



BA (Hons) Leadership and Management Skills in the Workplace

LCLM6005

**“The consequences of e-commerce on the
traditional retail performance of Primark,
UK”**

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Abstract

The study examines how e-commerce affects the overall performance of the conventional retail of Primark in the United Kingdom, a brand that is characterised by a low-cost and store-only business model. The analysis will also rely on a mixed-method approach involving the combination of secondary and primary sources, such as the analysis of the collected data in the form of a survey of 40 participants to understand how people change their consumer behaviours, reasons to shop online and anticipations of online convenience. Results show that though in-store shopping is still applicable, online buying is the leading choice facilitated by convenience, superior prices and availability. The affordability and product diversity of Primark are appreciated by consumers who have complained about the lack of online services like home delivery, online tracking, and online engagement devices. Findings indicate that Primark has a high demand for e-commerce implementation, and such functions as delivery, easy returns, and click-and-collect become vital concerns. The research also finds that the inability to be digital constrained the competitiveness, customer loyalty, and frequency of shopping at Primark. It is recommended to use a hybrid Overseas sales format, improve digital infrastructure, and add convenience-related functions in order to match the changing expectations of consumers.

Table of Contents

Acknowledgments.....	2
Abstract	3
Chapter 1: Introduction	6
1.1 Introduction.....	6
1.2 Background of the Study	6
1.3 Research Aims and Questions.....	7
1.4 Reason and Importance of the Research.....	8
1.5 Research Gap	8
1.5 Structure of the Report	9
Chapter 2: Literature Review.....	11
2.1 Evolution and Growth of E-Commerce in the UK Retail Sector.....	11
2.2 Traditional Retail Dynamics and Performance Challenges	12
2.3 The effects of E-Commerce upon the performance of the traditional retail stores	12
2.5 Future Directions and Opportunities for Primark	14
2.6 Role of Technology in Shaping Retail Competitiveness	14
2.7 Impact of Social Media and Digital Marketing on Retail Performance	15
2.8 Customer Experience and the Omnichannel Approach.....	15
2.9 Economic Implications of E-Commerce for Traditional Retailers.....	16
2.10 Strategic Adaptation and Future of Retail.....	17
2.11 Organisational Culture and Leadership in Retail Transformation.....	17
Chapter 3: Research Methodology.....	19
3.1 Introduction.....	19
3.2 Research Philosophy	19
3.3 Research Approach.....	19
3.4 Research Design.....	19
3.5 Data Collection Methods	20

3.6 Sampling Method	20
3.7 Data Analysis Methods	20
3.8 Reliability and Validity	21
3.9 Ethical Considerations	21
3.10 Limitations of the Methodology	21
Chapter 4: Results and Discussion.....	23
4.1 Introduction	23
4.2 Survey	23
4.3 Theme 1: Changing Consumer Shopping Behaviour	29
4.4 Theme 2: Key Drivers of Online Shopping Adoption	30
4.5 Theme 3: Consumer Perceptions of Primark's Existing Retail Model	31
4.6 Theme 4: Demand for Primark's E-Commerce Adoption	33
4.7 Theme 5: Impact of E-Commerce on Brand Loyalty and Market Perception	34
4.8 Theme 6: Behavioural and Operational Implications of E-Commerce Absence	35
4.9 Integration of Findings with Literature	36
Chapter 5: Recommendations, Conclusion and Limitations of the Research	38
5.1 Introduction	38
5.2 Recommendations	38
5.3 Conclusion	40
5.4 Limitations of the Research	40
References	42

List of Figures

Figure 1: Merits of E-commerce in retail	11
Figure 2: The effect of E-commerce on Traditional Retail	16

Chapter 1: Introduction

1.1 Introduction

All the developments, the internet retailing (e-commerce) is among the most revolutionary in the retail sector worldwide. E-commerce has reinvented convenience and access to shopping through the process of excessively providing the consumer with options of product browsing, comparison, and direct purchasing. The traditional retail format that used to be regarded as dominant has been subjected to more and more challenges due to the flexibility, competitive price, and expansion of product choices offered by the digital format (Aithal, 2023).

Regarding the United Kingdom, a dramatic digital transformation has occurred in the retail market in the last ten years. Online routes of shopping are gaining more popularity among consumers, and digital sales are taking up a significant portion of the total sales. This transition has compelled the existing brick-and-mortar retailers to re-evaluate their operational work approach and align with the developing market forces. But not every well-established retailer is in the same position with digital transformation.

A renowned fashion store, which operates as the leading low-end retailer of clothing and numerous, vast physical stores, Primark is a peculiar case. The company has been lagging in the implementation of e-commerce despite its good reputation and high customer base in the market. It has a business model that is largely dependent on the high in-store traffic and low operational cost, which has not helped it enter the expanding online retail environment. The paper shall examine and research the transformations the rapid growth of e-commerce has had on the traditional performance of Primark in the UK in the retail industry. It also aims to analyse the issues, outcomes, and possible approaches to the optimisation of the old activities and online possibilities.

1.2 Background of the Study

Digitalisation, a changing consumer requirement and technological change, as globally witnessed in the global retail industry, has resulted in a structural change in the industry. The demand is growing with e-commerce forming a vital growth in retail, as the online sales in all industries, especially fashion, can rise at a steady rate. The accessibility of the internet and the increased number of logistical networks have enhanced this transformation, coupled with an increased level of mobile shopping. The online shift was even intensified by the COVID-

19 pandemic, as lockdown limitations forced consumers to focus their consumer spending mostly on online capabilities (Malenkov et al., 2021).

Penetration of digital retailing in the United Kingdom in one of the most developed e-commerce markets in Europe, has taken off. Affordability is less significant to consumers than convenience, accessibility, and customised shopping selections are considered important. Retailers that have adopted online stores, including ASOS, Boohoo, and Next, have increased their customer reach and capability to engage better with customers. Challenges are, however, mounting for traditional retailers who are physically supported to fit in this emerging phenomenon (Mohiuddin Babu et al., 2024).

Primark has always relied on a retail model based on high volumes of trendy clothes sold at low prices utilizing a simple, no-frills model. Its retail model has been successful primarily because it operates very large stores in busy urban locations and has a fast and efficient supply chain. However, by refusing to offer online shopping to keep prices down and avoid delivery costs, Primark became increasingly uncompetitive (Taher, 2021). The cracks in this model showed more clearly during the Covid-19 pandemic when revenues fell sharply when stores were forced to close, as there was no e-commerce opportunity to compensate for these lost sales.

1.3 Research Aims and Questions

Research Aim

The research study aims to investigate the consequences of e-commerce on the traditional retail performance of Primark, UK.

Research Objectives

- To elucidate the evolution of e-commerce operations
- To explore the opportunities and challenges of traditional retail in Primark
- To investigate the influence of e-commerce on traditional retail in Primark
- To devise strategic decisions for endorsing e-commerce at Primark

Research Questions

Q1. How have e-commerce operations been evolving?

Q2. What are the impacts of traditional retail on the performance of Primark?

Q3. How can e-commerce influence traditional retail across Primark?

Q4. How can Primark engage in e-commerce retail sales?

1.4 Reason and Importance of the Research

The significance of the work is that e-commerce has altered the manner of conducting business by the shops. It depicts the difference between online selling and the old business approach. A good example of such change is the Primark. The marketing of retail is an extremely dynamic sector of the economy where increasing numbers of people are making online purchases. This provides opportunities and issues to the stores which yet fail to sell online.

Online shopping is less expensive to operate and will provide more opportunities to utilize customer information as a marketing tool. However, it also requires quality technology and robust customer service that may end up being expensive. In the case of Primark, it is not about the initiation of the e-commerce business, but the way it should expand online and remain with low prices.

This study can be handy in that it presents the challenges that traditional stores have encountered in their transition to on-line business. The case of Primark can be used to comprehend what the future retail can be like with both online and brick-and-mortar stores collaborating.

