Digital transformation of the company in the field of tools commerce

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This paper investigates digital transformation of a company that sells wide corpus of tools. Main goal is to provide a comprehensive overview of the digital transformation process and its elements, such as: technologies, human resources, business models and strategies and cooperation. Further, the role of electronic sales channels with a focus on web sales will be specifically considered.

A model of digital transformation of the business system for tool trading will be provided. The B2C web store will be implemented, as well as integrations with the certain components of the e-business ecosystem

Keywords—digital transformation, e-business, e-commerce, subsystem integration

I. INTRODUCTION

The accelerated development of technologies, computer systems and techniques greatly affects the business of companies on the market. Companies that are slow to accept change and that don't take advantage of modern business are in a huge deficit compared to companies that take advantage of it. Dynamic environment and the increasing demands and expectations are one of the factors that force companies to thrive in a technological sense.

The main problem of the company Prodavnica Alata refers to the outdated way of doing business, as well as the outdated way of selling Web. The possibilities of modern technologies are poorly used. As modern business and its dynamic environment require quick reactions of companies to changes, it is clear that there must be modifications in the way of doing business.

This paper will deal with the transformation of a traditional medium-sized company into a company that successfully uses various digital tools and technologies . The subject of this paper covers all business channels via the Internet, and especially sales through B2C Web store. This paper will present the complete way of doing business before and after the changes, as well as the functioning and integrations of all subsystems. All modifications that have been made will be analyzed in detail, as well as their results and interrelationships. The focus will be on changes related to sales on the website www.prodavnicaalata.rs .

The aim of this paper is to improve business processes, technologies, organizations and overall business results through digital transformation of the company. The focus will be on speeding up and saving time. All day-to-day processes and requirements will be at least partially automated, if possible .The goal is for all subsystems to improve and merge in an adequate way, in order for the system to become a better version of itself.

An analysis of the previous situation can lead to the conclusion that the company's subsystems do not function together. A high degree of employee engagement is required to perform all day-to-day tasks. The company is significantly behind competition. All the resources were used to try to normalize everyday processes, and they could be focused on many more creative things that would make the company more profitable. Each subsystem works for itself, and the only link between the systems are employees - who must have excellent knowledge and concentration to perform its tasks.

In the practical part of the work, a new B2C store will be implemented, the basic task of which will be to integrate the tasks of the employee and to facilitate his work. The development and implementation of the store will be carried out after a detailed research of the complete system and its shortcomings.

In addition to the benefits for employees, which the digital transformation will bring, customers will benefit in more ways. Simpler ordering, a clearer site, the ability to compare, browsing history, tracking orders, automatic notifications, are just some of the packages of benefits that customers will receive.

The digital transformation of the company should unite all the processes of the company, automate them to a good extent and facilitate and speed up everyday

business. The ultimate goal is to achieve higher profits with better utilization of resources.

II. DIGITAL TRANSFORMATION

A. *The concept and characteristics of digital transformation*

Digital transformation is a process of integration of digital technologies in all areas of business, with radical changes in the way technology, people and business processes are used, in order to improve user experiences in accordance with the constant changes in the market. [1] Digital transformation is constant striving for improvement.
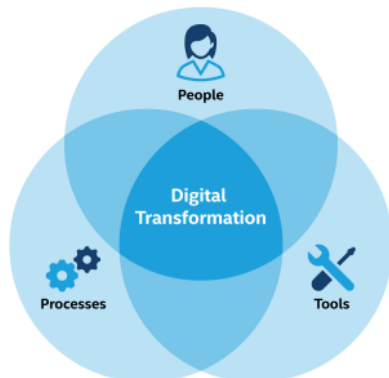

fig. 1. Components of digital transformation

The development of the concept of digital transformation took place in the following order:

- Digitization
- Digitalization
- Digital transformation

In order to understand the digital transformation and to apply it in the right way, we must also understand the concepts that precede it.

- Digitization

Digitization is the process of transition from analog to digital form of work. Until recently, companies kept records of business on paper. Business data was analogous, difficult to document, and even acces. After that period, computers became common and most companies soon began using them and "converting" papers and images into files. Finding and sharing information became much easier after they digitized it, but the ways in which companies used their new digital records mostly mimicked old analog methods. Computer operating systems are even designed around file directory icons to make them feel familiar and less intimidating to new users. Digital data was exponentially more efficient for businesses than analog data . [2]

- Digitalization

The process of using digitized information to make established ways of working simpler and more efficient is called digitalization. Digitalization does not mean changing the way of doing business or creating new types of companies, but only more efficient use of existing resources. As digital technology evolved, people began to

generate ideas for using business technology in new ways, not just to work faster. Then the idea of digital transformation began to take shape. With new technologies, new things have suddenly become possible - and also new ways of doing them. [3]

The main question regarding digital transformation to ask is:

How do you adjust your business and processes to make the most of your technology investment?

