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Abstract

The main purpose of this assignment is to show people how the business conception is done and to put a light upon the sensible changes which are taken into consideration by the management for the future of the business. This paper has taken the example of one of the leading and well known supermarkets in United Kingdom which is Tesco plc. This research is focusing on the technological changes that Tesco has adapted for its business and we will assess its performance towards achieving its target?

The research will be focusing on the factors creating demand of having some technological change in the business. The important points that are discussed in the study are global powers of retailing, change in organizations, organizational growth, the process elements of retailing, and organizational behaviour during recession etc. The research has been carried out by the primary way and interviews were taken of different people working at Tesco and also data was collected from the questionnaires which were distributed in the shoppers shopping at Tesco.

Tesco is a successful supermarket even though during recession there were some businesses who were finding hard to survive, Tesco was making good profit. Moreover there are some areas where Tesco can do better and thus recommendations are being given at the end of the paper.

Introduction

Supermarkets make their reputation in the market by providing best services. They get fame by selling numerous varieties of goods under one roof and make life easier for the working families.

The supermarkets have fixed number of display spaces, the aim of the supermarkets is to maximise the net revenues, to achieve that decisions are made to achieve such goals which include product selection, allocating the right place for the product, proper usage of space and lastly advertising (Walden, 1988)

In UK, Tesco Plc has proven to be one of the toughest and strongest competitors. Tesco has superior retail destinations (Data monitor, 2013).

Tesco started its life in 1919 by Jack Cohen. Mr Cohen opened the first flagship store of Tesco in Burnt Oak, North London. Following the grocery store, Tesco opened its first petrol station in the year 1974 and became UK's largest independent petrol retailer. Their slogan 'Every little helps' which is their current identity was introduced in the year 1992.

Philip Clarke, CEO of Tesco has recently announced that Tesco plc is the third biggest retailer in the world. They have stretched their business in 14 countries and are having more than 5000 stores among these countries and are running with great profits (BBC news, 2013). At present Tesco are successfully running business in clothing, banking, electronics and in other market sectors.

The current success and the future plans are explored further in the research.

Aims and Objectives

The aim of the study is to find out the recent technological changes that Tesco has adapted and what are the results they are achieving in terms of profit, customer's satisfaction level or in the market with other competitors.

The following are the main objectives of the study:

1. To find out what are the changes Tesco has brought into their business in consideration of satisfying customers and to gain more profit
2. What are the new technologies Tesco has adapted
3. Recently Tesco has refurbished one of its stores in Upton Park, so are the changes running the store successfully?

Literature Review

Global powers of retailing

The globalization in retail industry is the strategy of bringing sales opportunities in new markets. Globalization is in some sense dependent on mondialisation (Stuart, 2005). The global retail industry continued to grow even though it faced lot of economic problems. More than 80% of the top 250 retailers have said that they had an increase in retail revenue (Deliot, 2013). Tesco is ranked high in the major global grocery retailers. At present Tesco is focusing on domestic products and is also targeting International Markets (Global retailing, 2010). In the year 2011, Tesco is ranked 3rd biggest turnover retailer in the world.

Philip Clarke (CEO of Tesco) has recently said "he has have attained market leading positions in Thailand and Malaysia and they are on the number two position in Korea." He also added right now they are focusing upon their business in China to get more profit on sustainable growth. (Just Food, 2013)

The international economies will continue to emerge as multinationals corporations like Tesco will keep investing overseas. However it is necessary to bring a change in the business outlook by bringing new business strategies and to follow the change management which will help them to form a new market. For example, as said by Tesco's CEO, our international

business is trading well and is contributing good profit to countries. Tesco stores have already built up the market leading positions in many different countries and have given significant opportunities for long term growth (Financial Times, 2012).

It is also very important for the businesses to focus on different aspects such as culture, structure of the business and in many more areas.

Organizational Growth

Some technologies experience equal improvements in the performance and the cost is necessary to recognise when new technologies may become economically affordable and to developing good policies for new technologies (Funk, 2013). It is very important for the management team to interact regarding with the organizational performance and to influence the strategic change in the business (Boeker, 1997).

Growth is also defined as organizations revenue; at certain stages of growth an organization need to get the next stage of development and a successful transfer is achieved only when the organization has developed the infrastructures like adapted new technologies, new systems, the structure etc. According to Richard (2011) it is very important to add the organization theory and design because he believes that organization theory is a way of thinking about the organizations more precisely and intensely. There are immense patterns in the functioning of the organisations.

