

THE IMPACT OF TECHNOLOGICAL ADVANCEMENTS IN SECURITY ON THE
MANAGEMENT ROLES AND STRUCTURE WITHIN THE UK RETAIL SECTOR: CASE STUDY,
ALDI SUPERMARKET

Internet sources: Security gadgets



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Abstract

The retail sector, like every other customer reliant sector, has experienced and is still experiencing significant changes in this century. Changes range from operations to management in all levels. There are new ways of doing things including meeting customers' needs, which have warranted the movement from old and classical theories of management to contemporary management. In this day and age of technology brought about by innovation, any organisational structure that will not promote innovation will have to give way.

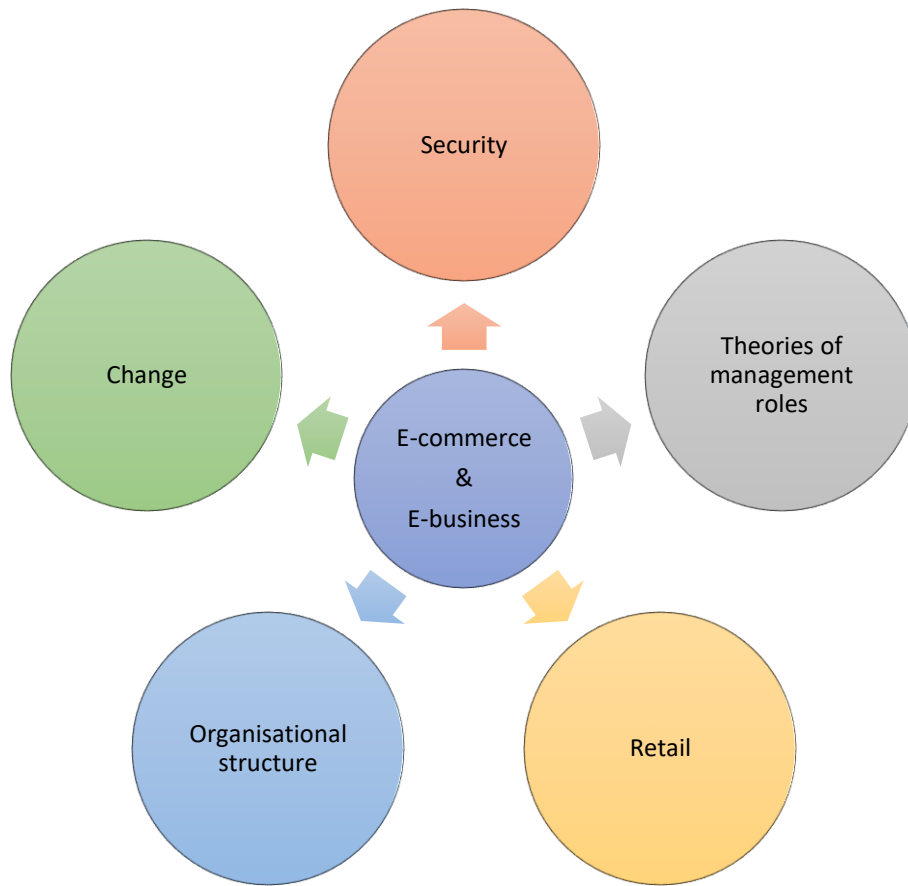
One of the key changes that technology has brought to the retail sector in the UK with special focus on the supermarket chain is the advancement in security related products or services. Consumers need assurance of a safe purchasing experience both offline and online. The aspect of operation that can ensure safe transaction is security. This research will focus on the impact of security related technological advancements on the management roles and organisational structure within a chosen retail organisation.

E-commerce systems and their methods of operation provide the essential tool for a basic reassessment of how retailing works and how retailers act. To be precise, the current ways of operating and the cost involved in structures in retail will be examined within the parameters of current technology in security that can affect traditional retail structures

Key concepts

E-commerce, e-business, organisational structure, theories of management, Retail, security, change and change management