The key question is not how much faster can things be done in the way the company is currently working. [41]

Every company should strive for constant improvement. The need for change and the way of introducing change are certainly the parameters from which to start. In essence, every being, even companies, needs to progress. Everything that stands in place will surely stop working after a while.

B. *Key elements of digital transformation*

The following segments are key to making the digital transformation a success.

a) *People*

Leadership and employees must embrace new ways of doing business and master the necessary skills and knowledge. Without education and readiness for change, a company can hardly remain competitive. This is the first item on the list and the initial level on which the continuation and successful application of digital transformation depends. People need to be educated in a way that they accept change, take advantage of the benefits and always continue to improve along with the system.

" Entrepreneurs must get their vision out of their heads and down onto paper. From there, they must share it with their organization so that everyone can see where the company is going and determine if they want to go there with you. " [4]

Without the preparation of employees and management, it is useless to move on to the next steps in the implementation of digital transformation. If employees do not accept the system, the system is doomed to fail. It often happens that it is easier for people to stay in the current state where they feel safe. The role of management, or the expert who implements the digital transformation, is to present to them in the right way the new system and its advantages, so that even the most insecure are encouraged.

b) *Strategy*

The strategy applies to finding an adequate way to introduce digital transformation in every business segment,

and that depends on the individual system. There is no one right path that a company should follow, but this path is different for every company. It is necessary to make an analysis of the business, its subsystems and find an appropriate way to improve and integrate subsystems with the help of new technologies. The end customer and his needs should be kept in mind. Since the company depends on its customers, everything should be done in terms of faster and better customer satisfaction and implement customer needs in the strategy.

c) Technology

The evolution of technology is the most common trigger of digital transformation. Such technologies will be listed and briefly explained below.

Cloud computing - with the advent of the Cloud, data collection and storage has become much easier and cheaper than before. Businesses are allowed to skip the purchase of expensive hardware.

Artificial Intelligence and Automation - Businesses around the world are increasingly turning to automation for a variety of tasks. Automation allows people to focus their efforts on creative purposes, without thinking about repetitive daily tasks. Artificial intelligence, for example, offers increased safety in the workplace, removing people from positions that have harmed their health in the past.

Smartphones and mobile applications - The popularity of smartphones has encouraged the creation of mobile applications that have become an indispensable part of today. Everyone has at least one application installed on their phone. Lately, companies that have operated through the Websites are also making mobile applications and offering customers that way of shopping and interaction.

Internet of Things (IoT) - this technology offers the placement of miniature sensors in most things that a person uses. Smart watches have started to be replaced by "Smart homes" which integrate the work of all electrical consumers in the household in their system. [13]

Social networks - Facebook, Instagram, Whatsapp, Viber and similar applications have become part of everyday life for nearly everyone. The vast majority of social network users visit them every day, and not such a small part of users update the content on a daily basis.

d) Cooperation

Cooperation between companies is one of the key things that contribute to creating a better business culture. Every day we see examples of successful cooperation between companies from different and same industries. By collaborating, companies can achieve much more than they can alone, using more knowledge and resources. Even an unsuccessful type of cooperation with a partner company will enable us to see the mistakes and not make them in the future.

C. The need for digital transformation

In this chapter, a brief summary of the reasons for the introduction of digital transformation will be given.

- Technological innovations

Technological innovations (caused by technology), or significant changes in technology, which offer new opportunities to companies. Some of these technologies that are emerging, or have already emerged, are IoT, artificial intelligence, virtual and augmented reality, and the like. The task for all companies is to introduce these technologies (or some of them) in a way that their company will have the greatest benefit.

- Customer requirements

The survival of a company in most cases depends on its customers. Customer behavior and requirements shape the offer in every sense - the quantity, type of product and the way of offering it, all depend on the customers. Changing customer requirements and changing technology are not necessarily correlated, but changing technology often causes different customer requirements as well.