The other aspects of e-commerce that are investigated by the research are their impact on issues such as sales, customer loyalty, profit, and market share. The findings can assist business know-how, managers and government individuals to make future plans. It is also a contribution to the research regarding the impact of new technology on customer habits, as well as the retail market.

This paper reveals the value of the combined approach of online and offline approaches, also known as the omnichannel strategy. This is able to assist shops in expanding without losing their brand name. The results can inform Primark and other stores to be better performers by using technology.

1.5 Research Gap

Despite several studies having been conducted to investigate the emergence of e-commerce, its influence of the e-commerce on the global trend of the retail fashion industry, there is still a wide gap in knowledge on the actual effect of e-commerce on traditional fashion retailers that have not embraced online. To a large degree, most of the literature is based on successful

retailers who have moved to the digital market successfully or run hybrid services. Nonetheless, little literature has explored companies such as Primark that have consistently stuck to the concept of stores in a more digitalised economy.

This is an important gap in the current context of the changing consumer base in the UK. The digitally active segment of the target market of Primark is represented by young consumers, who constitute a great part of the target market. The elements affecting how they shop include online reviews and being able to access through the mobile environment, and social media trends. Unless there is a digital platform, Primark is in danger of losing touch with this group, but the extent of this threat has not been sufficiently researched academically (Ologunibi, 2023).

Also, current research tends to make e-commerce an equal opportunity good, but does not consider industry-specific cost bases and strategic differences. As a low-pricing retailer such as Primark, the online selling economics, such as shipping, packaging, and refunding, present a peculiar challenge. Thus, a study of the impact of e-commerce on the conventional level of success of such a firm offers new ideas on the confusion of digital adoption.

1.5 Structure of the Report

Chapter 1: Introduction:

This chapter begins by introducing the topic, giving background information, and the rationale for the research, and stating the research gap, while also bringing forward the format of the research.

Chapter 2: Literature Review

The literature review examines past research and theories that pertain to e-commerce and consumer behaviour, as well as the transformation of retail. This chapter explicitly outlines the historical growth of online retailing, while disclosing changes to traditional retailing and business models.

Other theoretical frameworks to be used to explain consumer adoption patterns identified in this chapter are the Technology Acceptance Model (TAM) as well as the Theory of Reasoned Action (TRA).

Chapter 3: Research Methodology: This chapter explains the research philosophy, methodology, and the means applied in collecting and analysing the data. It describes that a mixed-methods design integrating quantitative and qualitative methods would allow

obtaining a holistic outcome. Aspects to be described in the section include sampling methods, data gathering instruments (including questionnaires and interviews), and ethical principles.

Chapter 4: Analysis and Findings of the Data: The data collection and data analysis outcomes are introduced in this chapter. It uses patterns, trends, and relationships to evaluate the impact of e-commerce on the retail performance of Primark. Both publications display quantitative information as statistical summaries and the qualitative themes as the discussion of a context.

Chapter 5: Discussion, conclusion, and recommendations: The last chapter summarises the main findings, referring to the research aims and theories. It presents the meaning of e-commerce to the conventional retailers, generalises the findings, and offers advice to Primark and other relevant businesses. The chapter also makes the limitations known and gives directions for future research suggestions.

Chapter 2: Literature Review

2.1 Evolution and Growth of E-Commerce in the UK Retail Sector

E-commerce has not only emerged as a minor trading entity in the past, but also grown to become one of the most influential business entities within the international business arena, further changing consumer-business interaction (Ologunebi, 2023). Online shopping in the United Kingdom is already one of the fastest-growing industries that is aided by technological advancements, consumer confidence, and enhanced internet connectivity. It is nowadays one of the most developed e-commerce markets in Europe, and the level of digital adoption among consumers is extremely high.

The use of the Internet in online retailing has, over the last 10 years, turned out to be not merely an alternative form of shopping to the physical, but rather the choice that the majority of consumers prefer the most (Ologunebi, 2023). The transformation is heavily enhanced by the COVID-19 pandemic, since the commitments did not leave consumers and retailers to choose in favour of online tools to survive. Several companies that had made investments in digital infrastructure (e.g., ASOS, Boohoo, etc., and Amazon) registered high profits. On the other hand, the traditional stores, such as Primark, that had no e-commerce site, witnessed a drastic loss of revenues as the stores shut down. The pandemic showed the weakness of relying purely on physical sales as it is inefficient in businesses (Xue, Parker, and Hart, 2024).



Figure 1: Merits of E-commerce in retail

(Source: Fedorko, Krar and Bacik, 2022)

Increased e-commerce in the UK is also linked to the change in attitude of the culture in the expectations of consumers (Ologunebi, 2023). There is the ability of retailers to offer a personalised shopping experience, predict customer preferences, and provide visibility promotions through the use of digital technologies (artificial intelligence, predictive analytics, among other online marketing tools).

2.2 Traditional Retail Dynamics and Performance Challenges

Conventional retail, where physical outlets are used and face-to-face communication prevails, has always formed the basis of consumer trading. The physical stores have offered social experience, human interaction and the possibility for customers to physically display the product before making purchases over the decades (Cao, 2021). Primark has drawn on this model and can provide low-cost fashion for the client across large retail stores without starting to use the online platform.

Inflexibility is one of the greatest drawbacks of conventional retail. Physical outlets operate under fixed costs, including rents, salaries and upkeep, and this hinders the ability to make prompt adjustments to short-term shifts in demand (Cao, 2021). These loopholes were revealed as pandemic shutdowns cost the sale opportunities and created a loss of loss and interference with cash flows. Primark's business model, which relies on a high volume of transactions in-store, is now unsustainable in lockdown periods. When other retailers maintained their rate of earnings from online sales, Primark was losing its market share and line of branding.

There are also dramatic changes in the expectations of the customers. Customers have started seeking convenience and access facilities, and sometimes they anticipate by internet online shopping so that they can able to shop, compare, and get it delivered to their homes (Cao, 2021). Online shopping is more effective and convenient for young consumers, more so for those in the digital-native generation.

2.3 The effects of E-Commerce upon the performance of the traditional retail stores

The e-commerce growth has transformed the operations of the traditional shops. As physical stores shifted to online stores, the perception of value, comfort and trust in the brand among customers changed (McCormick et al., 2022). Currently, customers are able to shop in a large number of digital stores making rivalry with the traditional shops much stronger. The citizens have more selections and can view a greater number of products. Owing to this, the shops are

currently required to alter the way they conduct the business and the quantity of ways that they relate with the consumers.

The e-commerce has brought a massive permanent change in retail. It influences the planning, selling and maintenance of customer relations by the shops. First, it makes the competition more intense, as online stores are cheap and they are able to offer more discounts or lower prices on the products. Second, it causes customers to demand a faster service and clear information on prices since everything is easily visible on the internet (McCormick et al., 2022). Third, it creates issues between online and offline outlets because online retailers may make shoppers quit going to the stores. Due to the uniqueness of this, online and offline shopping must be interconnected through plans implemented by shops (Moghrabi et al., 2023).

2.4 E-Commerce Strategic Case in Fashion Retail

E-commerce application in fashion retail makes everything different regarding the way a company operates. It modifies the plan, day to day work and company culture. Everything in the fashion industry is quite dynamic as new trends, styles, and methods of advertising emerge at a rapid pace (Moghrabi et al., 2023). Fashion stores would perform well in case they provide more options and combine online and offline shopping. With the usage of digital means, shopping becomes more convenient, and the shops can get in touch with the customers more with the help of data, online ads, and social media.

E-commerce offers a lot of new opportunities in the field of fashion, but it also implies that stores must establish effective online infrastructure. They should be safe in terms of payments, updated list of products, and prompt delivery. Online marketing should also be utilized by the shops to learn how the customers would respond (Jones and Livingstone, 2023). Such aspects as influencer marketing, online advertisements, automation have become critical to success. Augmented reality, 3D views, and online fitting rooms are some of the new features that will allow the customers to see products and make fewer returns.

