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**DIGITAL TRANSFORMATION OF WALTON'S GLOBAL OFFICE  
OPERATIONS**

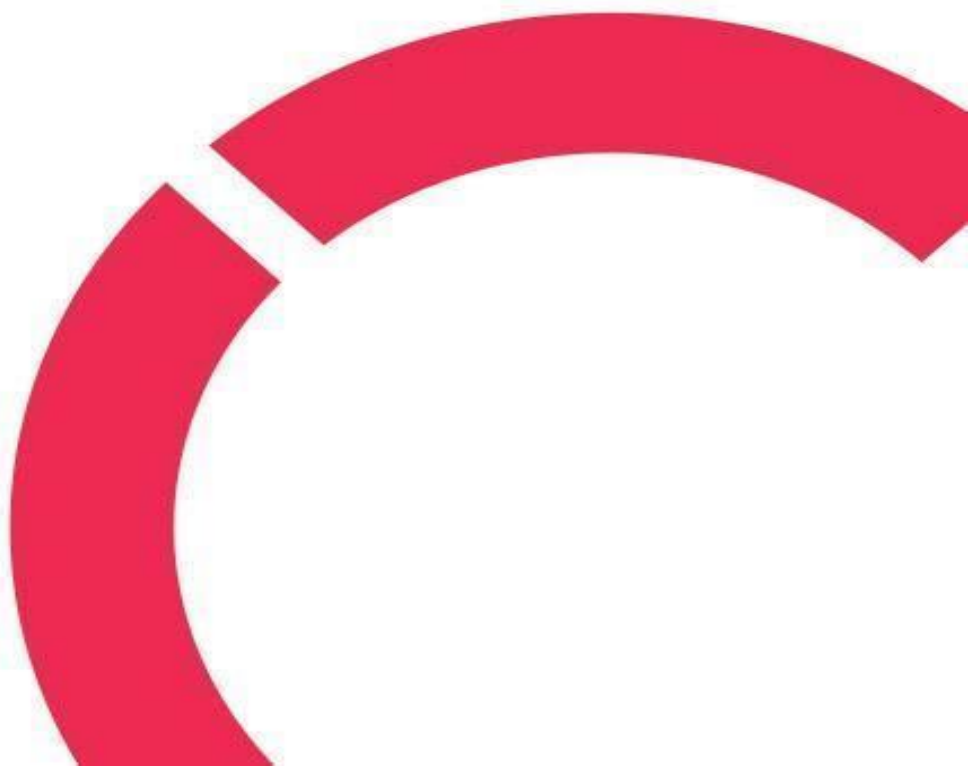
**Global Operational Model and Technology Use**

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<p>This study focuses on Walton's global office operations' digital shift and how it has impacted the corporation, with a particular emphasis on the COVID-19 pandemic's consequences. The goal of the study is to assess Walton's use of digital technology to manage office functions, including communication, collaboration, and decision-making. A mono-method approach incorporating quantitative was utilized to collect primary data through a survey questionnaire distributed to office administrative personnel across numerous Walton locations globally. In order to assemble further context and evidence, secondary research was carried out. Utilizing statistical methods, the data was analysed, and the results offered perceptions of the efficacy of digital transformation in Walton's international business operations.</p> <p>Respondents to the research perceived a moderate amount of global coordination and efficiency in the organization's operational model, demonstrating the favourable influence Walton's digital transformation initiatives had on its office operations. Employees enthusiastically embraced technology, such as email, video conferencing, and collaboration tools. Effective communication tactics are crucial since working across borders can be difficult due to issues like time zone differences and cultural barriers. The study also looked into Walton's response to the COVID-19 epidemic, such as the installation of remote work arrangements and personnel safety precautions. During the epidemic, Walton's proactive initiatives, such as financial aid packages and medical support, highlighted its commitment to employee well-being. The findings of the study aid in understanding how digital transformation affects cross-border company operations and provide recommendations for enhancing the effectiveness of technology use in Walton's office operations.</p>		

<b>Keywords:</b> COVID-19, Global operational model, Technology, Workplace Transformation.
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## CONCEPT DEFINITIONS

**Cloud Computing-** It is a paradigm that has access to data storage, servers, databases, networking, and software applications and makes these resources available to clients in a simple and flexible manner.

**Covid 19-** COVID-19 is an infectious disease caused by the novel coronavirus SARS-CoV-2 that is largely characterized by respiratory symptoms but has the potential to damage numerous organ systems and cause severe illness and, in rare cases, death.