- The ecosystem around the company

Organisations operate as part of broader ecosystems - business, social and natural ecosystems. Economic changes, state regulations, requirements of partners who want to adapt regulatory changes such as GDPR, social changes, and unexpected events like Covid. All these changes in the ecosystem can affect and trigger the need for digital transformation. These types of changes are perhaps the most unpredictable, because as much as the future of one branch of business can be predicted, it is very difficult to predict the movements of the entire ecosystem. [14]

D. Examples of unsuccessful and successful digital transformation

The first example that comes to mind for a company that has failed to adequately accept and take advantage of technological change (ironically, the company deals with digital technologies) is Nokia.

Nokia is a company founded in Finland that was the first to create a cellular network in the world. In the late 1990s and early 2000s, Nokia was, at one point, a global leader in the mobile phone market.

With the advent of the Internet, other mobile companies have begun to realize that software, not voice (or hardware), is the future of communications. Nokia did not understand the concept of the software quite well and focused on the hardware, because the management was afraid to alienate the current users if they changed too much.

The main mistake was that Nokia did not want to introduce changes to the user experience. It remained the same, and everyone else progressed. Very quickly (especially because it is an extremely dynamic market) Nokia had a product that did not suit the market.

The company overestimated the strength of its brand. In 2007 the phone without a keyboard was introduced, and only just in 2008 Nokia made the decision to compete with Android and iPhone in different fields, but it was too late - their products were not competitive enough. [5]

The figure shows how Nokia at one point was actually in advantage over the competition and where it stands today.

Changes in the company's business over time are a basic prerequisite for successful business. The fact that one business model was effective at one point in time does not mean that it will remain so in the long run. Progress conditions change and companies that do not change become obsolete and often fail. It is very difficult to recoup the savings that a competing company can achieve by using more modern and efficient technology, whether it is production or sales.

Digital technologies are shaping every industry. Many large companies spend millions of dollars just too adequately implement digital transformations, because it can bring even more benefits and savings. The fact that the company is trying to follow today's trends and take advantage of modern technology does not in any way guarantee prosperity. There are a large number of companies that are trying to increase profits with certain changes in the way they do business, and end up with an increase in losses. The reason for such changes is inadequate preparedness and lack of research. [42]

Before each change, a process of analysis is needed, as well as analysis of how that change should be implemented. Change for the sake of change is not good. It is necessary to investigate in detail each segment of the system on which you are applying the transformation. It is necessary to communicate with employees, or even personally convince yourself of the way of doing business and work tasks and, based on that, see the need for change. In the research phase, it is necessary to list all the shortcomings of the system and analyze all the solutions. Of course, the solution that will bring the most will be chosen.

One of the good examples of adequate digital transformation is company PayPal. PayPal recognized the upcoming trend of using container technology and secured significant savings by using docker.

Docker is a software tool that allows you to quickly create, test and deploy applications. Docker "packs" software into standardized units called containers that contain everything that independent software should contain.

The management of this company has realized that it has significant costs for server maintenance and the purchase of high-performance hardware, and also the cost of the space required for storing that hardware. They took advantage of the emergence of a new technology - container technology and applied it in the right way. In this way, they managed to increase development productivity by 50%.

Another example of good digital transformation is Netflix. Netflix has been selling and renting DVDs online since its inception. Netflix has used Big Data technology to become the largest online service for watching series and movies. [6]

The biggest advantage of Netflix is in personalizing content. By collecting data, analyzing it and smart referral systems, Netflix gets to know the customer and offers him the content he likes.

E. Stages of digital transformation

In order for a company to evolve, it needs to go through the following 6 phases.

Business as usual - This is the first phase, which means that company operates in the traditional way. With common processes, business models and technologies.

Present and active - Increased competition means that the company is starting to experiment with new ideas. People with ideas take the lead. Digital creativity and education are slowly beginning to be embraced. Everything works without interconnection between departments or individuals. Certain areas of business can be improved, but overall there is no balance or order in the processes.

Formalized - The transformation of the company begins. Some of the experiments led to successful results

and revealed business gaps. Research is still ongoing and clear initiatives and solutions to problems are emerging. Businesses are bolder in their actions, leading to change at multiple levels, including technology and resources.

Strategic phase - includes individual groups that recognize the strength of cooperation. This applies to many different areas, including research, work and shared data insights, all contributing to new strategic plans that lay the foundations for digital transformation.

Converged - This is a critical phase in which a dedicated digital transformation team is created to manage strategy and operations based on customer and business goals. The whole organization has changed with the new infrastructure where knowledge, processes, expertise, models and systems to support transformation have been strengthened.

