

EXPLORING THE IMPACT OF RETAIL TECHNOLOGY ADOPTION ON SMALL BUSINESS GROWTH: SCRUBS TO THE RESCUE CASE STUDY



ABSTRACT

Findings revealed that though digital technology was important for small business growth and competitiveness, the need for a collaborative and communicative system that allows all members visibility into the various tasks comprising the strategic solution was equally important. The strategic solution developed in this study incorporates a digital marketing plan that a small business can use to promote a brand, reach new customers, and enhance competitiveness in the marketplace.

DRIVING RESEARCH QUESTION

How can Scrubs to the Rescue leverage retail technology to drive growth and competitiveness in digital markets?

PROBLEM STATEMENT

Scrubs to the Rescue (STTR) has been unable to leverage retail technology to facilitate sales growth and competitiveness, which has limited the company's sales, long-term growth opportunities, and competitiveness. Digital sales accounted for 15% of total sales last year, indicating the heavy reliance on the company's physical store. A primary limitation preventing the company from utilizing retail technology is the inadequate technology skills of the employees. According to Alford and Page (2015), technical acumen is a significant constraint experienced by small businesses that attempt to adopt digital strategies. Other barriers to digital strategy implementation include financial constraints, cultural differences, and organizational factors (Dahbi & Benmoussa, 2019). As STTR considers its long-term growth and viability, it is vital to address the organization's digital limitations and determine ways of sustainably implementing a long-term digital solution.

DATA COLLECTION & METHODOLOGY

The research process utilized qualitative research methods employing both secondary and primary data. A Likert scale measured opinions, behavior, and attitudes toward technology usage.

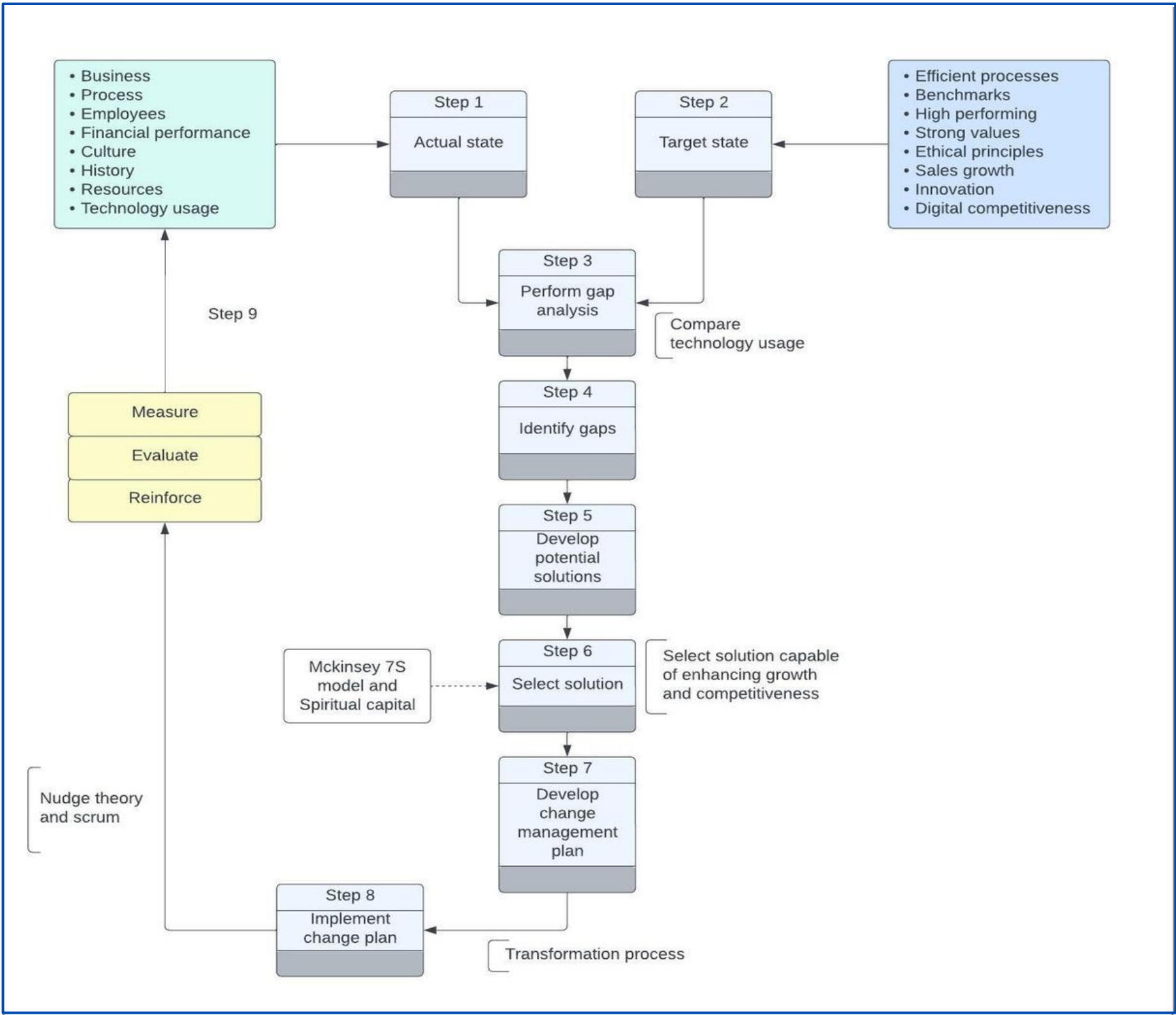
The secondary data was collated from the U.S. Chamber of Commerce Technology Center; the primary data was derived from a survey completed by a representative of STTR. The research design consisted of a gap analysis using the Nadler-Tushman congruence model to analyze the differences between the two data sets.