In the case of an organization such as Primark the e-commerce might not appear crucial at face value since the enterprise operates on low prices. However, it is possible to make the shop work more efficient with the help of technology that is not costly (Jones and Livingstone, 2023). Primark can begin with a small online platform that will only sell a few products or allow customers to book online to receive improved orders and effective processes. Through utilization of an E-commerce site.

2.5 Future Directions and Opportunities for Primark

The UK retail sector is evolving, and Primark can be at the critical introduction point that leads to the rebrand of its business concept. The retailing of the future is in the deflection of physical and online encounters. The new approach of retailing omnichannel- web-based operations are complementary, not competing, but are playing up (SanMiguel et al., 2021). Through this model, customers can also shop online, shop at the local store, or pick online order in the physical stores. Through this strategy, Primark will be able to maintain the social and experiential experiences of its stores and deliver the expectations of the digital consumers.

Primark has a number of opportunities within this new atmosphere. To begin with, the establishment of an online shop would assist in drawing in such a customer base as those who like to make online purchases. Secondly, digital channels may be regarded as useful marketing tools that will help to gain customer interest and brand awareness (SanMiguel et al., 2021). Thirdly, long-term retention of customers can be developed through the implementation of technology-oriented programs like mobile or reacting programs.

Primark can also engage technology companies or logistics to alleviate the complications of having an online infrastructure. Primark can re-emerge competitive retailer and remain a top-value-fashion retailer in the UK by restructuring its strategies into conformity with the prevailing market realities (Miranda and Roldán, 2023).

2.6 Role of Technology in Shaping Retail Competitiveness

Technology is central to increasing competitiveness in the retail industry and helps to simplify processes, provide a quality customer experience, and streamline the supply chain. Digital revolution gives retailers an opportunity to use data analytics, automation, and artificial intelligence to get insight about customer preferences and forecast their purchasing behaviours (Miranda and Roldán, 2023). In technology, retailers are able to provide customers with customised shopping, inventory gets better managed, and they minimise the costs of operation.

Technology use would be transformative to traditional traders, as is the case with Primark. Even though Primark has been strongly dependent on the physical presence and cheap operations model, it can enhance customer analysis and predict demand correctly with the help of the introduction of digital elements like customer relationship management systems and data analytics platforms (Miranda and Roldán, 2023).

2.7 Impact of Social Media and Digital Marketing on Retail Performance

Social media is one of the primary factors that alter the fashion shopping habits of people. Applications such as Instagram, Tik Tok and Facebook allow brands to communicate directly with the customers and create successful groups of followers (Gaur, 2021). The role of such things as influencer marketing, paid posts, and entertaining online is now extremely significant to build a brand and make sales.

Social media marketing has not been fully implemented in the case of Primark. Although Primark does not offer online purchases, the company already has numerous loyal followers on the networks. A large number of bloggers and fashion hunters share the pictures of clothes in Primark outlets (Gaur, 2021). Digital marketing would allow Primark to make its brand more popular and win more customers despite maintaining low prices. This would assist the company to remain competitive even in the absence of total online shopping.

Social media tools may also assist in knowing what the customers prefer and their sentiments towards the brand (Gaur, 2021). Likes, comments and shares will help Primark plan the products, design the stores and follow the trends in the fashion industry.

2.8 Customer Experience and the Omnichannel Approach

This consumer experience is what can be used to describe the current-day retail success that relies on the seamless customer experience on multiple platforms, which can be referred to as omnichannel retailing (Gaur, 2021). Online and offline available channels are combined in this model so that the customer can engage with a brand at all times, whether on the website, mobile apps, or at the physical store. This is aimed at making the shopping experience as smooth as possible.

The adoption of the omnichannel strategy is beneficial to retailers as it enhances brand consciousness and stimulates recurrent buying. As an example, such aspects as an option to store purchased goods and physically pick them up (also called click-and-collect), real-time monitoring of the stock levels, and the possibility to send goods back make the process more flexible (Harris, Begum, and Vecchi, 2021). In the case of Primark, the omnichannel approach will dramatically change how the company is run. It was admitted that the current brand is based only on physical stores; however, the introduction of limited e-commerce services or a mobile application would come in handy to achieve the effect of increased access to their offerings (Harris, Begum, and Vecchi, 2021). Moreover, the implementation of

online technologies within the store, like QR codes or virtual try-on kiosks, would make the shopping experience more innovative, preventing a loss in cost.

2.9 Economic Implications of E-Commerce for Traditional Retailers

The move toward online shopping has drastic effects on the economy of a traditional retail store. Whereas the use of internet retailing cuts overhead costs (rent and staffing in-store), it results in new costs of technology infrastructure, packaging and also logistics (Harris, Begum and Vecchi, 2021). In the case of physical retailers who are already in business, this passage can, in some cases, entail the redistribution of funds and the total overhaul of the modes of operation.



Figure 2: The effect of E-commerce on Traditional Retail

(Source: Faster Capital, 2019)

Its low-cost business model in Primark has conventionally relied on the high volumes of sales using physical points. The introduction of e-commerce may also lead to rising costs of warehousing and delivery systems, as well as IT services. Nevertheless, these expenses may be compensated by long-term economic advantages such as the possibility to enlarge the market, diversify revenues, and enhance information gathering (Zanjirani Farahani, Asgari and Van Wassenhove, 2022).

Additionally, the lack of an online platform will restrict the capacity of Primark to enjoy the blossoming e-commerce economy. Rival companies with hybrid retail services are in a better position to adapt to the changes in demand and economic imbalances, i.e. pandemic or seasonal variations (Zanjirani Farahani, Asgari and Van Wassenhove, 2022).

2.10 Strategic Adaptation and Future of Retail

The retail business requires flexibility, creativity, and adaptability to trends in technology and consumers. Companies that do not transform have a risk of becoming irrelevant. The concept of strategic adaptation implies reconsidering the business models, grasping digital partnerships, and investing in sustainable practices (Zanjirani Farahani, Asgari and Van Wassenhove, 2022). In the contemporary world, the client is concentrating on more than convenience but on ethics, sustainability, and brand visibility, which may be effectively presented in the digital platform.

The difficulty facing Primark is the ability to retain its cost-leadership status, coupled with the need to update its retail strategy. The firm can start off by adopting digital solutions in a step-by-step fashion, including the creation of a virtual catalogue, the online browsing option, or the cooperation with those who offer the delivery service to selective e-commerce products (Florido-Benítez, 2024).

The other direction that is capable of influencing the future of retail is sustainability. Consumers are becoming more demanding when it comes to a brand being environmentally responsible (Florido-Benítez, 2024). Primark will be able to follow the current trends in the field of global sustainability by implementing digital solutions for monitoring the supply chain and tracking products, thus increasing the efficiency of its operations.

2.11 Organisational Culture and Leadership in Retail Transformation

Culture and leadership in organisations have a very important role in shaping the retail transformation. Changing to digital has no easy solution solely in terms of technological financing; mental orientation at management and staff is necessary (Sense et al., 2025). The leaders are needed to advance innovation, accept experimentation, and provide digital skills to staff members.

In the case of Primark, an organisation that has traditionally been store-based, this shift can be very challenging in terms of internal restructuring. Any new strategy would be successful with the leadership commitment to digital integration (Sense et al., 2025). Employee training

to learn to use and work with digital tools will also make implementation hassle-free. Additionally, there can be effective communication on the value and intentions of digital transformation to counteract resistance to change in the organisation (Isharyani et al., 2024). The establishment of an innovative, flexible, and collaborative culture will enable Primark to accept e-commerce and digital practices in an effective manner.

Chapter 3: Research Methodology

3.1 Introduction

The chapter presents the methodology employed to explore the impacts of e-commerce on the traditional performance of Primark in the United Kingdom. It states the philosophical position, research design, research methodology, data gathering procedures, sampling tactics, analysis, ethical issues and constraints with proper mixed methodology (Isharyani et al., 2024).