**Digital Workplace-** A modernized and virtualized version of a traditional office setting is referred to as a "digital workplace," where numerous work-related tasks such as collaboration, productivity, and cloud computing are mostly carried out.

**Global Operation Model-** A global operating model (GOM) is a comprehensive framework that enables large multinational companies to navigate complexity, balance competing needs, and achieve leverage and agility. It does this by strategically integrating organizational structures, processes, governance mechanisms, metrics, and reward systems.

**Technology-** It is the use of scientific knowledge to alter and shape the world around people to adapt, change, and improve surroundings to live a better life.

**Walton-** Walton is a company that operates in the electronic industry and is the subject of this case study.

**Workplace Transformation-** Workplace transformation entails actively rethinking workspaces, procedures, and technologies to prioritize employee well-being and happiness by recognizing and responding to individuals' varied work styles.

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**ABSTRACT**

**CONCEPT DEFINITIONS**

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## 1 INTRODUCTION

A successful business's only objective is to promote long-term development and expansion. Capital structure, infrastructure planning, and strategic planning are required for business growth and operation on a worldwide scale. The development of technology has made doing business abroad simple and efficient. The Global Pandemic Covid-19 hastened the progress of numerous commercial organizations' digital transformation since there are no choices left without embracing technology to completely reinvent the company model. Before the pandemic, new technology was widely used to perform daily office work. However, the epidemic increased this vast use and changed the dynamics of commercial organizations. At this stage, technology like cloud computing, cloud storage, multi-dimensional server systems, and video conferencing may be used to manage corporate operations. The type of the firm, the expansion plan, and the scope of operations around the world all affect how international business organizations operate. Managing office operations, including meetings, file sharing, decision-making, and good communication between branches and headquarters, is necessary for all types of multinational business. Managing a commercial organization's worldwide office operations requires effective digital transformation.

One of the biggest conglomerate companies in Bangladesh is the Walton Group. The corporation has several subsidiaries. Mobile phones, computers, televisions, refrigerators, and washing machines are just a few of the electrical devices Walton mostly manufactures. The Walton product line is enormous and extensive. The business was established in 1977. The company's assets are worth \$1.58 billion in total. Over 20 nations now host operations for the organization. In India, Nepal, Bhutan, Myanmar, the Maldives, the United Arab Emirates, Qatar, Nigeria, and West Africa, the company's operations are completely operational. Additionally, Walton established businesses in Poland, Hungary, and Germany. The start of the digital transformation is necessary for the commercial organization's worldwide operations. Despite the worldwide epidemic, the company continued to run well. (Walton's Global Office Operations 2020a.)

The research question for this investigative study is how the digital transformation of the workplace had an impact on the global office operations of Walton. The study will also aim to understand the impact of COVID-19 on the digital transformation of Walton. This study's key objective is to evaluate the digital transformation of Walton. It will try to understand the use of digital technology in managing the office operations of the organisation. By assessing how technology has an impact on in-office

performance and business profitability, this study will also identify key issues relating to the effective communication between the employees and managers and also between overseas offices and headquarters of Walton. Through a quantitative analysis of primary and secondary data, this study will also analyse the impact of the COVID-19 pandemic on the digital transformation of Walton.

The study consists of literature and information that gives shapes to the subject topic. The discussion on the technology and its use to support the digital transformation is briefly done in the study. Digital transformation and global business operations are the major topic of the discussion in this study. The study focuses on the technologies which shape the global business operation's parameters for various initiatives, and future trends of digital transformation to operate the global business. The study also discusses the global business operation scenario during the Covid-19 pandemic and its impact in the acceleration of the process of digital transformation of business organisations. The study takes mixed method approach and works both with qualitative and quantitative data to understand the phenomena. Research analysis and the data presentation are presented thoroughly in this report. As the modern world of business is shifting it is necessary to get a hold and being informed on the process. The study contributes to this vision of exploring the changing environment of the business and believes in the process of rediscovering the process to gain competitive advantage.

## 2 COMMISSIONER

For the thesis project on Digital Transformation and Global Business Operations, a potential commissioner could be the company Walton and it is represented by the CEO of the company (Walton's Global Office Operations 2022). The company Walton is the commissioner of this thesis. Walton is a multinational electronics, automobiles, and other gadget manufacturing company with a strong focus on research and innovation. Walton Bangladesh produces a wide range of products, including televisions, refrigerators, air conditioners, smartphones, laptops, and home appliances. Walton Bangladesh was established in 1977. Walton is one of the leading electronics and home appliance brands in Bangladesh, with a market share of approximately 20% (Statista 2022).

