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TRANSFORMACIÓN DIGITAL Y COMPETITIVIDAD EMPRESARIAL EN EL SECTOR COMERCIAL

DIGITAL TRANSFORMATION AND BUSINESS COMPETITIVENESS IN THE COMMERCIAL SECTOR

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RESUMEN

La transformación digital se ha convertido en un fenómeno importante en el entorno empresarial actual, impulsado por los rápidos avances tecnológicos y los cambios en el comportamiento del consumidor. Sin embargo, las empresas del sector minorista enfrentan importantes desafíos de implementación, lo que ha planteado la pregunta de si están realmente preparadas para el cambio. Esta investigación tiene como objetivo evaluar la preparación de las empresas comerciales para adoptar la transformación digital y cómo las tecnologías emergentes pueden mejorar sus operaciones. La metodología utilizada se basa en un estudio cualitativo descriptivo y correlacional, utilizando métodos analítico-síntesis y deductivos. Los resultados indican que la mayoría de las organizaciones se encuentran en medio de la transformación digital; han adoptado algunas técnicas, pero aún luchan por incorporarlas de manera efectiva a sus procesos. Además, se destaca la importancia del cliente en el proceso, así como la gestión de datos como elemento crítico. En conclusión, se determinó que la preparación de las empresas del sector comercial para adoptar la transformación digital constituye un factor decisivo para su éxito futuro, ya que, la aplicación de tecnologías digitales emergentes no solo es viable, sino también esencial para mejorar diversos aspectos operativos de estas organizaciones y fortalecer su competitividad en el mercado global.

Palabras clave
Digital, compañía, eficiencia, tecnología

ABSTRACT

Digital transformation has become a major phenomenon in today's business environment, driven by rapid technological advances and changes in consumer behavior. However, companies in the retail sector face significant implementation challenges, which has raised the question of whether they are truly ready for the change. This research aims to assess the readiness of retail companies to embrace digital transformation and how emerging technologies can improve their operations. The methodology used is based on a descriptive and correlational qualitative study, using analytical-synthesis and deductive

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methods. The results indicate that most organizations are in the midst of digital transformation; they have adopted some techniques, but still struggle to effectively incorporate them into their processes. In addition, the importance of the customer in the process is highlighted, as well as data management as a critical element. In conclusion, it was determined that the preparation of companies in the commercial sector to adopt digital transformation constitutes a decisive factor for their future success, since the application of emerging digital technologies is not only viable, but also essential to improve various operational aspects of these organizations and strengthen their competitiveness in the global market.

Keywords

Digital, company, efficiency, technology

INTRODUCTION

Digital transformation has established itself as a phenomenon of great transcendence and strategic relevance in the contemporary business landscape, driving organizations to adapt proactively and agilely to the accelerated technological, market, and consumer behavior changes, with the purpose of maintaining and strengthening their competitiveness in an increasingly complex and demanding environment.

In the past, people were astonished by new technological inventions such as cinema, radio, and the telephone. Today, these advances are common and may even seem indifferent to some, since there are technologies that replace them, such as cell phones, which present new models with better features every year. This constant innovation attracts customers and promotes business development, it being evident that the adoption of technology is the future, and humanity is already living in that reality (1).

This multidimensional and holistic change process implies the adoption and integration of new disruptive technologies, the reorganization and optimization of key processes, as well as the redefinition and reinvention of traditional business models, all with the purpose of improving operational efficiency, customer experience, and, ultimately, the competitive position of companies (2).

According to (1), currently, seven of the ten most valuable companies in the world operate under a platform business model, which consists of creating digital communities and markets where diverse groups can interact and carry out transactions. Companies such as Apple, Google, Amazon, and Alibaba have taken advantage of this model to grow exponentially and capture a significant market share against traditional companies by reinventing a business model that can transform how a product or service is sold or how revenue is generated with that product or service. This reinvention can also imply changing the dynamics of competition in the industry or reconfiguring the value chain to achieve a significant efficiency advantage over competitors.

On the other hand, (2) highlights that the study of digital transformation has been predominantly addressed within specific disciplines such as marketing, strategic

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management, information systems, innovation, and operations management. However, various authors (3), (4) suggest that a multidisciplinary approach is necessary to discuss digital transformation, since its nature encompasses changes in strategy, organization, technologies, the business model, and organizational culture.

Competitiveness is one of the most influential forces in society, since it drives socioeconomic growth and is a global phenomenon that affects both companies and countries. In modern society, intense competitiveness is experienced in all areas of knowledge, which obliges organizations to develop strategies that offer added value to their products or services, allowing them to satisfy the needs of their customers more rapidly than their competitors (3).

The development of a business strategy requires a great effort, and the clear definition of goals is crucial to stand out in the world of business. Nevertheless, regardless of how well the goals are formulated, without the adequate tools, it will be difficult to achieve the desired results, and even less to obtain competitive advantages that allow standing out among the companies in the sector, since the creation of an advantageous competitive position, the result of an effective business strategy, is linked to decision-making and seeks to achieve a superior advantage in comparison with competitors, attempting to develop distinctive capabilities (1).

In recent decades, the growth of global trade and international investments has surpassed the increase in world production. Competition in sectors exposed to international trade and foreign direct investment could mean an important boost for economic development. For smaller nations, competitiveness can be crucial for companies to overcome the restrictions of their limited internal markets and achieve their full development (4).