3.2 Research Philosophy

A pragmatist research philosophy in the study guides the research philosophy as it recognises that there are various sources and realities of knowledge that can be gained. Pragmatism is appropriate in studies where both qualitative and quantitative components are involved because it enables the researcher to employ techniques that are most appropriate to answer the research questions as opposed to sticking to one philosophical standpoint (Isharyani et al., 2024). This philosophy supplements the nature of the subject, which involves research regarding consumer behaviour along with the structural changes taking place in the retail sector.

3.3 Research Approach

The study is deductive, as it starts with the study of existing theories of digital transformation, consumer behaviour, and retail performance, and proceeds to understand their applicability in the context of the case of Primark (Riaz et al., 2021). The deduction method is suitable for carrying out this study as the hypotheses have strong foundations in solid theories, including the Theory of Reasoned Action and the Technology Acceptance Model, which can be useful in comprehending changes in consumer expectations and online shopping behaviour.

3.4 Research Design

To come up with a more holistic perspective of the research problem, a mixed-methods research design was employed. The design will combine both primary and quantitative data (survey of consumers) and the qualitative and numerical secondary data (retailers and industry reports, and statistics of the retail market) (Riaz et al., 2021). It is the combination of these two streams of data that enables the study to get both personal consumer data and the big market trends. This layout is specifically helpful when it comes to addressing such a topic

as e-commerce adoption since it consists of online behaviour that can be measured, and such online behaviour is accompanied by subjective experience when referring to the issue of convenience, brand perception, and purchasing patterns (Schiuma et al., 2024).

3.5 Data Collection Methods

The primary data were gathered by a way of an online survey that provided answers to 40 randomly chosen participants. The questionnaire included closed-ended questions aimed at getting information about the preferences of shopping, the attractiveness of e-commerce facilities, and thoughts about the current strategy of Primark and what people expect from online services (Riaz et al., 2021). It is an ideal survey method for analysing consumer behaviour trends since it assists the researcher in collecting similar and uniform information from all respondents.

The secondary data gathering entailed the analysis of the available literature in the academic sources, industry publications, government reports and other reliable analyses of fashion retail. These sources helped to set the background of the fast-emerging e-commerce, the problems of traditional retailers and the competitive dynamics of the UK fashion market (Gerea, Gonzalez-Lopez and Herskovic, 2021). The secondary data supplemented the study as it provided empirical evidence and theories that assisted in the interpretation of the primary survey findings.

3.6 Sampling Method

The main data used was based on convenience sampling because the factors of time limitation involved the possibility of creating a sample within a small time. The convenience sampling enabled the researcher to obtain the responses of people who were easily available and willing to respond (Gerea, Gonzalez-Lopez and Herskovic, 2021). Even though this approach does not imply the complete representation of the broader UK population, it allows obtaining important information regarding the general consumer behaviour and their attitudes toward online and offline shopping (Schiuma et al., 2024).

3.7 Data Analysis Methods

Primary data analysis was done using descriptive statistics to summarise and present the answers to the survey. Consumer attitudes about e-commerce features and in-store shopping experiences, and perception of Primark were determined using frequencies, percentages, and comparative observations (Gerea, Gonzalez-Lopez and Herskovic, 2021). Thematic interpretation was the method used to analyse the secondary data, as the common themes,

namely digitalisation, changing consumer expectations, omnichannel strategies, and economic constraints, were identified and synthesised. The comparative analysis of the themes revealed as a result of secondary research with perceived patterns in the survey data, makes the study creates a stronger picture of the impact of e-commerce on the performance of Primark (Omol, 2024).

3.8 Reliability and Validity

Reliability has been checked by making sure that the questions of the survey are in a clear and structured manner and are directly related to the research objectives. Such uniformity minimises the chances of different respondents having different interpretations (Malenkov et al., 2021). The reliability of the findings is also contributed to by the fact that the credible secondary sources, i.e. peer-reviewed journals and industry reports, were used. Validity was ensured through the way survey questions were developed to represent the correct constructs under study, which are convenience, accessibility, and customer preference (Jung and Shegai, 2023). Triangulation is also a powerful technique in the validation process of the mixed-methods design because the findings are supported with several types of evidence (Omol, 2024).

3.9 Ethical Considerations

Great attention was paid to ethical guidelines when conducting the research. The participants were given the objective of the study and informed about the process of the research. Anonymity and confidentiality were also ensured since no personal, sensitive or identifiable information was gathered (Jung and Shegai, 2023). The participants were at liberty to drop out of the research at any time. The reference list to Harvard was used as the top method of citing all secondary data to prevent plagiarism and ensure the ability to write a quality academic paper. The study has followed ethical issues regarding transparency, fairness and respect for the participants (Malenkov et al., 2021).

3.10 Limitations of the Methodology

Despite the research being appropriate since the methodology used fits the research objective, some weaknesses are found. This study involved 40 participants, which restricts the generalisability of the results to the wider UK population. There can also be the issue of convenience sampling, which could be biased due to the similarity in the character or behaviour of the participants (Jung and Shegai, 2023). Although useful, secondary data can be of different quality with regard to the source used. Such limitations are typical in

dissertation-level studies and do not limit the potential of the results in general, but they leave some areas to be exploited by future studies (Malenkov et al., 2021).

Chapter 4: Results and Discussion

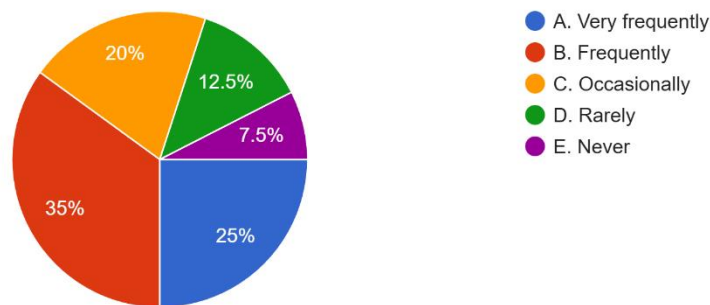
4.1 Introduction

In this chapter, the study presents the results of using the mixed methods research design, which comprised the findings of the literature search and original quantitative information obtained with the help of a structured survey of 40 respondents. It will be intended to determine the implications of e-commerce on the performance of the traditional retail sector of Primark in the United Kingdom. The chapter makes a thematic discussion of the survey results, basing them on the academic theories, industry reports and latest trends identified during the literature review.

4.2 Survey

Q1. How often do you shop for fashion/clothing online?

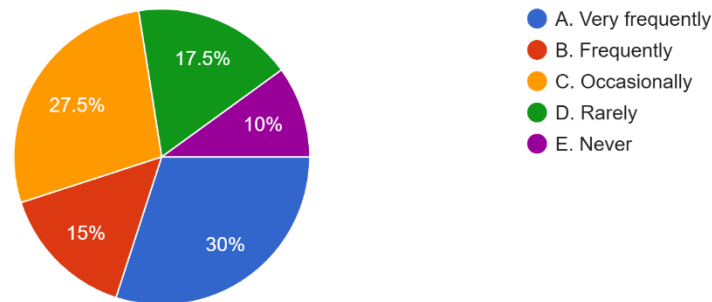
40 responses



These findings indicate that online shopping for fashion is a common activity among the participants. Only 60% of consumers often (35%) or very often (25%), meaning that the reliance on digital retailing channels is strong. Another 2 out of 10 people do online shopping once in a while, indicating that online shopping is socially acceptable even to the moderate online shoppers. Only a low percentage of those in the shop rarely (12.5%) or never (7.5%). In sum, it is possible to note that online purchasing is popular as there is a tendency in consumer behaviour to be more convenient and reachable. It is also an indication that retailers such as Primark can lose shoppers who cannot extend their services to full online shopping, since the online shopper continuously visits the stores, may shift to buying brands with an extensive online footprint.

Q2. How often do you shop in physical fashion stores like Primark?