In addition to manufacturing products, Walton Bangladesh has also invested in research and development to develop new technologies and improve its existing products. The company has established its own R&D centre in Bangladesh and collaborates with international research organizations to stay up-to-date on the latest technologies and industry trends. Walton Bangladesh has installed over 1 million solar panels to reduce its carbon footprint and has established a foundation to support education, healthcare, and other social causes. (Walton's Global Office Operations 2022.)

In recent years, Walton Bangladesh has also been focused on sustainability and social responsibility, including initiatives to reduce its carbon footprint and support local communities. The company has invested in renewable energy projects, including solar power and biogas, to reduce its reliance on fossil fuels. Walton Bangladesh has also established a foundation to support education, healthcare, and other social causes in Bangladesh. The company has a strong presence in the local market and has expanded its operations to other countries in the region, including India and Nepal. The company operates across multiple branches, with its headquarters located in Bangladesh. Walton Bangladesh has 20 manufacturing facilities in the country. Walton Group reported revenue of approximately 120 billion Bangladeshi taka (about 1.4 billion USD) in 2020 and employs over 20,000 people in the country (Walton's Global Office Operations 2022). The company is known for its commitment to sustainability and social responsibility, investing approximately 5% of its revenue in research and development.

For the thesis project titled Digital transformation and global business operations, the managing director and CEO of Walton, Golam Murshed, is representing the commissioner Walton. Golam



Murshed is a visionary leader with a passion for emerging technologies and a strong desire to drive social and economic development in Bangladesh. He has been with Walton for many years and has played a key role in the company's growth and success. Golam Murshed is actively involved in industry associations and organizations and has received numerous awards and recognition for his contributions to the electronics and home appliance industry in Bangladesh.

### **3 DIGITAL TRANSFORMATION AND GLOBAL BUSINESS OPERATIONS**

The global business world is going through a rapid evolution today. As a result, large organizations are continuously evolving their business policies at the local and global levels to remain competitive in this dynamic environment (Akhromeeva, Malinetskiy & Posashkov 2020). Emerging technologies and scientific breakthroughs are impacting the business world like never before (Ari and Bonin 2016). To ensure a profitable business, big corporations are continuously transforming their global and local business policies (Akhromeeva, Malinetskiy & Posashkov 2020). The impact of digital transformation on global business operations can be seen as a positive step in the right direction. Through digital transformation, big corporations are not only changing their current business tactics and practices but also ensuring future profitability and stability (Hicks 2019). In this context, digital transformation has emerged as a critical enabler for organizations seeking to adapt to this rapidly changing landscape.

The adoption of digital technologies by big corporations have allowed the companies to not only change the current business tactics and practices but also to ensure future profitability and stability (Hicks, 2019). By embracing digital transformation, big corporations been able to enhance its business processes, improve supply chain management, and optimize its global operations, enabling it to better serve its customers and remain competitive in the market (Akhromeeva, Malinetskiy & Posashkov 2020). Similarly, the business highlights the benefits of digital transformation for organizations seeking to remain competitive in a dynamic business environment (Hicks 2019). The digitally transformed businesses nowadays can be more beneficial as they have unlimited access to the latest technologies and the decisions of those organisations are more data driven than the traditional ones.

#### **3.1 Technology and Business Operations**

A digital workplace transformation relies heavily on ensuring the implementation of technology in the business operations of an organisation. At present every step of the business operation needs touch of the technology. From the process of planning to producing products need the inclusion of technology. Big organisations and corporations tend to have integrated technological support to run their business operations. Through their up-to-date business policies and effective implementation of technology, Companies in this modern time have ensured a strong global presence (Marie, Brown & Schbley 2017). The digital tools used by big companies nowadays not only ensure strong reliability for the

stakeholders but also helps the organisation to smoothly run its business operations in both local and global markets (Banfield, Lloyd, Walton & Hayes 2017). Especially, the global business operations of big conglomerates are heavily impacted by their use of technology in the workplace. Effective implementation of technology is crucial for organizations seeking to transform their business operations into a digital workplace. The big companies have been able to establish a strong global presence through the innovative business policies and effective use of technology (Marie, Brown & Schbley 2017). By leveraging digital tools, big corporations been able to ensure stakeholder reliability and streamline its business operations in both local and global markets (Banfield et al. 2017).

