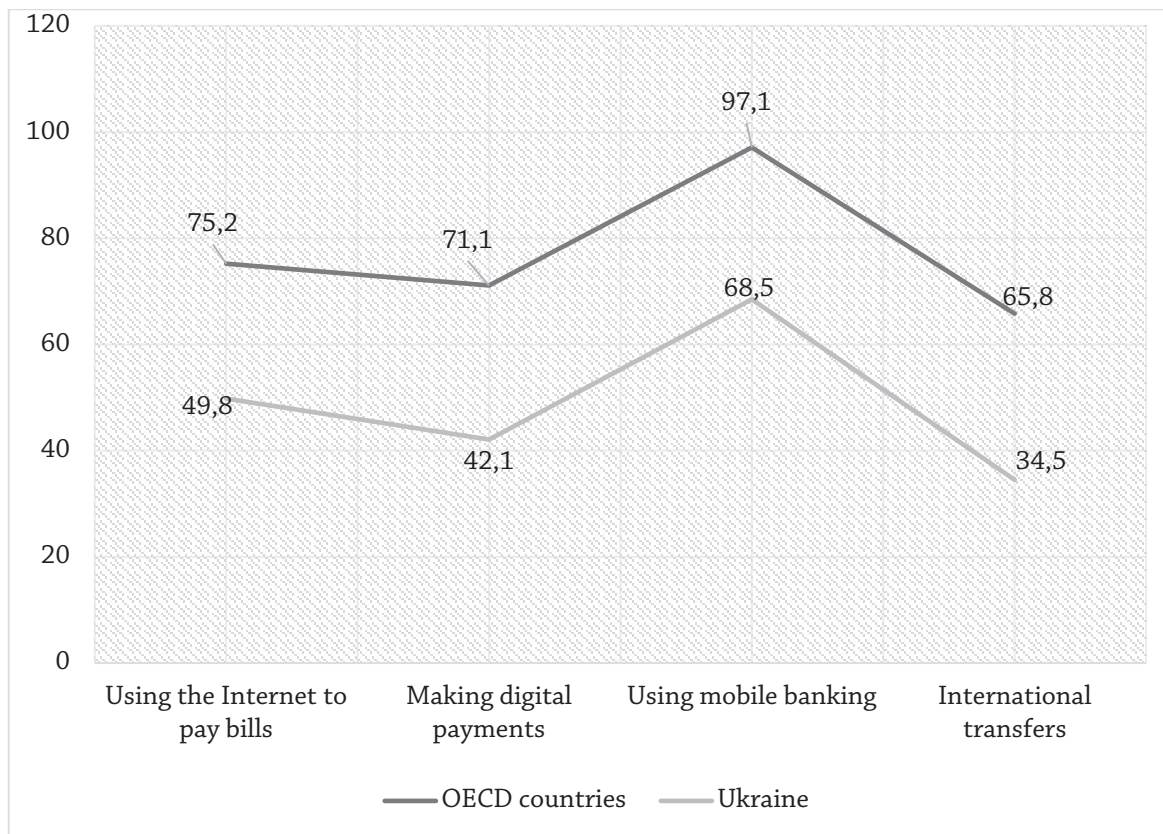


FIGURE 2 Level of business digitalisation, % of population

Source: summarised by the author on the basis of (Financial Inclusion Data. Global Findex, 2023)

The present study substantiates the hypothesis that a comprehensive combination of digital technologies with sustainable development practices can form long-term competitive advantages of enterprises in the floristic industry. The implementation of innovative resource management tools, digital sales channels and analytical systems has been demonstrated to contribute to cost

optimisation, thereby increasing the efficiency of management decisions and expanding market expansion opportunities. The study demonstrated that a concentration on the digital modernisation of business processes engenders the prerequisites for the sustainable development of enterprises and their successful adaptation to technological and economic changes.

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