Process elements in retailing

Retailers often struggle at times just to find out what is the obstructing their smooth business run. It is very important to find out the rising needs and requirements of consumers and to find out how well today's market is performing against them. When these things are measured the research combines the power of how the consumers are viewing the organizations in three different aspects: Functionally, Emotionally and Economically (Kanbay Research Institute, 2005)

It is very important to focus on the three main factors and the factors are:

- Marketing programme
- Marketing processes
- Supply Chain process

	Marketing Program	Marketing Processes	Supply Chain
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			Processes
Core Factors	Retail brand Store type Layout and design Location	Identifying target groups. Systems of customer relationship and management. Procedures of market and trend analysis.	Purchasing procedures. Relationship with the supplier.
Peripheral Factors	Price Labelling Service Trade hours	Cost and price calculation procedures. Customer service processes. Complain procedures	Warehouse management. Store logistics processes. Recruitment processes.

(Elsner S. And Swoboda B. 2013)

Change in the Organizations

It is very important to add some innovations in order to bring some change in the business. The expectations and demand will always be high and will always rise time to time. To meet the demand and expectations, change management plays an important role. Any changes that are undertaken lead towards higher profits, better responsiveness to the market and long term competitive advantage (Kook, T. 1990)

There are quite a few reasons to have change in the organizations. According to Edward and Lawler (1996), they say organizations are more likely to change when there is a commonly accepted view that the current ways of operating is not likely to yield success – but that a new better way will lead to success. They have also added that most organizations can continue to improve their organizational capabilities only by introducing new management practices that support them. However change can also occur due to government policies, to invest new in machines for better trade, to overcome the weaknesses of the organizations etc.

Innovation processes are reciprocal processes which includes interaction between different elements of other activities for example observing, bringing new ideas into business, creating awareness etc (Fundneider and Pesch, 2012).

Organizations during Recession

Recessions are chronic events in the world. Recessions are recognized by the National Bureau of Economic research and according to them the most recent recession came in December 2011 and lasted till June 2009 (Conlon, 2011). Recently UK has faced its deepest recession (Helen et. al. 2013). Consumers in the entire world are struggling with serious economic challenges (Fischer, 2013). The effects of recession are widespread. Recession involves a massive reduction in demand for goods and services, it lowers down the sales, profits and thus the company has to suffer from a huge loss (Sridhar et. al. 2011). During recession there were three countries identified with immense amount of labour supply and one them was UK (Guy et. al. 2013). However, Gregg and Geroski (1997) says that previously when there was a recession in the UK, at that time there were some company's who were least affected and some really had a bad time.

According to Gijsenberg and Van Heerde (2013), they say that during economic crisis, most of the businesses makes changes in their marketing mix. They also carried out a survey of 1400 managers and 96% indicated that they made changes during global financial crisis.

Change Management

Change is persistent in everyday life (Disraele, 2003). According to Ackerman (1997), Change is considered to be the function itself in an organization which is in the journey itself. Change management simply means new designing of the systems, process etc, whenever there is a change process in the business, and it should include the following:

- A required model with well structured and with viewed with different mind sets
- To bring it on to the attention as much as possible, to spread awareness
- To let the human talent free and to maximise the commitment
- Let all the management level be aware.

In today's world it is really important to get changes done every now and then and also the world changes with time (Green and Cameron, 2012), thus innovations play a major role in every field (Sorensen, 1997)

Methodology

There are quite a lot of numbers of research methodologies have been identified and there are two basic research approaches one is qualitative research approach and the other is quantitative research approach. Qualitative approach is to research subjective evaluation of attitudes. Commonly in qualitative approach the focus is mainly upon group interviews, in depth interviews and projective techniques while Quantitative approach is mainly focusing on questionnaires and interviews.

With research, one can envisage the fact that a deep study requires in each practical situation for enhanced results (Panneerselvam, 2004). According to Bhattacharya (2009), there are different areas of research, for example marketing policy which considers pricing of the products, advertisement service of the product, product research and many more. A product research is carried which helps us in finding out the changing requirements of the consumer through a survey. However Cresswell (2003) says that the major element that goes to research approach is the specific methods of data collection analysis. He believes that it is very useful to collect full range of possibilities for data collection.

Research Strategy plays an important role, that how the researcher should plan his research and follow the research till the results is achieved in most structured way. Saunders M & P Lewis (2007) and Hussey J & Hussey R (1997) have considered many research methods such as initialising an experiment, carrying out surveys, grounded theory, theory of observation, research activity models, operational research, case studies and many more.

The main data collection techniques used in this research study was primary research. Interviews were taken among the people working at Tesco and also questionnaires were distributed among the people shopping at Tesco's plc.