Innovative and adaptive - At this stage, digital transformation becomes an integral part of the business as managers realize that change is continuous. New ecosystems are applied to identify, understand and act in line with technology and market trends. These ecosystems are tested first, and then when they are found to be successful, they are applied. Continuous improvement is a new way of doing business. The organization is flexible and the teams are up to date with new technologies and innovations. New gaps are constantly being sought and ways are being found to solve the problems they cause. [17]

III. BUSINESS OF THE COMPANY BEFORE THE DIGITAL TRANSFORMATION

A. Sales through the Website

Below are shown a few basic problems that the Web Store was faced by.

The first in a series of problems related to the Web store was its design. Design in terms of aesthetics wasn't that much of a problem, but design in terms of usability certainly was.

The site was, to say the least, confusing to customers. Two prices were shown for each product that were insufficiently explained, which greatly confused customers.

There were no banners and the usage of the home page was very poor. Special offers, campaigns, sales, promotion of new products therefore these did not exist. There wasn't any possibility of highlighting the product.

The mobile version of the site was full of flaws - from poor image display to poor price display. A couple of buttons overlapped and prevented each other from clicking on the other one.

Phone numbers and emails were obsolete on a couple of pages and out of order, they were also not connected by a link.

B. Categorization

The biggest problem regarding product categorization is related to excessive grouping and generalization. Categorization before creating a new Web site operated on two levels.

For example, the Power Tools category had 34 subcategories, and it was very difficult to get to the category you want.

An additional problem that this way of categorization has caused, apart from the difficulty of navigating the site, is the loss of a large number of visits to the site.

C. Integration with other systems

The integration of the Web Store with any system in the company did not exist. Each activity was carried out on its own, independent of the previous and next activity. This way of working forces the employee to spend the majority of his working time on trivial tasks. Losing that much time and energy on such tasks means that lots of customers will be unsatisfied.

D. SEO optimization

SEO tags were not populated, as well as pages of categories and brands were also not filled. The number of visits to the site before the initial changes took place (one of which is work on SEO) was about 2,300 visits per day. This traffic was made possible by a large number of pages.

E. Personalization

As the user couldn't create his profile all the options for personalization are dropped. This is a big problem in today's business, because customers are becoming more and more impatient and require a fast and accurate display of every content. An additional big loss for the company, which creates a lack of personalization, is the inability to analyze individual users. Which user spent how much money, how many total orders he had and which products he bought. The CRM system did not exist.

F. Promotion

Types of promotion such as Google advertising, advertising on social networks were lacking.

Promotion is a very important factor, especially after making changes. The Google search engine will go through the pages of the site that are frequently visited, and

the traffic can be obtained quickly and easily with a good promotion. Looking at the overall picture of the business model, it can easily be concluded that lots of things were done wrong. And even without understanding all the above problems, it can be concluded that changes were needed.

G. Retail (in retail store)

Problems related to the retail, wholesale and bookkeeping programs are intertwined, and most of the problems that are applicable on one subsystem are also valid for the other.

As retail within the sales facility is done almost everywhere in a similar, traditional way, there is not much room for innovation in this field. The way of doing business was as follows: The customer comes to the retail facility, asks for, or consults about the product he needs. If he wants to buy a product, the product is packaged, a guarantee is printed during the packaging and a fiscal invoice is printed. The first problem is that the employee must know almost every product code by heart, or search for it directly on the product, and then type it manually within the bookkeeping program. Not only does this process take up time, it also takes up a lot of space. The store is not large in size, and the machines are quite large, so any handling of the machine within the facility is a problem.

H. Wholesale

The biggest problem of wholesale was the mismatch between the product codes from the catalog (which are the only unique product identifier) and the codes within the bookkeeping program. Different wholesale customers order products in different ways - some indicate the product code and some the name.

The most important problem that causes code mismatch is the inability to connect the bookkeeping program to any other system.

fig. 2. Different product variants for GSR 12V-15 within the bookkeeping program

The figure shows that a machine has 15 different varieties.

I. Social networks

Of all the social networks, only Facebook existed. Announcements were very rare - one in a couple of months. Even when they existed, they had little interaction with customers. No matter how good the offers that were published, they were not presented in the right way so that customers would notice them and cause action. The publications were characterized by a sparse design and added technical characteristics in the description of the images. Company data has not been updated since the page was created. There was no publishing plan.

IV. PRACTICAL APPLICATION OF DIGITAL TRANSFORMATION

This chapter will show the implementation of digital transformation. The digital transformation model will be presented first. Then, all the details about the activities undertaken will be shown and explained with the benefits they brought.