In particular, global business operations have been heavily impacted by its use of technology in the workplace. By adopting cutting-edge technologies, such as artificial intelligence, big data analytics, and cloud computing, various organisations have been able to optimize its supply chain management and enhance its operational efficiency (Marie, Brown & Schbley 2017). This has enabled the companies to better serve its customers, reduce costs, and improve overall business performance. Furthermore, by embracing technology in the workplace, many business organisations have been able to foster innovation and creativity, empowering employees to drive the company's growth and success in the global market. The above paragraph highlights the importance of technology in transforming traditional business operations into a digital workplace. By citing Marie, Brown & Schbley (2017) and Banfield et al. (2017), the paragraph emphasizes the significance of digital tools in ensuring stakeholder reliability and improving operational efficiency. Additionally, by discussing the impact of technology on business' global business operations, the paragraph illustrates the benefits of technology adoption in driving business growth and success.

### **3.2 Workplace Transformation and Global Business**

Although workplace transformation has been a constant theme in the business world in the last few decades, the importance of a digital workforce has been most visibly understood during the last few years (Levchaev & Khezazna, 2019). Currently, business organisations have been leading their workforce to promote a digital transformation through various changes in the structure and workflow of their employees (Akhromeeva, Malinetskiy & Posashkov 2020). Big corporation's global business operations have been profitable for the organisations. It is through the corporation's intelligent implementation of technology and a digital transformation of the workforce; big companies have proven their decision-making capabilities (Ari & Bonin 2016). Today, big corporation's use of digital

communication tools, the internet, online marketing etc is at the core of the organisation's global business strategy (Hicks, 2019). In recent years, the importance of a digital workforce has become increasingly apparent in the business world, despite workplace transformation being a long-standing theme (Levchaev & Khezazna 2019). As such, many organizations have been taking steps to promote digital transformation through changes to employee structure and workflow (Akhromeeva, Malinetskiy & Posashkov 2020).

For instance, McKinsey and Company, which has been successful in its global business operations, owes much of this success to its intelligent implementation of technology and digital transformation of the workforce, demonstrating the company's strong decision-making capabilities (Ari & Bonin 2016). Today, McKinsey and company's global business strategy revolves around the use of digital communication tools, the internet, online marketing, and other similar digital technologies (Hicks 2019). By leveraging these technologies, many companies have been able to optimize its business operations and ensure global profitability. The use of digital communication tools and online marketing, for example, has allowed the company to connect with customers from all around the world, enhancing its customer outreach efforts and improving brand recognition. Overall, digital transformation efforts have enabled the companies to stay ahead of the curve in the ever-evolving global business landscape. (Smith 2019.)

### **3.3 Digital Workplace Initiatives**

Digital workplace initiatives are the changes and implementation of technology within an organisation's workplace. Through implementing these initiatives and technological tools, an organisation is able to ensure the workers are efficient and reliable (Ari & Bonin 2016). The digital workplace initiative also includes the organisation's efforts toward helping the employees understand and use the new tools. According to a report, the global digital workplace market size was valued at USD 21.56 billion in 2020 and is expected to grow at a compound annual growth rate (CAGR) of 13.5% from 2021 to 2028. Launch organisations in the business world today are evolving to include a paperless office and rely on digital workflow instead of the use of paper (Akhromeeva, Malinetskiy & Posashkov 2020). Additionally, efficient communication tools and cloud file sharing solutions are also helping the employees. Another important part of a digital workplace is the use of team collaboration tools that help the employees work alone with their managers (Marsh 2018).

Collaboration is another critical aspect of a digital workplace, and many organizations are incorporating team collaboration tools that enable employees to work seamlessly with their managers (Marsh 2018). These tools can improve productivity and facilitate the sharing of ideas and knowledge. As digital transformation continues to reshape the business landscape, digital workplace initiatives are becoming increasingly important for organizations to stay competitive and adapt to new challenges (Sikder, Islam & Hossain 2021). A survey found that 82% of company leaders plan to allow remote work at least some of the time even after the pandemic ends (Sikder et al. 2021). A study by McKinsey & Company found that companies that fully digitized their supply chains experienced a 5-10% increase in revenue, a 5-10% reduction in costs, and a 15-20% increase in customer satisfaction. (Gezgin, Huang, Samal & Silva 2017.)

### **3.4 Key Technologies Driving Digital Transformation in Global Business Operations**

Digital transformation has become a buzzword in today's business world. The adoption of digital technologies is driving the transformation of business processes, products, and services (Sikder et al. 2021). For example, cloud computing is a key technology driving digital transformation in global business operations. It has revolutionized the way businesses operate by providing a scalable, cost-effective, and secure platform for storing, managing, and processing data (Anderson 2018). Cloud computing enables businesses to access their data and applications from anywhere in the world, which makes it easier to collaborate and work remotely.