Discussion and Analysis

The data is collected through primary research, interviews taken among the people who are working for Tesco and interviews are taken with the staff who are on different job role and

also questionnaires were distributed in two different branches of Tesco's, one of the branches was Tesco, Upton Park, Green Street, Gallions Reach, and Becton.

Interview Analysis 1: Mr. Rafiq Patel, Customer Assistant, Upton Park. London

It was really a pleasure by talking to Mr. Rafiq Patel who is working with the company for last 6 years. Mr. Rafiq is working in Tesco's Upton Park, Green Street which has just been refurbished two weeks ago. He shared his knowledge and his great experience working so far with Tesco. He said he is really enjoying his association with Tesco's plc.

Further when I asked him what changes he has noticed in Tesco's organization for last 6 years. Mr. Rafiq replied there is a change in the management operations there are new positions introduced. He added that in his store recently, they have introduced more self checkouts and that has reduced the queuing time for the customers.

(An interview sheet is provided in the appendix)

Interview Analysis 2: Mr. Asif Pathan, Team Leader, Gallion's Reach, Becton. London

Tesco at Gallions Reach, Becton East London is believed to be the biggest Tesco in London. They are trading 24 hours. Mr. Asif shared his great experiences with us of working at Tesco. I asked him question about the recent technologies Tesco has adapted. He was very pleased to share about the "Click and Collect Service" which only Tesco Extra is doing being the only large Tesco in East London. He said, customers do their online grocery shopping and they just drive their car to Tesco Gallions Reach under our Click and Collect canopy. After the identity check the whole shopping is being loaded over to the customer's car which they also find it very excited.

Later I asked him about the feedback that was there any positive response given to him from the customers. He replied, there were several customers on the shift he worked who really praised and said it was perfect for picking up the groceries on the way back home from dropping off the kids at school.

(An interview sheet is provided in the appendix)

Interview Analysis 3: Mr. Anwar Shaikh, Operations Development Manager, Cheshunt

It was again a pleasure by talking to the Operations Development Manager, Mr. Anwar, I was really amazed as I got to know some exciting facts about Tesco's.

When asked about the recent technological change in Tesco, Mr. Anwar mentioned the first thing “Self Checkouts”. Tesco is always ready to accept change as they believe change is always good for the business and it also helps in getting more customers. Also they have adapted the new credit card machines and through which they are saving 5 seconds from every single card transactions they have. Further he added amendment is the part of our strategy to hit the success we need to bring some innovations in the duration of time. We never compromise with our products but yes we believe in adding innovations to them.

Later I questioned him about the results that they have achieved by introducing more self checkouts and new card machines; he replied proudly “yes definitely they have got good results and have saved a lot time after self checkouts. When he checked his transactions history he said recently almost 28% of their transactions were through self checkouts and they are saving 5 seconds on every card transaction which has helped them a lot in serving their queues.

(An interview sheet is provided in the appendix)

Interview Analysis 4: Miss Samira, Customer Assistant, Tesco. Upton Park

It was great to know Miss Samira’s experience as she all the time works on the self checkouts and her main job role is to assist and direct customers on the self scan tills. I asked her to share her experience on self checkouts, Are self scan tills quicker than the staffed tills? She answered different than everyone else did. She believed the staff tills serve the queue faster than the self checkouts. Many times customers had to wait long for the assistance as she is always the only one to look after 15 self checkouts and this awaits the queue for long. Many times customers get frustrated and they just leave without buying anything. There are couple of reasons behind; self checkouts should only allow customers to pay for two or three items not for the whole shopping basket or a trolley. When the stuff is more, it is more likely to have trouble in paying and to arranging their stuff. This causes delays and blockage of tills.

(An interview sheet is provided in the appendix)

Interview Analysis 5: Mr. Fahim Aslam, Customer Assistant, Tesco. Gallions Reach

When asked the same question to Mr. Fahim, he mentioned about the new electronic gadget which is called “Scan as you shop”. Tesco has recently tried new electronic gadget in its store in Amersham in Buckinghamshire and they found it easier to use so slowly they have started

introducing the gadget in some of the stores. Mr. Fahim works in the store which is located in Becton and that store has this electronic gadget. He was quite pleased to express his thoughts regarding the new innovation. The scanner fits into the handle of your trolley and you can scan the things you are buying as you go round the shop and pack them straight into your bags. Later when you are done, you simply pay and you are done. Customers have really appreciated the new innovation.

(An interview sheet is provided in the appendix)

Analysis of Questionnaires

I have distributed some questionnaires on the Change Management occurring in Tesco. The questionnaires were distributed among 15 people. The questionnaires were distributed in two different branches of London.