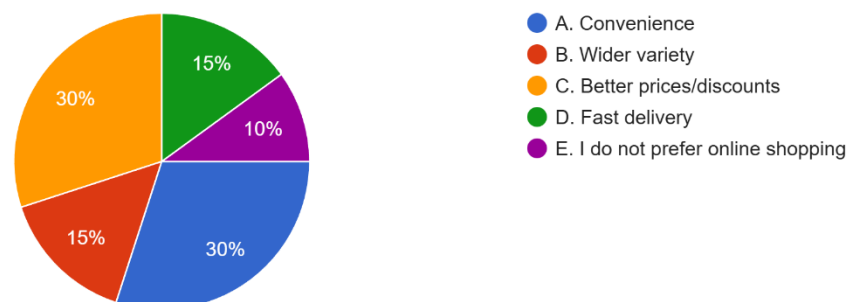
40 responses



The findings show that physical shopping is still applied as 30 % of participants visit it very often and 15 % of people visit it very often, which proves that nearly half of respondents still appreciate in-store imprints. Nevertheless, a large fraction of consumers visit physical stores just a few times every month (27.5), implying less dependence on brick-and-mortar shops. It is also the case that 17.5% of affected consumers will shop seldom, and 10% will never visit at all, indicating a move among some consumers out of traditional retail. The statistics, generally, indicate ambivalent behaviour: although a lot of people still appreciate going on physical shopping, particularly when it comes to low-end retailers such as Primark, a fair share prefer the other option. This brings the issue of Primark striking the right balance between the physical presence and digital integration as a means of retaining customers.

Q3. What is your main reason for preferring online shopping?

40 responses

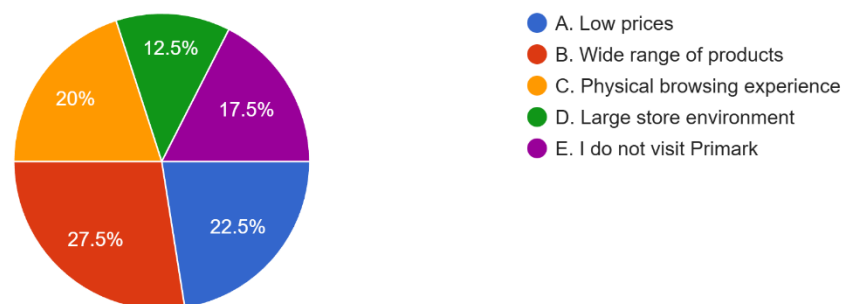


The results indicate that convenience and improved prices/discounts are the most influential in online shopping, with the selection being 30 % each. That implies that consumers opt to shop at locations that are time-efficient and affordable, which online stores have been able to do successfully. Another 15 % are interested in online shopping due to a greater assortment,

and another 15 % like it because it offers quick delivery services, which emphasises the demand to be able to choose and to be efficient. The number of those who are not online shoppers is only 10 %, which means that online shopping is widely accepted. In general, the evidence highlights the fact that customers are focusing on accessibility, affordability, and speed, aspects that the conventional-only retailers, such as Primark, cannot possibly perform unless they implement e-commerce solutions.

Q4. What is your main reason for visiting Primark stores?

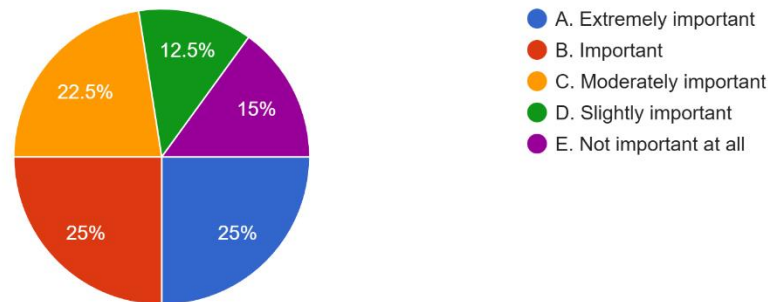
40 responses



According to the findings, the popularity of Primark has been based predominantly on its product diversification (27.5%) and affordability (22.5%), which proves the adequacy of its value-based business concept. There is also a 20 % group that shops at Primark as a result of the physical browsing experience, and this clearly dictates the fact that a large number of customers still like to shop at Primark due to its expansive, visual store layouts. This percentage of visiting due to the large store environment itself is only 12.5% meaning that this factor is not very important. Peculiarly, Primark has only 17.5% of its customers visiting the store, which is indicative of a niche of clients who might be inclined to use online options. All in all, the results indicate that the physical stores of Primark are still appealing, whereas online opportunities are not offered, which can be a limiting factor.

Q5. How important is it for Primark to introduce full e-commerce shopping?

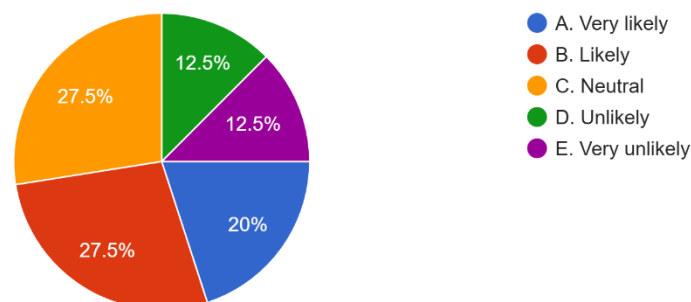
40 responses



The findings reveal that consumers are big proponents of Primark adopting full e-commerce services. Half (50%) of the sample is extremely important (25%) or important (25%), and this shows that there is a strong demand for online accessibility. The next 22.5 % of them consider it moderately important, indicating that a majority of respondents consider online availability as a useful addition. It is a small minority with only 12.5 seeing it as slightly important and 15% saying it is not important at all. In general, the results indicate that consumers are becoming more and more demanding of hybrid shopping experiences, and the absence of a full online platform by Primark can be regarded as a possible limitation to its competitiveness within an environment where digital convenience is being prioritised highly.

Q6. If Primark offered online shopping, how likely would you be to use it?

40 responses

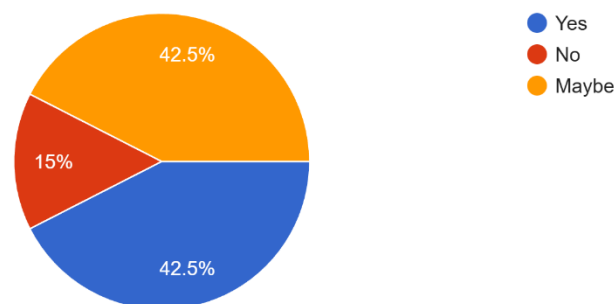


According to the responses, the online shopping of Primark is adopted positively, although generally. One-third (20%) and one-third (27.5) of them are very likely (20%) and likely (27.5%), respectively, to use the service, indicating a high potential demand for an e-commerce platform. In the meantime, 27.5% are neutral, indicating that certain consumers

might make the decision depending on convenience, cost of delivery or availability of products. It is only in the case of 12.5% unique and 12.5% very unlikely, and thus a small number that are difficult to convert to digital. Generally, the information confirms that the majority of consumers would be receptive to the entry of Primark in the field of e-commerce, which supports the idea that the launch of online shopping would be able to expand the market and provide increased customer satisfaction.

Q7. In your opinion, does e-commerce influence your loyalty to a retail brand?

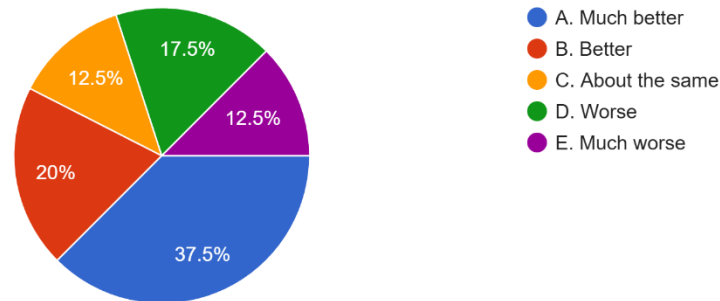
40 responses



The results indicate that e-commerce is playing an important role in brand loyalty. It is also notable that a considerable 42.5% of the respondents confirm that their loyalty is affected directly by e-commerce, which means that online presence, convenience, and online interactions are influencing the long-term relations between the brands. A further 42.5% gave an answer of maybe as the answer, indicating that e-commerce might have a role to play, but price, quality or product availability could continue to be the order of the day. It is a small minority of 15 % who think that e-commerce has no impact on their loyalty. On the whole, the findings underscore the fact that an online presence is becoming a central requirement when it comes to customer loyalty, which explains why retailers such as Primark should be able to provide customers with an online shopping experience.