The IoT is another key technology driving digital transformation in global business operations. It involves the use of sensors, devices, and machines that are connected to the internet to collect and exchange data (Ari & Bonin 2016). This technology has the potential to transform industries such as manufacturing, transportation, and healthcare by enabling businesses to collect and analyse data in real-time. Besides, AI is a technology that enables machines to learn and perform tasks that typically require human intelligence, such as decision-making, language translation, and image recognition. AI is driving digital transformation in global business operations by providing businesses with the ability to automate processes, improve customer service, and gain insights from data.

As well, big data analytics is another key technology driving digital transformation in global business operations (Sikder et al. 2021). It involves the use of advanced analytics tools to analyse large volumes of data from multiple sources to identify patterns, trends, and insights. Big data analytics enables

businesses to make data-driven decisions and gain a competitive advantage. Blockchain technology is a distributed ledger technology that provides a secure and transparent way to record and verify transactions (Anderson 2018). It is driving digital transformation in global business operations by enabling businesses to streamline their supply chain operations, improve transparency, and reduce costs.

In conclusion, these are some of the key technologies driving digital transformation in global business operations. Businesses that embrace these technologies are better positioned to thrive in today's digital economy.

### **3.5 Future Trends in Digital Transformation and Global Business Operations**

Digital transformation and global business operations have been steadily evolving in recent years and are likely to continue to do so in the future. The global digital transformation market size is expected to reach USD 1,009.8 billion by 2025, growing at a CAGR (compound annual growth rate) of 22.5% from 2020 to 2025. (Walton & Thompson 2019.) One trend that is expected to gain more momentum is the use of artificial intelligence (AI) in global business operations. According to a report by International Data Corporation, global spending on AI is expected to reach \$110 billion in 2024, with a compound annual growth rate (CAGR) of 18.4% between 2019 and 2024. AI has the potential to streamline many business processes, from customer service to supply chain management. With the use of machine learning algorithms, companies can analyse large amounts of data to identify trends and make more informed decisions. (Walton & Thompson 2019.)

Another trend that is likely to continue is the use of cloud computing. Cloud computing offers a range of benefits, including increased accessibility and scalability. According to a report, the worldwide public cloud service market size is projected to grow to \$397.47 billion by 2022, up from \$242.7 billion in 2019 (Sikder et al. 2021). Additionally, a study by Flexera found that 94% of enterprises are already using cloud computing in some form, while the remaining 6% plan to adopt it in the near future. The study also found that the average enterprise spends approximately \$2.2 million per year on public cloud computing, with spending expected to increase as more companies adopt cloud-based solutions. (Walton & Thompson 2019.) With cloud-based solutions, companies can easily store and share data across multiple locations and devices, enabling greater collaboration and flexibility. Finally, cybersecurity will continue to be a major concern for businesses as they continue to rely more heavily

on digital tools and platforms. As companies collect and store more data, they will need to invest in robust cybersecurity measures to protect their assets from cyber threats.

Overall, digital transformation and global business operations will continue to be an important focus for companies as they seek to remain competitive and agile in an increasingly digital world. By embracing new technologies and staying ahead of emerging trends, companies can position themselves for success in the future. (Johnson 2019.)

## **4 GLOBAL BUSINESS OPERATIONS DURING COVID-19**

The COVID-19 pandemic has had a significant impact on global business operations, posing unprecedented challenges to organizations. Businesses were forced to adapt to the new reality and quickly adjust their strategies and operations to continue functioning during the pandemic. Many organizations had to shut down their physical activities and implement a remote work model that relied heavily on digital tools and communication mediums (Levchaev & Khezazna 2021). For instance, Nestle, a multinational conglomerate, focused on transforming its workforce and global business operations by leveraging digital tools and building an effective digital workplace that could support remote work (Yoon 2021).

The use of digital tools helped organizations like to mitigate the adverse impact of the pandemic on their operations and increase their productivity during the crisis. Digital tools such as cloud-based collaboration platforms, video conferencing software, and project management tools helped businesses to stay connected, share information, and collaborate remotely (Gupta & Sharma 2020). Additionally, the pandemic accelerated the adoption of digital technologies such as artificial intelligence, automation, and blockchain, which were instrumental in enabling organizations to operate remotely, reduce physical contact, and maintain social distancing protocols (Sikder et al. 2021). Thus, the COVID-19 pandemic has demonstrated the importance of digital transformation in global business operations and highlighted the critical role of technology in ensuring business continuity and resilience during crises.