In the questionnaire the first question was about the age group which was:

What is your age group?

There were 8 questionnaires distributed in Tesco, Upton Park and 7 questionnaires were distributed at Tesco, Gallions Reach which is London's biggest Tesco. When I got the response, the common age group at Tesco Upton Park was the age group of 24-35, however I got the mix response of age group from Tesco Gallions Reach.

How often do you shop from Tesco?

Tesco has always done its best to get the maximum profit. On the entire high street they are only one who is open till midnight and serving customers. Gallions Reach Tesco is open 24 hours for customers. In recent times Tesco has performed really very well in their financial year 2011-2012.

It was really great to find this that how often people shop from Tesco. From Gallions Reach Tesco, the majority of people said they come very often to shop there as that Tesco is the biggest in the entire East London and it is more convenient to shop there due to the full range of availability. Similarly there was mix response of people from Upton Park. As the store is located on the high street, there were more people saying they have other choices as well to shop other than Tesco. There is Iceland just next to Tesco, so it depends where is more cheap.

What is the recent change you have noticed in Tesco's?

Tesco has always been innovative and always try to mould themselves according to the customer's demand. Tesco Upton Park has just been a newly refurbished store and I think it was the best time to ask the customers about the change they have noticed. They have installed new self checkouts which are now helping to serve the queue faster. Also they have installed new credit card machines which help them to save 5 seconds on every single credit card transaction.

The majority of respondents spotted out the self checkouts which are really great to know that customers have appreciated their innovations and it is helping them. Also few mentioned about the website, that Tesco has innovated new website which is more easy to use. Likewise, the response I got from Tesco Gallions reach was every single respondent appreciated their new introduced "Click and Collect Service". This clearly states that Tesco has achieved a true success in their innovations and it has affected targeted customers. Also there were couple saying they didn't noticed much change.

How have you experienced the change?

Tesco believes in adapting change and to mould according to the consumers need and they just believe in satisfying customers. Recently they have refurbished their some of the stores in London and are looking forward to change every single store in the coming few years. When the questionnaires were distributed the respondents were quite positive about this question in Upton Park. Majority said yes, they have experience the change and they are ready to adapt the new store. Some of them also mentioned about the new tills they have installed which is a joy for Tesco. Moreover, the responses were quite mix from Gallions reach Tesco. Some appreciated the store as its huge store and also the car owners described about the Click and Collect Service.

Have you experienced the shorter queue time?

All the respondents responded "yes, they have experienced the shorter queue time" in Tesco Upton Park, however some of them still mentioned at times they have to wait in the queue for a while but definitely better than previous. Likewise, the majority in Gallions Reach respondents didn't consider it as a big issue. Some said, sometimes they have to queue for long but there are certain days when they come and just go quickly.

Is Tesco helpful to the society?

Tesco has always been great in looking after the society and it was good to know that people are also aware of it. Majority answered yes, Tesco Upton Park is helping society in many different ways for example following fair trade, healthy nutrition for their customers etc. Also the respondents said the similar thing at Gallions Reach. Some also mentioned similar and pointed out the Fair trade and Quality has always been maintained.

Recommendations

- As internet is quite common and also broadband are cheaper in the market. There is more use of internet in the society. Many people do online shopping and they prefer doing that. Tesco still need to focus on their Tesco.com website and should promote it more. They should strongly recommend their regular customers to the Tesco website. Another way of getting customers is to provide them free delivery at some purchases or at their first online shopping.
- Recently the banks have introduced Master Pass which is also called Pay Pass. The motive is just tap your card and go. Pay pass makes the everyday purchases quicker and safe. There is no need of entering your pin or dipping your card in. It is highly recommended by the users and is believed that they are faster than fumbling with cash or waiting for change. Pay pass makes the check outs easier than ever. As Tesco is located mostly on the high streets, there are lot of people who just goes during their lunch to buy a meal or a sandwich. It will be very much time saving for them and also it will be very helpful for both the sides.

Conclusion

Tesco is the second largest retailer in the world in terms of profit (Data monitor, 2011). I did the research on Tesco's technological change and the customer's view about the change they have noticed in Tesco. Primary research was carried out throughout the study. Through the research it has been proved that Tesco is very successful in all its innovations and all its technologies are really useful and are being appreciated by the customers. There are many

positive thoughts in the market about Tesco. Tesco is leading in the market and one of the reasons behind their achievement is because they have got the best marketing strategy. Tesco is very much concern about its price strategy and so they never compromise with their every day value products. So in the market they are very well known for their good quality of products. Customers have flocked to Tesco's and it's not just because one reason but there are plenty of reasons behind (Glynn, 2005). Also Tesco was noted out for having fair trade products, this shows Tesco spreads awareness in the market.