Q8. How would you rate Primark compared to online fashion retailers e.g., ASOS, Boohoo, H&M online?

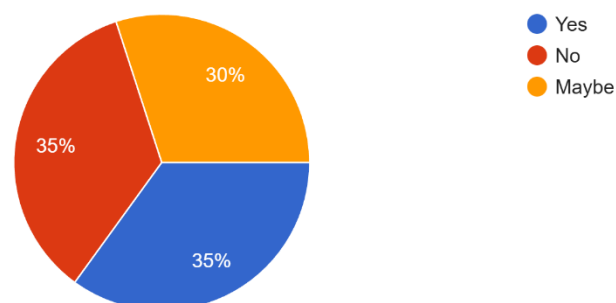
40 responses



The findings indicate that there are ambivalent views of Primark in contrast to web merchants. A considerable proportion of 37.5% think Primark is significantly better, and 20% think it is better, meaning that a significant number of consumers still prize the affordability and in-store experience of Primark. Nevertheless, 12.5% attribute it to similarity, and it could be that they would have competitive positionality with certain online brands. It is also important to note that Primark was valued as worse with 17.5% and much worse with 12.5% giving it poor ratings in terms of online access, inconvenience and lack of flexibility in comparison to online shops. Generally, although Primark has a strong brand image, the results indicate an increasing demand for digital services to be on the level of digital competitors.

Q9. Do you believe that Primark's lack of online shopping affects your shopping frequency?

40 responses

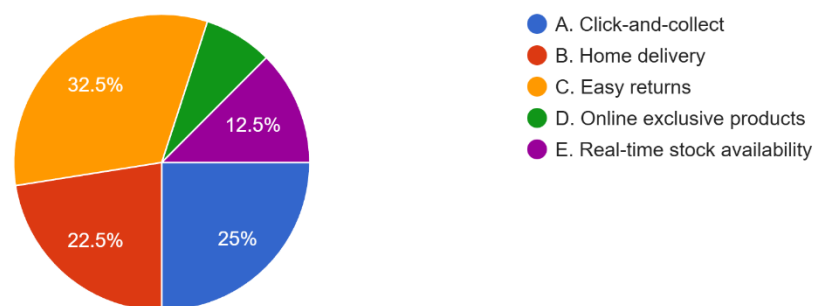


The answers confirm that Primark does not make use of online shopping, which, in turn, indirectly influences customer behaviour, with one-third of the respondents being sure that online shopping does actually impact their shopping habits, as they would visit it more

frequently or even make purchases more often. The rest 30 % said maybe, indicating that they were not sure, but that online access may have an effect on their shopping patterns. At the same time, 35% of people declare that it does not influence their frequency, which indicates that a certain percentage of customers are still satisfied with the idea of only physical shopping. In general, the findings indicate a fragmented yet major foreseeable consumer anticipation of digital connectivity, as well as the need to prioritise e-commerce in sustaining and expanding consumer interaction.

Q10. Which feature would you value most if Primark launched an online platform?

40 responses



The results indicate that consumers place more importance on features that are related to convenience in case Primark opens an online platform. The most treasured feature was easy returns (32.5%), which showed a desire to have a comfortable, convenient post-purchase experience. The preferred ones were also click-and-collect (25%) and home delivery (22.5%), which was an indication of the demand to have quick and convenient fulfilment methods. The value of online-only products was only 12.5 %, meaning product range is not a critical factor compared to convenience. Equally, 12.5% were more interested in real-time stock availability, so inventory visibility is not of high concern. In general, the findings indicate that the consumers desire an online framework that saves on effort, eases the convenience, and sustains flexible returns.

4.3 Theme 1: Changing Consumer Shopping Behaviour

4.3.1 Rise of Digital Shopping Preferences

This is particularly shown in the survey where the trend has been greatly towards online shopping. According to Q1, 60 percent of the respondents inputted their shopping online regularly and even more than that; having rarely and hardly every now and then putting their

input on online shopping. These results are in accordance with the trends in literature that propose regarding the increasing digitalization of consumers (Ologunbi, 2023; Xue, Parker & Hart, 2024). The digital interaction has grown within the fast fashion industry, younger age-groups are more concerned with being convenient, fast and accessible.

The extreme amount of online interaction predetermines the Technology Acceptance Model (TAM), according to which the perceived usefulness and perceived ease of use promote the implementation of digital systems. The propositions of TAM are upheld by survey participants who are definite in understanding the major benefits, such as convenience, time-saving, and better prices. This supremacy of online shopping is also aligned with the consumer behaviour after the pandemic, when lockdown boosted online shopping (Malenkov et al., 2021). The survey also confirms the fact that the behaviours have not been reversed; rather, they have been cemented as an established pattern.

4.3.2 Persistent Relevance of Physical Shopping

Although e-commerce is predominant, physical retail is also significant in consumer behaviour, as revealed in Q2, with 45 % of the respondents shopping in fashion stores on a regular or very regular occasion, and 27.5 % do it occasionally. This confirms the results by Cao (2021), who points out that physical stores still offer such experiences as touch, pleasure of browsing, and socialisation.

The reason why traditional retail is still relevant is because of the sensory experience and immediate access to the product that cannot be reproduced online. The findings are consistent with McCormick et al. (2022), who identify hybrid behaviour in consumers who consume online and offline platforms as substitutes relating to the product category, urgency, and store shopping intentions. Physical stores are particularly appealing in the case of low-priced fast-fashion brands such as Primark, where product variety, low price, and the possibility to see the product visually make shopping an attractive experience.

Therefore, although the digital behaviour is growing, the survey illustrates that the physical retail is playing a significant role in the shopping habits of consumers (Jung and Shegai, 2023). This proves the necessity of an omnichannel strategy where each channel is not exclusive of the other.

4.4 Theme 2: Key Drivers of Online Shopping Adoption

4.4.1 Convenience, Price, and Speed as Core Motivators

According to the survey outcomes (Q3), what can be thought of as the most effective motivation to shop online are convenience (30%), and better prices/discounts (30%). These tastes reinforce commonly unquestioned reasons for e-commerce expansion identified in the literature. Fedorko, Král' & Bačík (2022) focus on the idea that artificial intelligence, predictive analytics and digital marketing will make life easier as they enable personalised suggestions, effective searches, and quick purchases. Online platforms are also interesting due to the presence of competitive pricing, which is particularly attractive to customers who are cost-sensitive (Omol, 2024).

Additionally, the consumers like quicker delivery and more variety, both of which were emphasised by 15% of the respondents. These results are consistent with those found by Miranda and Roldan, who observe that online retailers have been performing better than the old ones, as they can deliver within the shortest possible time, provide a real-time view of stock availability, and offer more product lines.

In general, the outcomes of the survey prove that efficiency, affordability, and accessibility become more and more important to consumers and are better satisfied by e-commerce than traditional models.

4.4.2 Consumer Expectations and Digital Dependency

There has been a shift in consumer attitudes due to the increasing number of people who are becoming addicted to digital devices. Literature ascertains that after getting used to such benefits as real-time shopping, individual offers, and the ability to receive deliveries to their doorsteps, consumers become less interested in physical shopping on its own (Ologunibi, 2023). Online behaviour is hence not an option but an imperative, and retailers who fail to integrate with the online sphere will have to fall out of favour.

The theme is closely related to the Q1 and Q3 outcomes, which present comprehensive evidence that the convenience of online shopping has transformed the customer judgment of the retail brands. Retailers have thus had to conform to these new demands or face extinction, particularly in digital-savvy populations.

