



University of Wales
Trinity Saint David
BIRMINGHAM

NAME: MARIANA ROMAN
STUDENT NUMBER: 218893

PROGRAMME: BA (HONS)
LEADERSHIP AND MANAGEMENT
SKILLS IN THE WORKPLACE
MODULE: INDEPENDENT PROJECT
MODULE CODE: LCLM6005
COMPONENT 1: PORTFOLIO
ELEMENT 3: POSTER

Summary Research Process (Methodology).

- This paper assumed a Systematic Literature Review (SLR) design in identifying data that critically examines the impact of digital transformation (DT) on customer retention in the UK retail sector, Marks and Spencer (M&S) being the case in point. The selected SLR provided a rigorous, transparent, and replicable process of collecting and analysing evidence (Hong, 2024).
- The sources relied on the relevant literature published between 2019 and 2024 were found in such databases as the Emerald Insight, the ScienceDirect, the Google Scholar, and the Elsevier. The combination of search keywords included digital transformation, customer retention, retail, and Marks and Spencer. Peer-reviewed secondary data that was industry-relevant was only chosen to guarantee academic validity.
- Ten quality studies were reviewed and thematically analysed using the six step model. Thematic coding also revealed the main categories related to the digital strategy, customer experience, technological adoption, and loyalty mechanisms (Morgan, 2022). An interpretivist lens was used to synthesise secondary data and critically evaluate the relationship between DT and retention.
- Ethical considerations had been observed to the full. The sources were all referenced properly by following the UWTSD Harvard referencing system, the integrity of the data was preserved, and the contribution of the authors was mentioned. The methodology design gave a holistic perspective of the impact of digital transformation initiatives on customer loyalty and satisfaction, making it also possible to critically compare theoretical expectations and practical outcomes at M&S.

Findings (Research Output).

The results showed that M&S has strategically been short-changed in its digital transformation, which has been technologically advanced. Although the new features like mobile application customisation, artificial intelligence-based product suggestions, and omnichannel solutions (Click & Collapses, real-time tracking) added value to convenience, they did not always add the emotional appeal or long-term trusting relationships (Wolniak et al., 2024).

Theme 1 – Digital Transformation Practices:

The digital strategy of M&S is technocentric-focused- the company focuses on tools rather than on customer value. Even though AI and data analytics enhanced targeting and efficiency, it did not contribute to relational loyalty adequately (Morgan, 2022). The cultural and organisational change is what needs to be changed not only the digital infrastructure, which M&S has not been very consistent with.

Theme 2 – Customer Experience and Retention:

There was a rise in transaction satisfaction and a decline in human engagement and brand intimacy with the digital upgrades. The customers have mentioned that it has become more accessible but they feel lost in the old fashioned service ethos of M&S (Hong, 2024). Based on the SERVQUAL model of Parasuraman, the study discovered that such dimensions as reliability and empathy continue to play a vital role in the retention process. There was an increase in behavioural, and decrease in attitudinal, loyalty, by way of the Sparks loyalty app.

Theme 3 – Strategic Gaps and Opportunities:

The overview indicated that the digital transformation should be connected to the principles of Resource-Based View (RBV), incorporating the use of technology and the human potential and the culture of leadership. M&S will need to transform into a customer-focused, not technology-based ecosystem, which is ethical in its data usage, personalised adaptively, and supported by an employee-focused digital service.

Theme 4 – Recommendations:

- Re-design loyalty programmes to put relationship value instead of discounts in the spotlight.
- Bring in human-digital co-operation in respect of hybrid customer service.
- Encourage the transparency and confidence of data to enhance emotional retention.
- Support continuous digital literacy of personnel to maintain the innovation.

Table: Key Themes and Findings

Theme	Main Findings
Digital Strategy	Focused heavily on technology and efficiency rather than customer-
Customer Experience	Improved convenience through online and mobile channels, but
Technology vs Human Touch	Automation reduced personalised service, leading to lower emotional
Organisational Alignment	Digital initiatives are not fully integrated into staff training and
Trust and Ethics	Over-personalisation and limited transparency in data use have

References

- Hong, T.K., 2024. Strategic Analysis and Enhancement of Corporate Social Responsibility Practices at Marks & Spencer (M& S).
- Morgan, E., 2022. ‘Plan A’: analysing business model innovation for sustainable consumption in mass-market clothes retailing. In New Business Models for Sustainable Fashion (pp. 73- 98). Routledge.
- Urbanska, M., 2024. The impact of customer satisfaction and brand image on the brand loyalty of Marks and Spencer plc in London (Masters thesis, University of Wales Trinity Saint David (United Kingdom)).
- Wolniak, R., Stecuła, K. and Aydın, B., 2024. Digital transformation of grocery in-store shopping-scanners, artificial intelligence, augmented reality and beyond: A review. Foods, 13(18), p.2948.