Figure 1: Key concepts



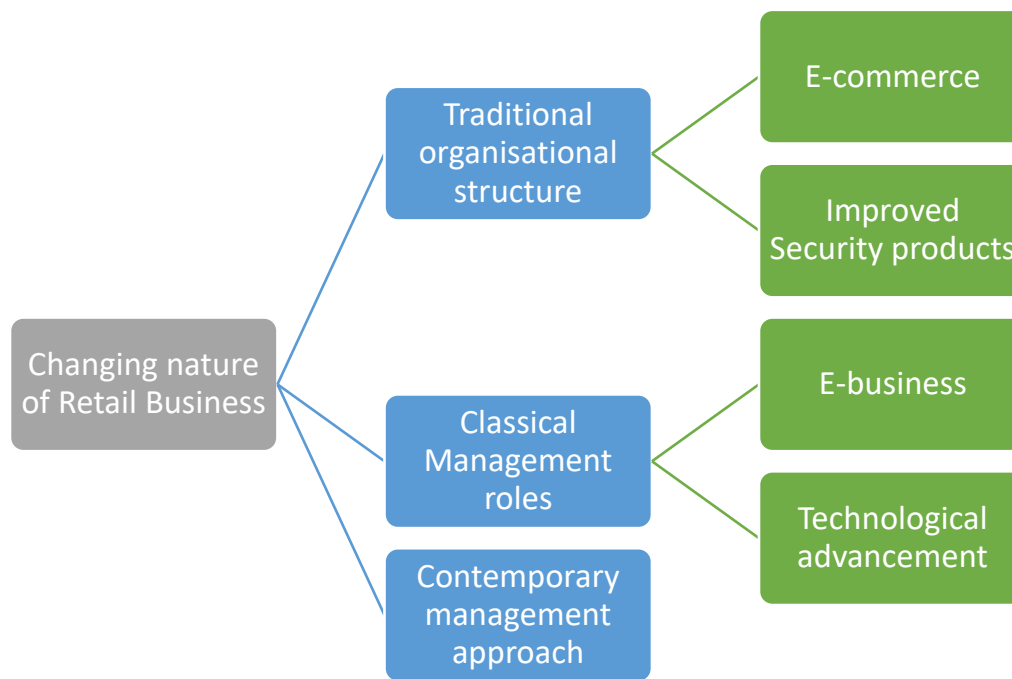
I Introduction

Technology has changed many things, lives and situations. Organisations in different sectors including those in the retail sector are mostly affected by trends in technological changes and are at the most precarious situation to create and sustain systems that will constantly help them adapt to these changes. Looking into the management roles in the retail sector in the 21st century, there is a tremendous transformation from what they were like at the beginning of the century and what they are now. This has been brought about by changes in many different ways affecting the operations of work in the retail sector.

There is the need to evaluate the critical role that technological advancement has played in changing the management and organisational structure of work in the retail sector. Hardly can one find a retail organisation today that does not operate E-commerce and e-business as many consumers now prefer to shop online. This is facilitated by the provision of swift delivery to customers addresses thus making shopping easier and more desirable. In the wake of this is the need to provide security for consumers' personal and sensitive data online so they can build confidence in the brand they love. With technological advancement in many areas of business also come the advancement in security services or products. Retail organisations make use of security services in diverse ways ranging from physical to online security. The interconnectivity of the management of retail organisations and required technological advancement in security services will be the subject of discussion in this report.

The present changing nature of the retail industry facilitates the demand for security related technologically advanced products. In discussing these advancements, several aspects of security services will be considered from cyber-security for online purchases to improved physical security provided for retail premises. As retail organisations adopt the use of these improved services, several key areas of their operations will also be affected in one way or the other. These areas include the creation or removal of certain personnel roles thus affecting the structure of the organisation. These effects may be positive or negative depending on the flexibility of the roles within the organisation. As retail organisations cannot exist without the consumers so it is pertinent that they adopt operational procedures that will satisfy the needs of their target market. At this level, their management perspective may need to be adjusted or improved which means adopting contemporary management approach that suits the changing needs of their consumers so they can continue to be in business.

Figure 2: A typical Conceptual framework:



Explanation of Key concepts

E-commerce, e-business, organisational structure, theories of management, Retail, security, change and change management

II E-commerce and e-Business 2.0

E-commerce is the buying and selling of products and services online or over the internet. According to Wienclaw (2013), Electronic commerce otherwise known as E-commerce is a broad term used to describe transactions and communications online which range from online banking, teleconferencing, social networking, group buying, enterprise content management, print on demand, virtual assistant, online office suites and online shopping with other areas of business that have all gone online for expansion. E-commerce is supported by e-business according to Wienclaw (2013) as it is an online marketplace which involves shopping, funds

transfer, marketing, delivery or supply, transaction processing, data exchange all done electronically.

E commerce and e-business is brought about by advancement in technology with focus on the internet which is helping many businesses thrive and consumers are enjoying the convenience of shopping without leaving the comfort of their homes according to Evans (2002).

The online shopping will be the area of focus for this report as the concentration is on the effect of ecommerce and its attendant risks on retailers' operations which will facilitate the adoption of security related advanced products as will be discussed later in the report.

Retailers can conduct business through e-commerce in two different ways. They can operate fully online or through a combination of online and physical stores.

Customers according to Li (2015) are concerned with security online which is a major area of operations for retail companies. Online transaction is different from physical transaction where customers can control the flow of information or they tend to see who is handling their personal information. This according to Dimkota (2012) means customers tend to stay with retailers they can trust to protect their details and transactions online.

However, this research report is set to address the technological advancements in security that can give customers peace of mind to shop online with its attendant impact on the structure of work and management perspectives of the affected retailers. This will be discussed fully in the report.

III The impact of Ecommerce on classical management roles

Ecommerce has brought opportunities for job creation in diverse ways according to Teriz (2011). This is as a result of services relating to information, the development of software applications and digital products that aid the operations of Ecommerce. However, as new jobs are created so also old jobs give way especially those that cannot add value to the new trends in technology. Teriz further asserts that the adoption of ecommerce in any organisation will lead to the demand for highly skilled workers who will be needed to manage information, bigger databases of customers and faster process of production for faster delivery of goods and services to customers. Teriz is of the opinion that the retail industry is one of the major sectors that are affected by the job losses as a result of ecommerce.

IV The structure of an organisation.

The purpose of an organisational structure according to Mullins (2013) is to have division of labour among the staff and to co-ordinate their operations to achieve its goals and objectives. He described structure as the means through which a company has relationship with the members and the position they occupy. With organisational structure, there will be a well-defined process for the frame work of the organisation on orderliness and with this the operations of the company will be well planned, managed, and controlled. Through the structure of the organisation, the roles of the management could be defined and the chain of command can be known. Mullins asserted that small organisations operate with a small structure where there will be definition of labour that might be informal which fosters better working relationship than that of bigger organisation where there is need for formal organisational structure with many layers. Functions within these large organisations are reviewed in line with the growth and development of the company.

For the purpose of this study we shall be concentrating on the security function and its influence on the roles within a chosen retail organisation within the retail sector.