4.5 Theme 3: Consumer Perceptions of Primark's Existing Retail Model

4.5.1 Appeal of Primark's Physical Stores

Based on Q4 responses, product diversity (27.5%) and low costs (22.5%) are the leading factors that make consumers visit Primark. This is the value proposition of Primark that has

been built over the years on the basis of low pricing, mass-volume inventory, and large-format shops (Ramazanov et al., 2021). These results align with scholarly sources that provide Primark with the status of a low-cost, high-turnover store that benefits from foot traffic in stores (Taher, 2021).

Also, only 20% of the respondents like online browsing, which supports the value of the physical browse interaction in the Primark business model (Ramazanov et al., 2021). Physical exploration is also significant to the price-sensitive consumers who like to examine products physically and then buy them. This also justifies fashion retail literature that points out in-store experience as a competitive advantage of retailers such as Primark (Jones & Livingstone, 2023).

4.5.2 Limitations of a Physical-Only Model

Nonetheless, Q4 demonstrates that 17.5% do not shop at Primark, indicating that the lack of an online shop turns off some categories of consumers. This is similar to according to Harris, Begum and Vecchi (2021) that physical-only retailers do not have an advantage in any market where their competitors have mastered the omnichannel strategy.

The conventional model of Primark has structural constraints:

- Lack of home delivery: The absence of home delivery in Primark is also a serious inhibiting aspect of convenience because most modern shoppers require goods to be delivered at their doorsteps (Schiuma et al., 2024). In the absence of this alternative, customers will be forced to go to the stores physically, and this is inconvenient to individuals who have limited time or mobility (Ramazanov et al., 2021). Consumers are drawn toward competitors who would not only provide quick, convenient delivery but also provide it as fast as they can. This lack diminishes the market coverage of Primark and makes it unable to compete digitally in the retail world.
- Lack of possibility to shop through the Internet: Primark lacks a comprehensive online catalogue, so the customers do not have access to previewing the items before going to visit their stores (Hamdouna and Khmelyarchuk, 2025). Online browsing is the key to making comparisons of styles, trends, and preparing to make purchases. The absence of a digital catalogue can leave customers hesitant or make them disillusioned by the idea of taking a trip. This minimises online presence and minimises interaction of customers during the initial parts of the shopping process (Schiuma et al., 2024).

- No online returns: Decreased online returns would remove the dynamism that consumers require of modern retailers. The simplicity of return via post or drop-offs has now become part of the norm, which generates confidence in the online shopping process (Hamdouna and Khmelyarchuk, 2025). In the current situation, where Primark has no e-commerce, the lack of these methods poses obstacles to digital growth in the future. Lack of an easy and effective returns policy may make consumers unwilling to shop online.
- No digital engagement tools: Primark does not have mobile applications, loyalty programs, personalised recommendations and other digital platforms of interaction. These applications assist retailers in personalising their promotions and sustaining continuous relationships with customers (Hamdouna and Khmelyarchuk, 2025). In their absence, Primark cannot interact with the customers outside the store setting. This makes loyalty less and places the brand in a disadvantaged situation in relation to digitally progressive retailers (Schiuma et al., 2024).

4.6 Theme 4: Demand for Primark's E-Commerce Adoption

4.6.1 Strong Consumer Demand for Online Expansion

The results of Survey question 5 indicate that half of the survey participants believe that it is extremely important that Primark implement e-commerce. Another 22.5% consider it to have a moderate level of importance, which means that the majority of customers want to have access to the digital one.

The trend does not contradict the available extensive literature stating that omnichannel retailing is not a luxury but a necessity (SanMiguel et al., 2021). The retailing sector has seen heavy competition in online marketing by the UK fashion market that includes ASOS, Boohoo and Next, which allow frictionless online shopping experiences. The fact that Primark does not operate in this environment makes it an outlier in a digital-first market (Martin, 2025).

Consumers must have flexibility. The literature claims that retailers which cannot provide online shopping will be out of relevance, particularly with younger, more digitally-inclined audiences (Gaur, 2021).

4.6.2 Likelihood of Online Adoption

The results of Q6 indicate that there is a strong market potential, with 47.5% of the respondents likely or highly likely to use the online services of Primark. Another 27.5% said

that they would be neutral and that they might be affected by their price of delivery and the availability of the product. Only a small part (25% unlikely and very unlikely) would not use it.

The survey indicates that consumers would consider using Primark's online facilities in case they exist. It helps to support the Theory of Reasoned Action (TRA) in which the intentions about behaviour are influenced by the perceived usefulness and social requirements (Martin, 2025). The absence of purchase frequency due to a strong brand affinity can be a setback for Primark in the absence of e-commerce.

This is also close to the reflections on Moghrabi et al. (2023), who discovered that the digital transformation reinforces customer engagement rates and boosts market share.

4.7 Theme 5: Impact of E-Commerce on Brand Loyalty and Market Perception

4.7.1 Influence on Brand Loyalty

Responses to Q7 suggest that a majority of 42.5 % of the respondents are of the opinion that e-commerce affects brand loyalty, with the remaining 42.5 % showing that it has a maybe response. Only 15% disagree. This indicates that most of the customers think of digital presence as a loyalty factor.

This trend is highly agreed upon in the literature. Consumers are currently demanding a customised experience, streamlined online experiences, and convenient shopping (Miranda & Roldan, 2023). Brands that are deprived of these characteristics stand to lose to their competitors who are digitally advanced.

This implies there is a threat that is critical to Primark, and in the absence of e-commerce, the brand will be weakened in the long run of relationships with its customer base.

4.7.2 Comparative Performance Against Online Competitors

Q8 indicates that 37.5 % regard Primark as a lot better and 20 % better than online retailers, which supports the solidity of the price-value proposition of Primark. Yet, 17.5 % rated it negatively and 12.5 % much negatively, suggesting discontent with the digital restrictions (Martin, 2025).

The consumers like the affordability offered by Primark, but criticise it because:

- Lack of convenience: The physical-only model of Primark is rather inconvenient in contrast to the possibility to shop online either 24/7 (Martin, 2025). Consumers want the shopping experiences to be a rapid and flexible affair that can be done in any place. Using store-based visits only would be a hindrance to the busy or digitally centred shoppers.
- Lack of delivery options: Primark does not provide alternative fulfilment options, which may include express delivery, delivery slot allocation, and a collection point for the parcel. These characteristics have a great impact on customer satisfaction within contemporary retail (Moghrabi et al., 2023). In their absence, the shopping experience at Primark is hard and lacks modernity. This restricts its capacity to address the various customer needs and decreases its competitiveness.
- No digital catalogue: Lack of a digital product catalogue impairs the experience of product discovery and prevents customers from making plans to purchase products (Moghrabi et al., 2023). Customers do not see styles, sizes or trends, which minimises customer interest and decreases trips to the store.
- No online stock visibility: The customers are not able to confirm stock availability before they visit the Primark stores, causing uncertainty and wastage of time (Moghrabi et al., 2023). It increases the efficiency and better customer experience through online stock visibility.

This is in line with the literature that suggests the traditional retailers are not able to compete without digital infrastructure (Zanjirani Farahani et al., 2022). Primark has been a victim of a lack of digital convenience when compared to its competitors, and therefore, this weakness translates to the dilution of its competitive advantage.

4.8 Theme 6: Behavioural and Operational Implications of E-Commerce Absence

4.8.1 Effect on Shopping Frequency

Q9 points out that 35 % feel that the absence of Primark online shopping makes them go shopping less often, and 30 % say possibly. This implies that the digital absence has a direct impact on consumer behaviour and involvement.

This helps McCormick et al. (2022) find out that consumers switch physical visits to online alternatives when the latter proves to be more convenient. Primark thus stands to lose the deliberate customer and be taken over by other competitors who could offer their digital fulfilment, particularly during high seasons or when needs require time.

4.8.2 Consumer Expectation for Convenience Features

Results of Q10 depict that the most valued potential features are easy returns (32.5%), click-and-collect (25%), and home delivery (22.5%). This substantiates the fact that the centrality of consumer decision-making is the aspect of convenience (Mohamad, Hassan and Abd Elrahman, 2022).