As the focus of the practical part of the work is on the implementation of the B2C Web store, the implementation, changes and business model that the new store allows will be shown details.
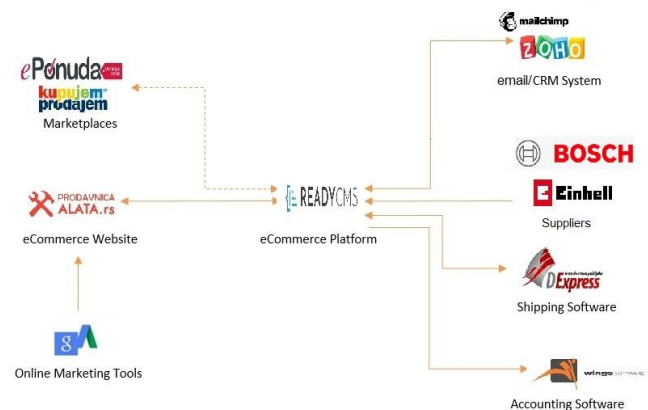
fig. 3. Current situation after the digital transformation

The company has integrated its subsystems and its complete system with the systems of suppliers and associates. The choice of platform, software, as well as the choice of suppliers was based on the flexibility, compatibility and speed of associates. Where there was a possibility, precisely for the above reasons, promising domestic solutions were chosen.

A. Integration with accounting software

Wings is a program that was already used in the company. Many of its functionalities and capabilities have not been adequately utilized.
Connecting to the Web platform is based on reading data from Wings tables and inserting it in the appropriate warehouses (locations) within the platform.

B. Integration with suppliers

Integration with suppliers is done by having suppliers send their stock lists to the company every Monday. After a short processing, the supplier's status is entered on the platform as an additional attribute, independent of the company's stock.

C. Integration with the business system.

All the functionalities that have been introduced have been introduced according to the problems from Chapter 3 and in order to solve some of the presented problems. All activities of the employee of the Web store are integrated into this system, and there is no need to do things anywhere else..

D. Presentation and sales through social networks

As described in the previous chapter, there was only the social network Facebook. It was not regularly updated or adequately linked to the site.

1) Presentation on the social network Facebook

This page has been completely redesigned. The images are made to look in line with the business and the colors of the company. All images and posts will be designed to be recognizable at first glance as in the image below. Data such as mobile and landline and phones have been updated. Appropriate links and buttons leading to the Web Store have been set up. Categorization of posts on the social network Facebook: Educational videos and videos of machine operation

2)   Presentation on the social network Instagram

The profile on social network Instagram was created about a year ago. It is appropriately connected to the Web store and the company's profile on the social network Facebook. It currently has 1,950 followers and that number is constantly increasing.

E. Sales via E-mail

As the company and the vast majority of customers do business via E-mail (as I have shown in previous chapters), this new sales channel has proven to be very efficient. The Mailchimp tool is used to send e-mails, which is one of the most common tools for sending a large number of e-mails. MailChimp is a comprehensive marketing platform that allows filtering, segmentation and categorization of consumers also helping to manage clients, customers and other stakeholders and talk to them.

F. Activities related to the bookkeeping program , wholesale and retail facilities

The analysis of work and sales in retail facilities concluded that the biggest problem is the speed of customer service.

1) Barcode system

One of the solutions to the speed problem is the introduction of Bar-code technology and the possibility of scanning the product, instead of memorizing the codes, or looking for the code on the product (the problem with names has already been explained, so even if you find a label on the product, it does not mean agree with the code) and then enter them in the accounting program. Barcodes are now listed automatically where the code in the program and the vendor code match.

2) Warranty extension on purchased tools

As any kind of automation is impossible for this process, the following was done. For each brand for which there is a need for an extension of the warranty, a way for the customer to do so has been published on the Web Store. Website has a special page dedicated to warranty extension, which shows customers, step by step, how to do that task themselves. Now employees only need to refer the customer to our site, where the customer will have each individual step to register their tool for an additional year of warranty.

3) Changing of the item codes

The implementation of this radical change began at the beginning of the last year and a good number of articles have already been changed. The problem is that this change must be done manually, because there is no system that, based on the name of the item, and the name given to the item by the employee who entered the product, and not the catalog name, recognizes the products and does it instead of the employee.

G. Marketplace sites integration

Among the most important partnerships with sites that are used to compare prices, or for direct sales, the sites E-Ponuda and KupujemProdajem stand out .