V Evolution of security functions

This section deals with the various functions in security as we cannot discuss the technological advancements in security products or services without recourse to the functions these products perform and the areas they are needed.

What does security entail?

Security entails provision of cover and peace of mind for organisations as they go along the performance of their primary duties. Security is one of the major functions that has been outsourced by organisations over the years. Security may be a silent or covert operation but its effect is very essential to the survival of organisations from time immemorial. Several functions within security include provision of manned guards for premises, Public surveillance systems

Security operations and their roles

According to Ortmeier (2009), the following are the security services which have been improved as a result of technological advancement in relation to the demands in the retail sector

A. Physical Security

Physical security entails the provision of manned guards to protect the premises of a retail outlet both in the day and at night. This also involves provision of lock and key for safe keeping of goods left overnight in the store. In ensuring the provision of effective security function, security firms take the first step to recruit guards who have passed the basic training offered and regulated by the Security Industry Authority (SIA), the regulating body that sees to the professionalism of personnel within the security industry. Up till **2010**, testing the proficiency and professionalism of the security personnel to be employed was more arduous because the information on them was not easy to get online. But today the SIA has made it easier to discover and track the suitability of personnel through an online platform that contains regular and updated information on security personnel. This enables smooth planning for the recruitment and continuous supply of security personnel at retail outlets.

According to Gabbiidon (2003) unlike in the time past when anyone could work as a security guard, security personnel have come now to receive formal education which includes operational and physical intervention training and assessment in order to perform their duties more effectively. Having skilled security personnel has helped the structures that have been put in place to meet the management roles in retail sectors.

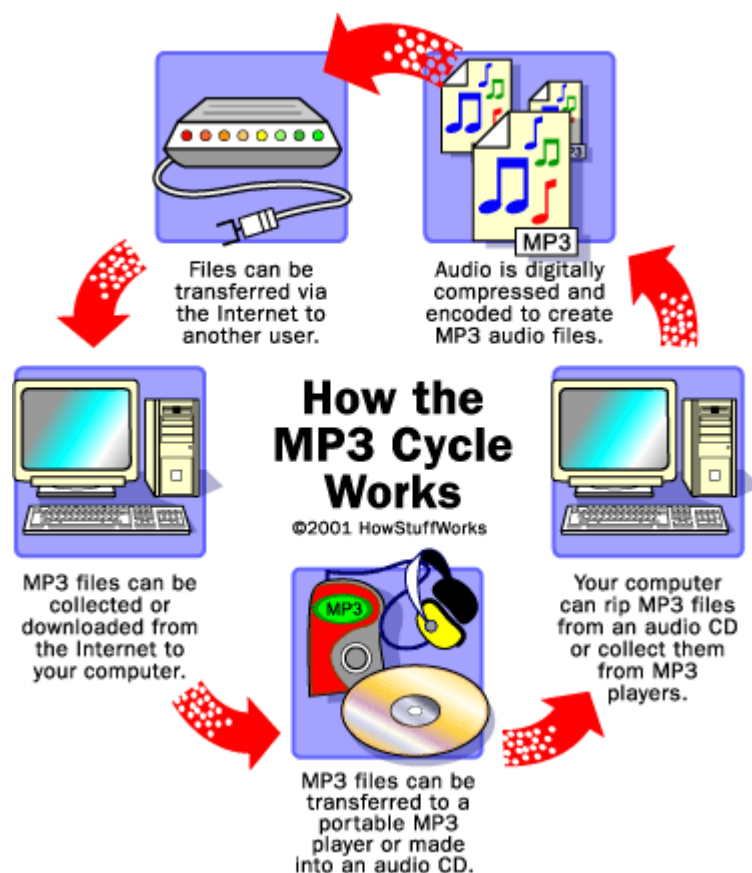
Also, on the area of rota for security personnel employed, what was done manually in the time past is now done electronically. So now rota can be sent electronically to all personnel concerned for the smooth operation of work in their duty posts. Another major area of improvement is the signing of the time sheet at the end of the security guard shift. The reconciliation of the timesheet for all security personnel employed is usually done at the end of the month. The centralisation of operation gives rise to creeping bureaucracy as any complain from the time sheet goes to the head office. This has pragmatically changed as most security organisations understand that their services have multiple purposes and thus have to

respond to change according to Woodward (1980) and Drucker (1989). This advancement is seen in the development of a timesheet technology called Time Gate. This is a work force management system that can collect data through biometric, telephone, Geo-fencing and many other identifying techniques. The geo-fencing option allows security guards to clock-in through the Timegate app on their smartphone once the longitude and latitude is imputed within the geographical position of the store.

Structural, Electronic and Human protection Systems:

In about thirty years ago, shoplifters were becoming indiscriminating bold costing management in retail sector to lose millions of pounds. The security management came up with Radio Frequency (RF), a label in small but disposable circle that has an antenna which will be attached to products in a supermarket. It is attached so as to send a particular frequency of sound from the antenna if the that particular good passes the gate without the tag being removed. (Hoffman 2015)

Figure 3: How Mp3 Files Works By Marshall Brain.



Source: Marshall Brain, <https://computer.howstuffworks.com/mp3.htm>

B. Security Cameras.

According to the research carried out by Total Security (2016), Ninety percent of retail supermarkets have problems with burglary which has led to the installation of security cameras called CCTV. Retail organisations use this not only to prevent internal theft but external theft. This according to Herman Kruegle has led to a reduction in shoplifting and internal theft. (Fennelly 2004). When there are incidences, the recorded videos can be used as evidence, some of these are HDCVI Cameras, IP Security Cameras, CCTV Surveillance, and Analog Cameras.