According to the literature, effective e-commerce is based on effective logistics, ease of returns, and delivery efficiency (Florido-Benítez, 2024). The absence of these capabilities by Primark creates a gap in its services, which are narrow when compared to those offered by modern consumers.

Primark can find a solution to this by embracing:

- click-and-collect services
- mobile applications
- limited online catalogue
- built-in inventory trackability.

These characteristics are consistent with the requirements of omnichannels that have been specified by Harris, Begum and Vecchi (2021).

4.9 Integration of Findings with Literature

The findings will be integrated with the literature in order to derive meaning based on the results obtained (Thompson et al., 2019).

The primary and secondary data analysis have shown that there are a few patterns that are consistent:

- The use of online shopping is also becoming very reliant on the national e-commerce trends.
- Physical stores will not cease to be a significant tool, but a strategy that will not stand on its own anymore (Kleisairi, Duquenne and Vlontzos, 2021).
- E-commerce motivations in the world are proven by convenience, price, and speed being the key factors of online adoption.
- The physical-only model applied by Primark is holding back its competitiveness in a digital-first retailing ecosystem (Kleisairi, Duquenne and Vlontzos, 2021).

- Primark has a high level of consumer interest in the implementation of e-commerce, which is in line with industry suggestions of the integration of omnichannel.
- The issue of digital absence influences the loyalty and frequency of shopping, which points to the risk of operations (Mohamad, Hassan and Abd Elrahman, 2022).
- The demands of consumers include convenience services like simple returns and pickup, and they meet the current requirements of the retail chain (Mohamad, Hassan and Abd Elrahman, 2022).
- Generally, the results indicate that there is a strong strategic imperative for Primark to change its traditional retail model.

Chapter 5: Recommendations, Conclusion and Limitations of the Research

5.1 Introduction

In this chapter, the author offers suggestions applicable to Primark, according to the review of the secondary literature and results of the primary survey data. It also gives the general conclusion of the research and gives an indication of the methodological limitations that could have contributed to the results (Kleisairi, Duquenne and Vlontzos, 2021). These recommendations are meant to assist Primark in moving out of a strictly physical retail model system to a more competitive digital-based approach in its UK fashion retail scene (Bilińska-Reformat and Dewalska-Opitek, 2021).

5.2 Recommendations

5.2.1 Develop a Hybrid E-Commerce Model

There is an evident strong consumer need reflected in the research, as Primark should launch online shopping services. As the distribution of online availability has been rated as important or critically important by half of the participants, Primark ought to implement the hybrid e-commerce framework, which focuses on cost-efficiency (Kleisairi, Duquenne and Vlontzos, 2021). Primark could present a restricted product assortment online rather than introduce a full line store in the beginning, so that it could sell its most common products, seasonal clothes, and necessities. This is a low-cost strategy that is digital-ready. The online range can then be implemented gradually depending on the response of the customers (Bilińska-Reformat and Dewalska-Opitek, 2021).

5.2.2 Implement Click-and-Collect Services

The use of click-and-collect scored very high in the survey (25%), which indicates that people desire the option of fulfilment with a high level of flexibility but do not want to completely exclude shopping in-store (Isharyani et al., 2024). The implementation of click-and-collect would enable Primark to combine its current competitive advantages, such as spacious stores and high traffic, and digital convenience. This service would eliminate the logistical strains and delivery expenses, as well as promote making further in-store purchases during the collection service (Bilińska-Reformat and Dewalska-Opitek, 2021).

5.2.3 Introduce Home Delivery and Convenient Returns

Home delivery is also one of the expectations, and 22.5% of the respondents identified it as a major consideration. Though the logistics of the delivery can be expensive, Primark can collaborate with third-party delivery companies to reduce the cost of investment in infrastructure. Moreover, the key feature that has the highest value (32.5%), and which must be considered in any online strategy, is easy returns (Isharyani et al., 2024). The provision of postal returns or drop-off points would make new digital customers more likely to trust and exhibit trial behaviour (SanMiguel et al., 2021).

5.2.4 Launch a Mobile Application for Engagement

Withdrawal of the digital engagement tools was rated as a major weakness. A Primark mobile application would be used as one of the key channels to browse, receive notifications, get a promotion, earn loyalty rewards, and be recommended personalised changes (SanMiguel et al., 2021). Store-specific visibility of stocks could also be hosted by the app, which is valued by 12.5% of the respondents (Isharyani et al., 2024). A mobile platform would enhance brand engagement, customer retention, and make Primark digital.

5.2.5 Provide Online Stock Visibility

Customers are becoming more demanding in the need to know what will be there ahead before travelling to a store. Real-time stock visibility would eliminate wasted trips and ensure customer satisfaction (Ntumba, Aguayo and Maina, 2023). This would also complement click-and-collect and would enhance the efficiency of its operations by alleviating congestion and enhancing inventory control (SanMiguel et al., 2021).

5.2.6 Invest in Staff Training and Digital Infrastructure

Digital transformation necessitates organisational preparedness. Primark ought to invest in educating employees on the digital systems, customer service and online orders-handling operations (Liang, 2025). Developing a digital capacity within the firm will lessen the inclination to resist and uphold permanent transformation. As well, the online strategy must be operationalised by investing in digital logistics, warehouse systems, and inventory management (SanMiguel et al., 2021).

5.2.7 Strengthen Social Media and Digital Marketing

The literature recognises the importance of social media in the fashion retail performance. Primark already has a good user-generated material, but does not have an organised digital

marketing strategy (Ntumba, Aguayo and Maina, 2023). Paid advertising, influencer relationships and one-to-one advertising have the potential to establish a stronger presence of Primark online and make online and offline purchases. When it comes to attentive younger, technical consumers, a structured digital marketing plan would make sure that Primark draws their attention.

5.3 Conclusion

This study set out to review the impact of e-commerce on the conventional retail performance of Primark in the United Kingdom. The results show that consumer behaviour has changed drastically to online shopping, and convenience, price, and accessibility have become the key drivers (Ntumba, Aguayo and Maina, 2023). Physical shopping is also not as obsolete as long as it remains relevant to some groups of consumers; however, when it comes to omnichannel competitors, including ASOS, Boohoo, Next, and H&M, the lack of an online shopping platform puts Primark at a strategically disadvantaged position (Adamu et al., 2021).

Findings of the surveys show that customers value the affordability, variety of product range, and shopping experience that Primark offers, but punish the brand because of the absence of online convenience. Above all, e-commerce has a direct impact on brand loyalty, frequency of shopping, and competitiveness in the minds of consumers (Orzoł and Szopik-Depczyńska, 2023). The analysis also indicated that there is a strong consumer demand for the features of easy returns, click-and-collect, home delivery and mobile apps, which confirms that the aspect of digital integration is not optional but a necessity (Adamu et al., 2021).

The study ends by concluding that Primark has to modernise its retail model in order to be competitive. Primark can raise customer satisfaction levels and loyalty, as well as position itself better in a fast-paced retail industry, by implementing a hybrid e-business model, investing in digital infrastructure, and offering convenience-based features.

5.4 Limitations of the Research

Although the findings of this research are strong, it has a number of limitations. The initial 40 respondents were used as the primary data, which limits the applicability of the results to the overall population in the UK. A more representative sample size would have yielded more representativeness (Orzoł and Szopik-Depczyńska, 2023). Also, convenience sampling can be biased because the more digitally intimidated the participant is, the more ready to answer the question.

The survey method, though beneficial in describing quantitative data, had a restricted depth of qualitative information. Interviews or focus groups might have given a deeper insight into consumer motivations, emotional forces, and patterns of decision making (Liang, 2025). The quality of secondary data applied in this study was also different because the sources of academic data, reports, and market publications differ in scope and approach.

The studies were narrowed to Primark, therefore, the results may not be generalized to other fashion stores with different business models (Orzoł and Szopik-Depczyńska, 2023). However, despite these flaws, the work provides valuable data that can be used to inform the strategic direction in Primark and contribute to the academic literature concerning the issue of digitalisation in retailing.

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