1) Integration with the E-Ponuda

The E-Ponuda site compares the prices of the same product from all the sites with which it has cooperation and ranks them from the cheapest to the most expensive. Clicking on the product of a particular store takes you to the site of that store, that is, to the page of the selected product.

Results of business cooperation, for the case in May 2021., are as follows (source Google Analytics)

2) Cooperation with KupujemProdajem

The most important measure of the success of each seller is the number of his positive evaluations on the site. Although no excessive effort has been made to obtain ratings , due to the focus on processing all orders , the profile has over 200 positive and no negative ratings. This way of doing business brings the company an average of 60-80 orders per month. In May and June last year, the number of orders exceeded 130. Compared to the E-ponuda, this site has similar results, it takes much more time and effort to maintain, but also costs the company less than E-Ponuda.

H. Introduction of the Call Center

After finding and purchasing the appropriate hardware, a telephony company was hired to implement the Call Center based on the request. The call center allows all customers to get their turn and get the opportunity to order products over the phone. Call center also has a built-in SMS function that forwards SMS messages to company email, so not even one piece of information is lost.

I. Google Ads

Google Ads campaign started before any changes to the site in the hope that it can generate big results for a short period of time. The projected budget was quite large - about 400e per month. After successful integration with the site, campaigns with the most important product groups were created.

J. Recategorization, migration and product switching between categories

One reason for the re-categorization was improving rankings on search engines, and other improving the transparency that this change offers customers.

"A good visual hierarchy saves us work by preprocessing the page for us, organizing and prioritizing its contents in a way that we can grasp almost instantly . " [9]

The only way to create adequate new categories, for which there is a need, was to manually go through the entire site (all products) and to record all types of products that exist. Most of the old categories have been retained, some have been relocated , some have been given subcategories, and a small number have been merged and the surplus deleted. All categories and levels and divisions are noted in the excel document, based on when the missing categories were automatically created. This excel contains 739 lines. The categories in excel are arranged in the order implemented on the site. In the order of categories, popular categories stand out , especially related to the seasons.

K. Automatic input of products

The company had another big problem in its online business - the display and prices of accessories. The accessories are mostly from the Bosch brand , and when viewed in percentage, they occupy over 90% of the products in the accessories on the site. As it has already been explained, there was no automatic way of inserting the product, and there was no change in the price.

L. Changes regarding design and usability

1) Changes to the design

The following principles from the professional literature were taken into account during the design changes:

"Principle 1: The top companies design for function, not aesthetics

Principle 2: The top companies carry out experiments on their websites

Principle 3: The top companies update their websites frequently - often weekly and sometimes daily." [10]

M. SEO optimization

Much of the time at the beginning of this project was spent on this segment of the Website. Initially , simpler methods were used to manually fill in the SEO fields for each product individually. Once the formula composed of the product attributes is determined , this process is automated . The main changes related to improving display on search engines are as follows:

1) Creating a Sitemap - Sitemap
2) Creating an automatic script to fill in the SEO attributes of the product
3) Enter SEO attributes and descriptions for categories and brands

V. CONCLUSION

As the results and reasons for the changes are presented in each chapter, the conclusion will only be summarized.

After the changes, Prodavnica alata has become one of the best online stores in the field of tool sales. Employees working at the Prodavnica alata no longer need to use other means, as all their jobs are consolidated and integrated on this system. As this system is integrated with retail and wholesale, other employees of the company also have great benefits from the site.

The time required to process orders, order and deliver products is almost halved. All business tasks are

optimized and improved using appropriate technologies. Notifications and communication with customers are more accurate and faster and have contributed to improving the company's image, in addition to saving time.

All the above changes concerning the introduction of new or better use of old technologies have resulted in great progress and facilitation of daily business.

As the company before the transformation based its business on Web sales in some 5-7 percent , and now that percentage is 30 , it is another indicator of the degree of improvement of business via the Internet (results were obtained by analyzing the total profit and share of subsystem profits in total profit). Most importantly, other business segments, which are not directly related to Web sales, have made significant progress, and now everyone is using the Web Store in some way. Some as a reference and help in choosing a product, and some as a tool for solving everyday tasks.

The changes were implemented carefully and were preceded by a detailed analysis and months of implementation.

The digital transformation has been successfully implemented and will continue to be actively implemented. The company is still not in a state of full integration   of subsystems and business automation , but it has come much closer and is striving for that. From a technologically obsolete company, it is well on its way to becoming a leader in its branch of business, and since the employees and the management are ready for changes, the company will surely get there.

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