According to Farrington et al, the technique of attaching tags were pioneered by McNees et al (1976, 1989) in Tennessee where certain goods were attached with tags or sticky to be removed by the cashier on the till.

There is a security device that retail companies use in articles which are for sale. These articles are packaged with enclosed electronic article surveillance that will help in preventing shoplifting and can only be opened with its key. For these to be operational, the asymmetric engagement spreads open apart the asymmetric tines till when asymmetric have contact with the asymmetric tines. It can be closed and locked and are uses especially in clothes or products that are targeted by shoplifters. It is very hard to open without the right components. (P. K, Sykes 2000)

In recent times, the security industry brought out body camera to record and report on the incidences that are happening in the retail sector, most of them have full HD recording, handy snapshots button to photos and recording. These can be used to record crimes as it happens and can be used as an evidence in court of law against shop lifters. In the early sixties and seventies, there was nothing like that, it was the word of the security guard against the word of the shoplifter. The retail sector had to employ enough manpower to deal with situation of such nature. The introduction of (BWC) Body worn camera brought a great difference that ensures that there is transparency in reporting crimes (J. Gaub at al 2016)

Display Merchandising security

When there are high value products like laptop, computer, phones or other expensive items in a supermarket they are protected with merchandising security. The customer can test it, look at it while the product is in the security stand. These items are tethered with many types of security systems like magnetic holders and wired grip holders. (Johnson, B. R., and Ortmeier, P. K., 2017).

Retail supermarket sectors have been always known to allow their customers to view items, inspect and touch the product before going to pay at the counter. Many items can be in the position where they will be stolen, sometimes retailers may be in a dilemma as to whether they should leave or secure them, but as they want to attract the customers and increase their market share, they end up merchandising those goods. (C. Kelsch et al 2014)

CCTV cameras can be key to security in retail store when there are trained staff that can manage them. Good communication with the staff on the shop floor can be crucial in catching and arresting shoplifters. Some of these cameras are for facial recognition and image capturing which can be used to recognise shoplifters that are banned and charging them for trespassing if they show up in a shop where they have been banned. (F Nicasio 2018)

C. Thermal cameras (Internal theft)

This particular camera depends on the temperature and visibility, the hotter it is the more it sounds. The camera is mounted on top of every till, unlike other cameras, it can see what the eye cannot see. It detects hidden items, when this particular alarm goes off, which could be as a result of an internal theft, the security personnel that has been trained to manage this supermarket will be alerted to apprehend the culprit. This helps the company to assess the situation before arresting the suspect. The alarm cannot go off if the goods are in safe hands or open place. (Axis Communication 2018)

Cyber security

Ecommerce has created security issues not only in the developing countries but the developed ones as well. Businesses need to protect their website against unauthorised access or transaction while customers' details have to be protected as well from online theft, destruction or alteration. Major threats to ecommerce or online transaction include viruses, hacking, spyware, cyber vandalism, phishing and malicious codes. Online retailers therefore look for different strategies to combat online security threats. Some of these security measures include the installation of firewalls, digital certificates, passwords and encryption software.

VI Factors that facilitate the adoption of security related technological advancement

Fraud and Security

Online spending increased in recent years which according to Afuah, A. and Tucci, C. (2002) experienced a global double-digit growth of almost 50% increase on a year-to-year basis.

As the spending on the Internet increases so also the need for secure transactions online because spending online means payment online and customers want to be sure that they can pay securely (Rob M 2003).

Roberts (2004) defines online payment systems as the means and processes involved in conducting transactions online. Fraud is a constant concern with regards to online payment and this has necessitated the establishment of secure online payment systems (Herzberg 2003). There are challenges with payment online and businesses including retails companies who collect payments online have to put systems in place to minimise the associated risks [Radcliff, 2002, Roberts, 2004 and Valentine, 2003].

Companies seek for new standards and systems that can combat the criminal activities of hackers and e-criminals who are constantly seeking to steal payers' information online, (Rob and Opara, 2003, Treese, 2003). One of the ways of combating this e-criminality according to Valentine (2003) is the provision of temporary credit card numbers as the actual credit card number is concealed from online fraudsters. Many banks have taken the steps further to require more information than just the username and passwords in order to ensure that the right owner of the card is the one using it (Herzberg, 2003). So, there is the need for online retailers to continually update their security measures in order to protect online buyers and to maintain the integrity of transaction according to Roberts (2004). Thus, companies that ensure online security guarantees peace of mind to online buyers which will in turn increase buyers' trust in e-commerce thereby facilitating its growth.

VII Retail industry in the UK

The retail sector includes any business or individual involved with selling products directly to consumers (Rhodes, 2018). There are sectors that are related or similar to the retail sector and these include the wholesale sector (which supplies retailers), the logistics sector (which connects wholesalers and producers with retailers), and the manufacturing sector (which produces the products sold by retailers) (ibid).

Although the retail sector includes shops, department stores, supermarkets, market stalls, door-to-door sales people and internet retailers (ibid) but for the purpose of this report, the

section of the retail sector that will be the subject of analysis is the supermarkets (food and household goods).

The retail sector in the UK has experienced massive increase in sales with £395 billion revenue in 2017. Rhodes (2018) gave an analysis of consumer spending in the retail industry

For every pound spent:

- *39 pence were spent in food shops*
- *12 pence were spent in clothing shops*
- *9 pence were spent on automotive fuel*
- *8 pence were spent in household goods shops (including electronics and furniture stores)*

The growth of ecommerce

His analysis went further to discuss sales on the internet

Internet sales In January 2008 (when this data series begins), internet sales accounted for 5% of retail sales. In August 2018, internet sales accounted for 18% of all retail sales.