### **4.1 Positive Impact of technology on the Workplace**

The integration of technology in the workplace has had a positive impact on employee productivity and communication. According to a survey conducted, 85% of the respondents believed that technology has a positive impact on their productivity at work (Attaran 2022). By utilizing various digital tools, organizations can streamline communication channels and increase collaboration between team members, resulting in higher levels of engagement and motivation (Miasnikova 2020). A study by the World Economic Forum found that the use of collaborative technologies could increase the productivity of a virtual team by up to 43%. Furthermore, the implementation of technology has helped mitigate the risks associated with working in a physical office, allowing employees to work



remotely and maintain social distancing guidelines during the COVID-19 pandemic (Attaran 2022). A report by McKinsey Global Institute estimated that the use of collaboration technologies could increase productivity by up to 25% (Gezgin et al. 2017).

The digital transformation of the workplace has also had a positive impact on employee well-being. With the use of technology, employees can achieve a better work-life balance by working from home, reducing commute times and allowing more time for personal responsibilities (Miasnikova 2020). A survey by Buffer found that remote workers feel more productive and are able to focus better on their work due to fewer distractions in a physical office environment (Buffer 2021). Additionally, technology has enabled organizations to provide employees with resources for mental health and well-being, such as virtual wellness programs and access to telemedicine. A study by Stanford University found that remote workers had higher productivity levels, took fewer breaks, and were less likely to take sick days than their office-based counterparts. Overall, the integration of technology in the workplace has not only increased productivity and communication but also positively impacted employee well-being during the pandemic and beyond. (Schitts 2015.)

#### **4.2 The Rise of Remote Work and Digital Collaboration Tools**

The COVID-19 pandemic has led to a significant increase in the number of employees working from home or remotely. As a result, the demand for digital collaboration tools has surged. Companies have implemented various digital tools and communication platforms to enable remote work and collaboration between employees, as well as with clients and partners. During the COVID-19 pandemic, the rise of remote work and digital collaboration tools have been significant factors in enabling businesses to continue their operations (Sharma, Agarwal & Dangayach 2020). According to a survey, 80% of the surveyed respondents said that their organizations had implemented remote work policies during the pandemic. The implementation of remote work policies has helped employees to work safely from home, mitigating the risk of contracting the virus. Moreover, the survey also found that remote work had increased the productivity and effectiveness of employees in 41% of the surveyed organizations. (Sharma, Agarwal & Dangayach 2020.)

The use of digital collaboration tools has also played a crucial role in enabling remote work during the pandemic. These tools have allowed for seamless communication, file sharing, and project management, which has helped maintain business continuity during the pandemic (Gupta & Lee

2018). According to a survey conducted in April 2020, 74% of CFOs plan to shift some employees to remote work permanently, even after the pandemic ends. This trend suggests that the rise of remote work and digital collaboration tools is not just a temporary phenomenon but will have a long-term impact on the workplace. (Attaran, Attaran & Kirkland 2020.) According to a report by Accenture, the adoption of digital collaboration tools has increased by 10-15% during the pandemic. These tools include video conferencing platforms, instant messaging applications, and project management software. The use of these tools has enabled employees to collaborate effectively and maintain communication despite being physically distant. (Attaran 2022.) For instance, various companies' implementation of digital collaboration tools has not only enabled remote work but also improved the productivity and motivation of its workforce (Yoon 2021).

### **4.3 Changes in the Global Supply Chain**

The COVID-19 pandemic has significantly impacted the global supply chain, causing disruptions in production, transportation, and distribution of goods and services (Yoon 2021). The pandemic has highlighted the vulnerabilities and complexities of the global supply chain, leading to companies re-evaluating their supply chain strategies to become more resilient and agile. One of the significant changes in the global supply chain has been the shift towards localization and regionalization of supply chains. The pandemic has highlighted the risks of depending on a single source for critical goods and services, particularly from countries that experienced severe disruptions in their production and transportation networks. This shift towards regionalization aims to reduce dependencies on a single source and to have a diversified supplier base. (Yoon 2021.)