MATERIALS AND METHODS

The methodology of this research follows a structured and predictable qualitative process, designed to describe the relationship between variables in a non-experimental and cross-sectional study. This approach allows observing and analyzing the variables without manipulating them, offering a clear vision of how they interact in their natural environment. The analytical-synthetic and deductive methods were employed to explain, understand, and implement the aspects of digital transformation in companies.

The analytical-synthetic method was used to decompose the phenomenon of digital transformation into its most basic components and then recompose it to understand the totality of the process and its impact. The deductive method allowed starting from general theories about digital transformation and applying them to specific cases, facilitating a deep understanding of the observed effects.

This study is of a descriptive type, since it identifies and details the key characteristics of the internal and external situation of retail companies, which are the object of analysis. It focuses on aspects such as organizational structure, management practices, the use of digital technologies, and interaction with the market and customers.

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In addition, it is correlational because it seeks to establish the association between empirical variables, such as the adoption of digital technologies, operational efficiency, customer satisfaction, and competitiveness. This approach allows quantifying the relationship between concepts and independent variables, providing a solid base for understanding how digital transformation influences the competitiveness of companies.

Scientific articles related to digital transformation have been resorted to in order to base this study. The project was divided into several stages: planning, search, collection, analysis, and processing of the information. During the planning phase, the key factors to investigate were identified, including variables such as technological adaptation, innovation, operational efficiency, and customer satisfaction.

In addition, both the positive and negative aspects of the impact of Digital Transformation on companies were considered, evaluating how it can improve competitiveness and at the same time present challenges.

RESULTS

The results indicate that most organizations are in the midst of digital transformation; they have adopted some techniques, but still struggle to effectively incorporate them into their processes. The importance of the customer in the process is highlighted, as well as data management as a critical element.

In a digital environment characterized by a high flow of information and data, companies are obliged to create businesses that adapt rapidly to changes in order to maintain their competitiveness in the market. This represents a change in the way of doing business, since, until two decades ago, companies were accustomed to a consumer who adapted and conformed to delays in service and who carried out their purchases in person (12).

It is considered that the advance of Digital Transformation (DT) has generated revolutionary changes, posing great challenges for companies, which need to develop business models with a clear framework to compete in the market (13). This process exerts pressure on organizations, since they must adapt rapidly by transforming their operations and internal processes to adjust to an environment in constant change (14).

DT offers opportunities, challenges, and difficulties that demand the clear definition of policies at the national level, as well as global integration to establish coordinated international agreements. According to the Organisation for Economic Co-operation and Development (OECD), Digital Transformation has also generated international policy problems related to access to digital tools, cybersecurity, privacy and data protection, intellectual property, fake news, the future of work, artificial intelligence (AI), and the automation of production (15).

Commercial management and its components in the process unfold between the company and the market, seeking a deep understanding of the relationship between the product, the customer, and the market. Its scope is not limited solely to the understanding of the product and the service, but also implies understanding the final customer and

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establishing internal policies for the implementation of sales strategies. These strategies include:

a) Prospecting, which implies the identification of possible customers through various activities such as cold calls, emails, and social networks, with the objective of contacting unknown individuals.

b) Qualification, which consists of initial conversations aimed at filtering genuinely interested customers and determining qualified opportunities through a methodological process.

c) Development of advanced opportunities, which are discussions with qualified prospects to deepen the commercial relationship and close sales.

DISCUSSION

The preparation of companies in the commercial sector to adopt digital transformation constitutes a decisive factor for their future success. The application of emerging digital technologies is not only viable, but also essential to improve various operational aspects of these organizations and strengthen their competitiveness in the global market.

Companies that invest in digital tools and adopt a mindset of innovation are better positioned to increase their efficiency, improve the customer experience, and strengthen their competitiveness in the global market. Therefore, it is imperative that companies in the commercial sector not only prepare for digital transformation, but also consider it as a central strategy for their long-term growth and sustainability.

The expansion of digital transformation has led many organizations to adopt it as a growth strategy. However, in the retail sector, its implementation faces economic and commercial challenges. The change from traditional to digital sales implies greater information demands for consumers, difficulties in consumer retention, as well as the presence of diverse competitors.

The influence of the operational process is in: the digitalization of processes, the adoption of new commercial models, and adaptation to the changing behavior of the customer, which are crucial for modern companies. Prioritizing technologies such as RPA and internet automation reduces human dependence and improves efficiency. Online companies have prospered against traditional ones due to their capacity to adapt to interruptions in supply chains. In addition, understanding and responding to the new preferences of customers is essential.

CONCLUSIONS

It was determined that the preparation of companies in the commercial sector to adopt digital transformation is a critical factor for their future success. The application of emerging digital technologies is not only viable, but also essential to improve various operational aspects of the companies.

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Through an exhaustive analysis of the disposition and capacity of these companies, it has been evidenced that those that invest in digital tools and adopt a mindset of innovation are better positioned to increase their efficiency, improve the customer experience, and strengthen their competitiveness in the global market. Therefore, it is imperative that companies in the commercial sector not only prepare for digital transformation, but also consider it as a central strategy for their long-term growth and sustainability.

It was analyzed that the expansion of digital transformation has led many organizations to adopt it as a growth strategy. However, in the retail sector, its implementation faces economic and commercial challenges. The change from traditional to digital sales implies greater information demands for consumers, difficulties in consumer retention, as well as the presence of diverse competitors.

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It was examined that a well-defined business model adapted to the demands of the digital and globalized environment can improve operational efficiency, foster innovation, and offer superior value to customers. At the same time, it allows companies to respond agilely to market changes and overcome the competition, consolidating their position and ensuring their long-term sustainability.

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