According to Eurostat, E - commerce statistics for individuals, 2017,

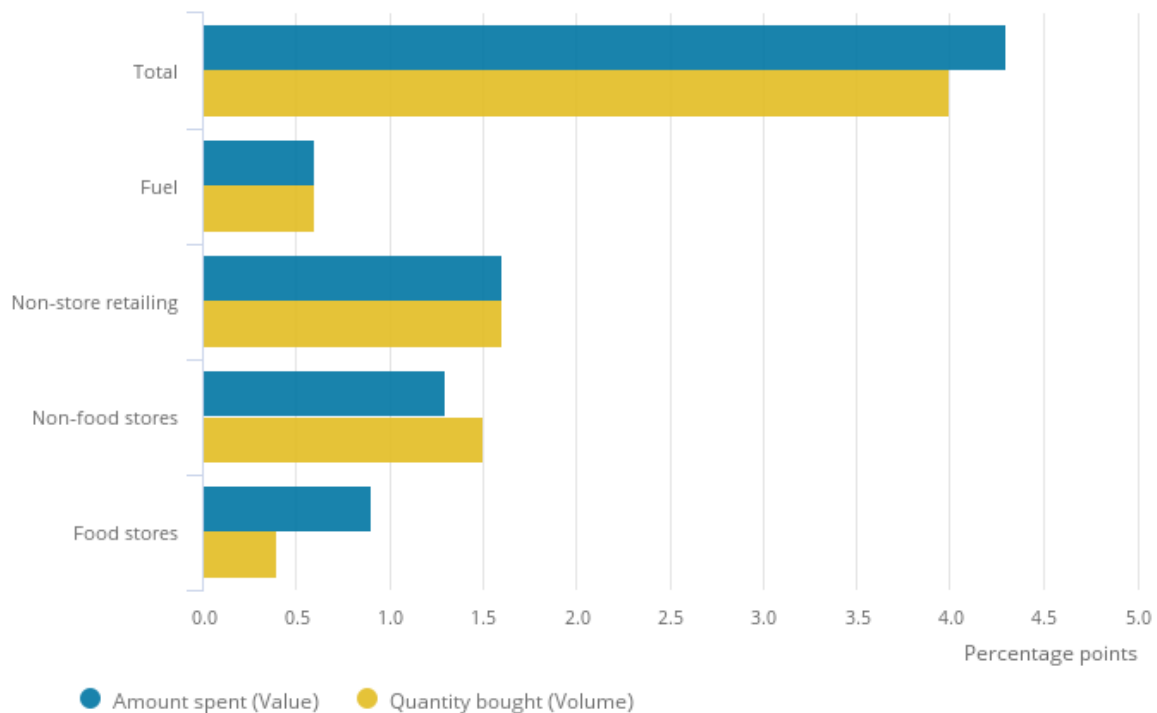
Internet retailing is more popular in the UK than in any other EU country. In the UK 82% of residents made at least one online purchase in 2017,

Ten-year comparison of sales in 2008 and 2018

In January 2008 internet sales accounted for 5% of retail sales. In August 2018, internet sales accounted for 18% of all retail sales.

Figure 4: Non-store retailing provided the largest contribution to growth in the amount spent and quantity bought

Contributions to year-on-year volume and value growth, four main sectors, Great Britain, February 2019 compared with February 2018



Source: Office for National Statistics - Monthly Business Survey - Retail Sales Inquiry

This graph shows the growth of online retailing over physical shopping which has warranted the need for cybersecurity measures to combat security related issues that arise from ecommerce. Customers are taking to retailers website to buys products online and as earlier discussed, the more online shopping grows as a result of ecommerce which is the technological advancement in retailing, the more there would be the need to provide technological advanced security related products that will make ecommerce survive.

The table below also buttresses the fact that ecommerce is growing with the increase in non-store retailing otherwise known as online shopping, an offshoot of ecommerce.

**Table 1: Summary of
internet statistics,
February 2019
Value non-seasonally
adjusted, percentage
rates, Great Britain**

Category	Year-on- year growth	Month- on- month growth	Online sales as a proportion of retailing	Index categories and their percentage weights
All retailing ¹	9.4	-3.3	17.6	100.0
All food	0.3	3.9	5.7	13.3
All non-food	11.2	-12.3	13.7	36.0
Department stores	1.7	-22.8	15.8	8.7
Textile, clothing and footwear stores	6.4	-22.5	16.5	12.6
Household goods stores	9.8	-6.7	13.6	6.7
Other stores	30.5	13.4	10.5	8.1
Non-store retailing	11.0	1.4	74.5	50.7

Source: Office for National Statistics

Notes

1. All retailing refers to sales as a proportion of total retail sales.

Table 3 shows the month-on-month and year-on-year growth rates for online retailing, by sector, in addition to the proportion of online sales to all retail sales for non-seasonally adjusted data. The percentage weights indicate where money is spent online.

Online sales increased by 9.4% for the amount spent in February 2019 when compared with February 2018.