It is quite reasonable to say that Tesco focuses more into its customers and that has brought Tesco at the second position in the world. Tesco has won customer's heart by also providing club cards and through which they build up a very good relationship with all their regulars. Tesco has promoted itself very well through its loyalty scheme (Humby, 2004)

In today's time it is very important for the supermarkets to get more changes and to adopt the new technologies and Tesco is far better in bringing this changes in their business, thus this leads them towards success in the market. The phrase "mass personalisation" concept is one that gets bandied around retail like so many other hideous loads of nonsense but in Upton Park, Tesco has taken that concept and meaningfully brought it to life (Kantar, 2013)

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Appendix

Interviews

Interview 1: Mr. Rafiq Patel, Customer Assistant, Upton Park. London

Date: 13.07.13

Time: 14.15

Interview length: 15 minutes approximately

I asked Mr. Rafiq, if he could share me his experience so far with Tesco and what change he has noticed in Tesco since he started working with the company.

Mr. Rafiq replied: I really enjoy working with Tesco, I live local and it's easy going job for me. I enjoy every bit of work. Yes, there were lots of changes took place since I started

working. Nothing can remain same, this is a great business and business won't go further if you will not add any innovations to it. Tesco has introduced some new positions in the company and management operations are changed. This store has just finished its refurbishment two weeks ago everything is new in store, they have introduced more self checkouts.

Interview 2: Mr. Asif Pathan, Team Leader, Gallions Reach, Becton. London

Date: 10.07.13

Time: 17:30

Interview length: 12 minutes approximately

Interview Question: What are the technologies recently Tesco has installed for the customers, what are your thoughts about them? Are they really helpful?

Answer: Mr. Pathan replied, yes Tesco has brought many changes in the store and also they have focused on bringing some new technologies to their store. He mentioned about "click and collect" service and he added customers saves their time as they do the shopping from home through internet and they just come here and they have to show the online receipt, that's all their shopping is ready and they are free to go. It hardly takes time. We keep ready for them. This is a great thing they have innovated and it is not at all time consuming, very quick and very easy.

Yes definitely it is very successful in the market as they have lot of regulars now and a lot more coming day by day.

Interview 3: Mr. Anwar Shaikh, Operations Development Manager, Cheshunt

Date: 11.07.13

Time: 10:30

Interview length: 25 minutes approximately

Interview question: What are the facts and recent technological change Tesco has adapted?

Answer: Mr. Anwar mentioned about the self checkouts they have introduced, he meant that Tesco is trying to give more tills at the self checkouts so that more tills less queue. There are some stores which are recently been refurbished and they have kept more tills and the result

has really up to their expectation. Also he mentioned about the credit card machines, which are serving customers quicker than before. They have been marked by 5 seconds less serving time which is very successful and is very helpful. He added, recently when he checked his transaction history there were 28% of transactions gone through self checkouts and previous year it was just 19% serving through self checkouts. Not all the stores are having more self checkouts but right now they are working on it and soon in a year time they will be on top in serving.

Interview 4: Miss Samira, Customer Assistant, Tesco. Upton Park

Date: 13.07.13

Time: 16:45

Interview length: 12 minutes

Interview Question: What is your main job role in the company; please describe us how you feel about it?

Answer: Miss Samira answered she thinks self checkouts take more time than the staff tills. The reason behind is there are lot of customers who are not use to in using these tills and as Tesco has increased there are more customer everyday for the self checkouts. She also added that there should be a limit for the customers that they are not allowed if they have more than 5 or 6 items because this is also one of the reasons which are slowing down the queue. Many times the tills get blocked and the queue gets longer and longer.

Interview 5: Mr. Fahim Aslam, Customer Assistant, Tesco. Gallions Reach

Date: 12.07.13

Time: 18.30

Interview length: 10 minutes approximately

Interview question: what changes you have seen in Tesco in recent times? What are your views about them?

Answer: Mr Fahim replied, he has never seen such innovation before what Tesco has just recently launched. Tesco has recently introduced a technology which is called "Scan as you shop". This scanner fits in to your handle of your shopping basket and as you walk you just

scan the product is automatically bagged in for you in the bagging area so at the end when you are done with your shopping, you just come to the check out, pay and are you free to leave. Isn't that amazing?

It is recently been introduced and not all the shops have this technology but as Tesco Gallions Reach is the UK's biggest one we are lucky to have this technology. It saves time, it has an easy access, and everything is wonderful about this technology.