Another significant change in the global supply chain has been the increased adoption of digitalization and automation technologies. The pandemic has accelerated the adoption of technologies such as Artificial Intelligence, robotics, and the Internet of Things (IoT) to improve the efficiency and resilience of the supply chain. Digital technologies have enabled companies to manage their supply chain operations remotely and have improved visibility into their supply chain networks, leading to faster decision-making and better risk management. The pandemic has also led to changes in consumer behaviour, which has impacted the demand for goods and services. The sudden surge in demand for essential goods, such as medical supplies and food, has led to supply chain disruptions and shortages in many parts of the world. This has led to companies re-evaluating their demand forecasting and inventory management strategies. (Gupta & Sharma 2020.)

## **5 RESEARCH METHODOLOGY**

The research methodology is a crucial aspect of any research project as it outlines the methods and techniques used to gather and analyse data. In this study, the research methodology aims to explore the digital transformation process of Walton's global business operations and technology utilization for office operations. To achieve this objective, both primary and secondary research methodologies will be utilized. The random sampling method of population sampling will be employed to select the participants. In addition to the primary research, secondary research will be conducted to gather relevant data from published sources such as academic journals, books, and online publications. The collected primary data will be analysed using a quantitative approach to identify patterns and trends related to the research topic. The study's findings will provide insights into the impact of digital transformation on global business operations, particularly in the context of Walton, and its effectiveness in utilizing technology for office operations (Walton's Global Office Operations 2020a). The combination of primary and secondary research, along with the quantitative analysis approach, will allow for a comprehensive and detailed examination of the digital transformation process and technology utilization in Walton's global business operations.

### **5.1 Data Collection**

Data collection is an essential aspect of any research study as it forms the foundation for the analysis and interpretation of the research findings. In this study, data will be collected from a variety of sources, including primary and secondary research. The combination of primary and secondary research will provide a comprehensive and reliable data set for analysis and interpretation, enabling the research to achieve its objectives effectively. Primary research involves the collection of new data directly from the source through techniques such as surveys, interviews, and observations. In this study, a survey questionnaire will be used as the primary data collection tool. The survey questionnaire will be administered to 30 respondents working in the office administration of various Walton offices worldwide. The questionnaire will gather quantitative data related to the digital transformation of Walton's global office operations and the use of technology in office administration. The study will use Google forms and email to send questionnaire and collect the answer within 72 hours.

Reliability and validity are two important concepts used to evaluate the quality and rigor of measurements and research findings. Reliability refers to the consistency, stability, and dependability of the measurement or research instrument. It assesses whether the instrument or measurement technique produces consistent results when used repeatedly under similar conditions. If a measurement or instrument is reliable, it means that it will yield similar results when administered to the same individuals or groups on different occasions. Reliability can be assessed through various statistical measures, such as test-retest reliability (administering the same test to the same participants at different times) or internal consistency reliability (measuring the extent to which different items within a measurement instrument correlate with each other). Validity, on the other hand, refers to the accuracy and appropriateness of inferences, interpretations, and conclusions made based on research findings. It assesses whether a measurement or research instrument is actually measuring what it intends to measure and whether the findings are applicable to the research questions or objectives. Validity is crucial because even if a measurement is reliable, it may not necessarily be valid. There are different types of validity, including content validity (whether the measurement adequately covers all aspects of the construct being measured), criterion validity (whether the measurement correlates with an external criterion or gold standard), and construct validity (whether the measurement accurately represents the underlying theoretical construct). Validity can be assessed through various methods, such as correlation analysis, expert judgment, or comparing the measurement with other established measures. (Elsayed 2013.) To ensure the reliability and validity of the data collected, the random sampling method will be used to select the study participants. This method involves selecting participants randomly from the target population, ensuring that every member of the population has an equal chance of being selected. This will reduce the likelihood of bias in the data collection process, leading to more accurate and representative results. Secondary research involves the collection of existing data from sources such as academic journals, industry reports, and online databases. In this study, secondary research will be conducted to provide additional context and support for the primary data collected.

## **5.2 Data Analysis**

Data analysis is the process of examining and interpreting data to extract meaningful insights and draw conclusions (Saunders 2021). In this study, a quantitative approach will be used to analyse and identify patterns and trends related to the research topic. The data collected through the survey questionnaire will be analysed using statistical techniques, such as descriptive statistics and inferential statistics.

Descriptive statistics will be used to summarize and describe the data collected, while inferential statistics will be used to test hypotheses and draw conclusions about the population from the sample data. The collected data will be entered into statistical software such as SPSS (Statistical Package for the Social Sciences) or Excel for data analysis. The data will be cleaned, checked for errors and outliers, and transformed as necessary to ensure the accuracy and reliability of the results.