VIII The changing nature of the Retail industry in the UK

Internet rerailing has impacted supermarkets in high streets and shopping centres and they are gradually adapting to the circumstance by changing the experiences and services that they offer to customers. (Wrigley N., and Lambiri D, 2015). Many supermarkets have started the of click and collect and omni-channel retailing which means they engage several channels of retailing in order to please their customers. (ibid). Although they have tried to ensure that online retailing did not substitute for physical shopping, yet there is a trend towards that to some extent. Successful ones among owners of physical stores have gone ahead to develop online retailing that can complement their physical presence. They offer customers the options to browse products in store and then order them online or order online and pay instore as Argos does. (ibid)

These several platforms need security measures which include physical security for instore purchase and online security for online purchases. Security services employed in the time past have seen significant changes as a result to technological advancements which must cater for the changing needs of customers both offline and online.

Changing supermarket environment

A Supermarket according to Steeneken and Ackley (2012) is a business that provides services or goods but does not produce any goods on its own. It acquires the goods from remote suppliers, gather them in its warehouse and finally sell the products to the local customers.

According to the studies carried out by the Bank of England in 2017, supermarkets are very prominent in the retail landscape in the UK. The reason is because many people buy their food and other essential items from them. They are also businesses with high innovations that that have brought significant transformation to the retail environment as most of them are also known global brands. (ibid). However, in the retail landscape in recent years, their role and position has metamorphosed. For instance, the four major supermarkets in the UK (Tesco, Asda, Sainsbury's and Morrison) experienced rapid growth and expansion prior to 2012 and their market share increased greatly. These stores' market share in groceries grew from around two thirds in 2000 to over three quarters in 2011 (ibid). With this growth came

the introduction of multi-channel retailing which include home delivery, click-and-collect and online shopping.

However, these trends were significantly reversed after 2012 with the fall in the market share of these big four. In order to combat this decline, Sainsbury's moved towards establishing more convenience stores than supermarkets while Tesco, the UK's largest retailer, also followed suit by increasing the number of convenience stores according to BBC report on the rise, fall and rise of the mini - supermarket in 2014. More stores mean more security services and with the rise in purchases comes a rise in criminal activities like shoplifting. As shoplifters become more sophisticated in their operations, supermarkets need enhanced security related technologies to combat this crime.

As the market for these big four declines, there came a rapid rise of lower cost retailers who are referred to as "no frill" competitors: Lidl and Aldi. In 2008, the combined market share of Lidl and Aldi in the Great Britain groceries market was 5%. In 2018 it was 13% (Kantar World Panel, Great Britain grocery market share, 2018). Aldi and Lidl are known for smaller range of goods and their prices are generally lower than that of the big four supermarkets. Consumer buying behaviour has also changed drastically as there is a movement towards frequent, smaller value shopping and preference for single item purchases, rather than 'multi-buys'. Consumers also moved towards online purchasing which means that there will be a significant reduction in a large stock selection in store for supermarkets (Bank of England, Bank Underground blog, 2017).

Case Example: Aldi Stores Ltd

This super market was first opened in Essen-Schonnebeck in Germany 1954. The store was known as Albrecht Discount which was the surname of the two brothers Karl and Theo who founded it. The super market is known for its low prices and discounted products which makes them attractive to those from the less privileged class. As the supermarket grew in customer size and store locations, a need arose for the provision of security personnel to protect staff, customer and stock. This super market arrived in UK in 1990 and have always been kept simple (G. Ruddick 2013). Aldi grew because of its peculiar characteristic even after the financial crises as shoppers look for where to save money and the market was not yet saturated then. It only stands to reason that the demand for security should come with the service or business plan to meet up their needs of the geo-demographic including the type of personnel that will be assigned to each site in a particular area.

The security related products that have experienced technological improvements are applicable to Aldi supermarket as it is the retail company used as the case study for this research. Aldi supermarket operates both the brick and mortar shop and the online shopping so it has experienced the changes in security products which it uses to meet its security related needs.

Aldi supermarket has a 7 per cent share of the total UK grocery market with monumental increase in sales periodically (Eley, 2018). The company has recently launched into the online grocery market bringing their discount strategy to online shoppers. They operate click and collect system which allows customers to shop online but collect instore. This decision is to ensure they still continue to maintain low prices as they will not be operating freezer Vehicles used for delivery. (WBR Insights, 2018).

IX Incompatibility of traditional organisational structure and classical management perspective with technological advancements

Technological advancement, which is shown in ecommerce or improved security products, is as a result of innovation. The traditional organisational structure according to Mullins (2013) does not give room for the adoption of technological advancement in relations to operations as many organisations with this structure conduct meetings where they cannot interact with audio, video and conference software. These systems are needed to reach decisions faster which is not feasible in an organisation with a traditional structure.

In this structure, method of reporting is formal and as such may not be very effective when there is a rapid change which may be brought about by technology for instance. This invariably stifles innovation which is a serious demand for any organisation including those in the retail sector that wants to move with technological trends. Communication in a traditional structure can be rigid and this may create a bottleneck.

Innovation and creativity can be hindered by bureaucracy as subordinates cannot make decisions without deferring to the superiors. When decisions are made without the input of the subordinates, difficulties may arise in implementing new procedures and operations. It is therefore imperative for organisations with traditional structure to flatten their hierarchy in order to create an atmosphere where customers' needs and preferences can be met with speed. A retail company operating in a contemporary business environment like the one

brought about by e commerce needs a contemporary structure that is responsive and adaptable to change.

An example of the impact of a technological advanced product affecting traditional roles is the Display Merchandising security used by retailers to protect products.