RESULT

The gap analysis revealed three primary areas that pose significant concerns for STTR and represent this project's focus.

- Finding new customers
- Building relationships with existing customers
- Competing with larger companies

CUSTOMIZED CONGRUENCE MODEL FOR ENHANCING GROWTH AND DIGITAL COMPETITIVENESS IN A RETAIL SMALL BUSINESS



Note. This model describes the procedure for identifying gaps between the actual and target state of technology usage by a small business. Selected solution was implemented using the nudge theory and scrum.

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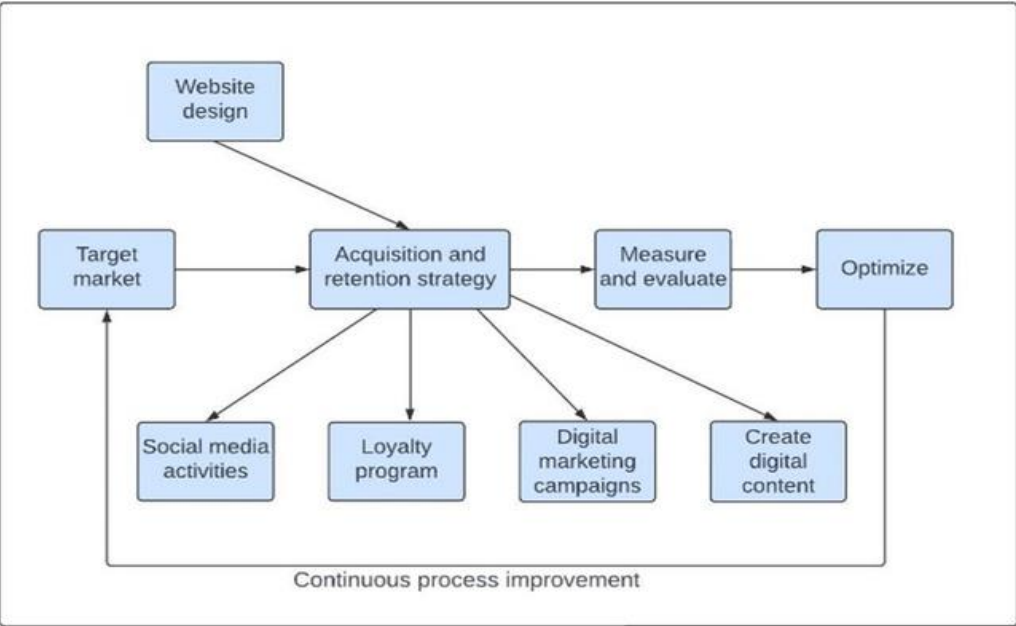
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RECOMMENDED SOLUTION

A practical and appropriate solution was developed to address the gaps identified from the research. The strategic solution is to develop a marketing plan that utilizes digital marketing techniques to promote the brand, reach new customers, and enhance competitiveness in the marketplace. The implementation process for the action plan utilizes the nudge theory and scrum; these two change management processes subtly influence an individual to change and break a project into small tasks that are easier to complete. An action plan showing the systematic process of achieving the strategy is shown in the diagram below.



KEY FINDINGS

Though identifying retail technology was a key goal of the project, it was discovered that shared values, collaboration, and communication between the team members are equally important for the success of the strategic solution. The hybrid change process emphasizes visibility into tasks completed by all team members and the public display of progress toward achieving the goal.

CONCLUSION

Achieving the strategic goal of STTR requires creating an environment where the change process can succeed. This finding promotes taking small systematic steps that are easier for employees to buy into rather than investing heavily in technology that overwhelms employees and ends up not being used to its full potential.

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