When there are high value products like laptop, computer, phones or other expensive items in a supermarket they are protected with merchandising security. The customer can test it, look at it while the product is in the security stand. These items are tethered with many types of security systems like magnetic holders and wired grip holders. The availability of these to have reduced personnel working in these areas and these gadgets have helped retailers save cost as they do not need staff to be constantly patrolling the areas of the merchandised products. (Johnson, B. R., and Ortmeier, P. K., 2017)

X Towards a contemporary management perspective and organisational structure in the retail sector

As earlier mentioned, a traditional organisational structure with all its attendant limitations in relation to lack of atmosphere for innovation and creativity, cannot help any organisation survive in this present world of technological advancements. In the same manner, roles that have been created using the classical management perspectives that do not give room for innovation will also have to give way.

Ehiobuche and Tu (2012) are of the opinion that the advent of technology has reduced the efficacy of classical management theories. This is evident in the retail sector where many supervisors were needed to oversee the shop floor security personnel because of several incidences of shoplifting. These roles have been substituted with the adoption of the advanced security services provided which have greatly improved security in retail outlets. Security personnel nowadays can get work done quickly regardless of whether they are supervised or not because of the security gadgets they are given which makes catching shoplifters easier. This is unlike the bottleneck created with a bureaucratic or traditional organisational structure where decisions are slow to take or implement, employees now have more control over resources that are needed to facilitate smoother delivery of processes. This according to them is made possible with technological advancements.

In addition, online retailing brought about by ecommerce and e-business has reduced the need for traditional roles in point of sales as some of these roles have been taken over by systems which only need modern security protection services. Apart from this, communication channel which is a troubled area under the traditional organisation structure is now enhanced in a contemporary structure as both superior and subordinates can communicate faster thus forming an alliance to get work done. Such communication channels include emails, intranet, teleconferencing and video conferencing where work is shared and work processes are better understood. These changes are also seen in the way retail companies communicate faster with security providers through devices like Timegate on the provision of security personnel whenever the needs arise. The installation of thermal camera at the till has reduced the need for some traditional roles as the system does the work that some supervisors were employed to do.

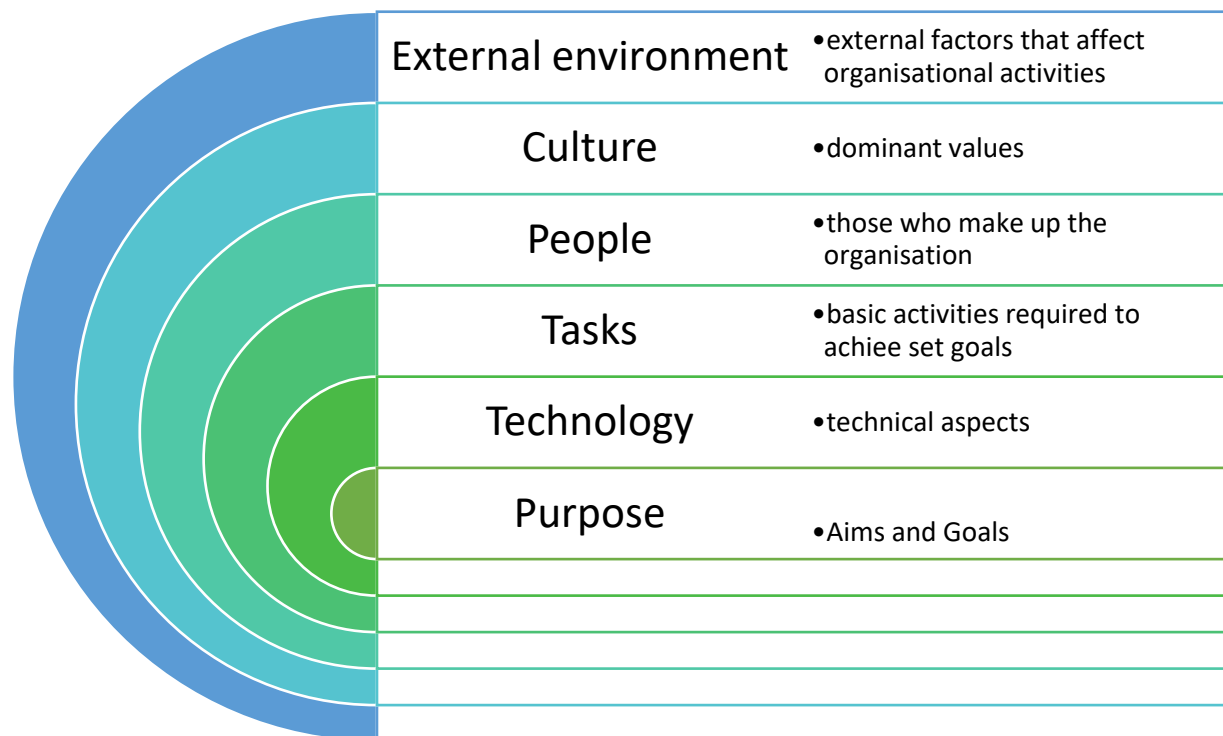
To Ehiobuche and Tu (2012), organisations with traditional organisational structure are mainly concerned with the type of structure they have which anatomises the flow of authority than the potentials or needs of individuals within the organisation. Organisations with such structures sometimes forget that the environment is volatile and there can be large scale environmental changes. Such changes also affect the roles within the retail sector.

This view is supported by Onday (2016) who sees the complex growth of organisations giving room for employees to be more creative, take ownership of their work and able to make good decisions. Classical theorists as Onday puts it are apt to assume that there is a set of principles which every organisation can be governed with. This may not necessarily be the case as the complexity of the environment demands for changes in structures, objectives and management within organisations so there can be more effectiveness and efficiency leading to higher productivity in operations.

XI The contemporary management approach and organisational structure that will help retail companies adapt to technological changes

There are key organisational variables that determine the adoption of an organisational structure. These six variables according to Cole (1995) help shape which structure is appropriate for each organisation and this is applicable to the retail organisation in question.

Figure 5: Organisational Variables



Variables to be considered

Contemporary organisational structures, which is recommended for any retail organisation involved in ecommerce, are not built with the recommendations of the classical management theorist or the traditional model of organisational structure although most recent structure stem out of modifications or traditional theories. If any retail organisation must adopt a contemporary structure needed to meet changing consumer needs according to Cole (1996), it must consider the following as its bedrock that is it must use the following as its building block;

Purpose: this deals with the reason for the adoption of the new structure. The reason for a retail organisation is ecommerce which evokes the need for the adoption of technological advanced security products that can create the peace of mind that customers need.

People: an organisation needs a periodic review of its workforce to ensure that the right people are employed, skills gap are filled and obsolete roles are removed. This needs to be reflected in contemporary retail organisations.

Tasks: this is related to basic activities needed to achieve set goals. Structures are built on tasks and these must be reviewed from time to time. The set goals within a contemporary retail organisation arises from the ever-changing needs of its customers. Meeting these needs require the adoption of contemporary measures.

Technology: tasks include simple and technical aspects. These technical aspects are affected or brought about by technological changes. A contemporary structure in a retail setting must reflect preparations and adoption of technological advancements

Culture: every organisation has its dominant values. A contemporary structure must have values that encourage and promote change.

External environment: organisations do not exist in a vacuum. They are affected by factors that are sometimes beyond their control. Retail companies for instance are affected by the growing rate of ecommerce as a result of shift in consumer preferences. It therefore becomes imperative for them to have a contemporary structure that is built with strategies to combat external factors so they can continue to stay in business. This kind of structure must have a high degree of flexibility which is not found in traditional types.

The structuring and restructuring are a continuous process in the life of many organisations (Mintzberg 1979)

XII Recommendation

Organisational values and the task of management have moved from just structural or human relations issues but towards a more comprehensive perspective. This movement is facilitated by change and the its adoption. Any organisation that wants to compete in the contemporary market place must be ready to embrace change as organisations are subject to volatile environmental factors that can push them out of business. A major factor is technology which has brought new ways of doing things, new processes leading to new products or services. Retail organisations are particularly affected by technological change and from this research it has been found out supermarkets in the retail sector have embraced the introduction of many technological processes and ecommerce like click and collect, online shopping and multi-channel distribution so as to keep satisfying their customers. With these changes come the challenges of keeping customers safe online as a result of ecommerce and improved

physical security for shopping instore. This has necessitated the advancement in security related products to help retailers assure their customers of safety both inline and instore. Adoption of newly improved security related products may cause some changes in the structure of organisation especially in the areas of traditional roles that may become obsolete. These changes may attract challenges which might stem from employees' adoption or resistance because of possible loss of roles and having to learn new ways of operations brought about by technological advancements. Smaller firms may need to compete with bigger brands in the sector while striving to maintain customer loyalty and trust. Employee reassurance initiatives can help foster adoption of change by the employees. These initiatives are intended to provide opportunities for growth and development, inclusion and empowerment.

There are challenges from customers adoption of services or products especially having peace of mind when shopping online. To overcome this existing framework ought to be examined and assessed in order to deliver quality e commerce that can retain customers' trust and loyalty (Chaffey, 2009). It is pertinent to adopt the framework that can help retail organisations determine the service-quality gap which is the difference between the actual and the potential level of service that determines satisfaction. Parasuraman et al. (1985) released parameters to determine the level of service-quality and these are;

Tangibles – which reflects the physical appearance and the visual appeal facilities. These are the physical characteristics of a product or service that make it appealing to consumers

Reliability – which is the ability of organisation to be consistent in the performance of service. When organisations deliver service quality consistently, customers' trust will not be jeopardised

Responsiveness – which deals with prompt provision of service and willingness to deal with customers' needs in a timely manner. Responsiveness is a characteristic that is required of a today's or future organisations. Many challenges can be overcome when organisations are responsive or put systems in place to enhance its responsiveness.

Assurance – customers need assurance that their needs would be met and that they can trust the service of the organisation. It is therefore imperative that employees are empowered with knowledge and ability to be courteous in conveying trust and confidence when dealing with customers. Customers quickly spot lack of confidence in an employee and this can erode trust in the services provided.

Empathy – customers appreciate individualised attention and care. So, in order to overcome foreseen and unforeseen challenges that may come from operating in today's business

environment, organisations must develop a workforce that can understand the needs of their customers and make them feel valued while delivering service to them.

Conclusion

This research has examined the impact of technological advancements in security related products on the traditional structure and roles within the retail sector. This research is important in order to determine the importance of adopting a contemporary management perspective that can help retail organisations cope in a highly dynamic environment governed by technological advancements. Retail organisations are consumer oriented and dependent so they thrive based on consumer behaviour. It is therefore pertinent for retail organisations to reassess their tactics in retaining existing customers and attracting new ones through safety assurance measures brought about by improved security services and products which may render some roles obsolete as technology replaces some human operations. Retail environment will continue to experience monumental changes as consumer behaviour changes due to technology. This report has shown an increase in online retailing as many shoppers opt in day by day. Since the issue of shopping is security, then companies that manufacture security related products also need to constantly come up with new improvements that can help combat shopping related crimes. A retail company like Aldi surviving in the online retail war, only time will tell.

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