The descriptive statistics will be used to summarize the data in terms of measures of central tendency (mean, median, mode), measures of variability (range, variance, standard deviation), and measures of relationship (correlation). Inferential statistics will be used to test hypotheses and draw conclusions about the population from the sample data using techniques such as t-tests, ANOVA (analysis of variance), and regression analysis. The findings from the data analysis will be presented in the form of tables, charts, and graphs to facilitate a clear understanding of the results. The conclusions drawn from the analysis will be based on the statistical significance of the results and the research hypotheses. The results will be used to answer the research questions and to make recommendations for improving Walton's global business operations through digital transformation.

### **5.3 Ethical Considerations**

In conducting research, it is important to consider the ethical implications of the study. Ethical considerations are crucial in ensuring that the study is conducted in a responsible and respectful manner towards the participants and other stakeholders involved, here are some ethical considerations that should be taken into account while conducting the research. (Kumar 2012.)

The participants should be informed about the research purpose, their involvement, and the data that will be collected from them. They should be given the option to decline participation or withdraw from the study at any time without any consequences. As well as, the participants' data should be kept confidential, and their identity should not be revealed. It is important to assure the participants that their data will be used only for research purposes and will not be shared with any third party. (Kumar 2012.)

The participants' privacy should be respected throughout the research process. Any data collected should be stored securely, and access should be limited to the research team only. Moreover, the research should not cause any harm to the participants, physically or emotionally. Any potential risks

should be identified and mitigated before the research begins. The data collected should be accurate and valid to ensure that the results are reliable. The research team should take measures to avoid any biases that may influence the data collection or analysis. (Saunders 2021.) By taking these ethical considerations into account, the research team can ensure that the study is conducted in a responsible and ethical manner. (Elsayed 2013.)

#### **5.4 Limitations of the Research**

As with any research study, there are several limitations that should be acknowledged. Here are some potential limitations of the research on digital transformation and global business operations at Walton. First of all, the findings of this study may not be representative of other organizations beyond Walton due to the unique nature of their operations and their specific digital transformation initiatives. Also, the study's primary data will be collected via a survey questionnaire, which is subject to the limitations of self-reported data. Respondents may not provide completely accurate information or may have biases that affect their responses. Another limitation is that the sample size of 30 respondents may not be large enough to draw generalizable conclusions about Walton's global business operations as a whole. The study may be limited by time constraints, preventing the researchers from collecting as much data as they would like or conducting more in-depth analyses. Moreover, the researchers may face resource limitations in terms of access to relevant data or technology necessary to conduct the research. Last of all, there may be potential for bias in the selection of participants, interpretation of data, or reporting of results. Therefore, it is important to consider these limitations when interpreting the findings of the research, and to acknowledge that they may impact the study's ability to draw robust conclusions.

## **6 RESEARCH RESULTS, FINDINGS AND ANALYSIS**

The digital transformation of global office operations has become a critical aspect of modern business strategies, allowing organizations to leverage technology to enhance efficiency, streamline processes, and improve collaboration across borders. As part of my research on this topic, I conducted a comprehensive survey to gather data and insights from employees in various roles and departments at Walton, a global organization operating in multiple countries (Walton's Global Office Operations 2022). The survey aimed to explore the global operational model and technology use at Walton, as well as the impact of digital transformation on the efficiency of different departments. In this chapter, I present the findings and analysis of the survey data collected. The chapter is structured to provide a thorough analysis of the responses received, highlighting key trends, patterns, and insights. The findings are presented in a quantitative and qualitative manner, utilizing figures, and open-ended responses to provide a comprehensive overview of the results. The analysis of the findings is based on relevant literature and industry best practices, providing a critical assessment of the data and its implications for Walton's global office operations.

The findings and analysis shed light on various aspects, including the level of global coordination in different departments, the effectiveness of Walton's global operational model in supporting business goals, challenges faced when working with colleagues in different countries, technology tools used in daily work, comfort level with technology use, perception of Walton's technology infrastructure efficiency, areas for improvement in technology use, and the impact of digital transformation on departmental operations (Walton's Global Office Operations 2022). The insights gained from the findings and analysis will contribute to a better understanding of the current state of digital transformation in Walton's global office operations, identifying strengths, weaknesses, opportunities, and challenges. The findings will also serve as a foundation for recommendations and strategies to further enhance the digital transformation efforts, aligning with Walton's business goals and objectives. Overall, this chapter provides valuable insights for Walton and other organizations looking to optimize their global office operations through digital transformation initiatives.

## 6.1 Primary Research (Survey)

The respondents were selected from different departments, including accounting/finance, human resources, marketing, operations, and sales, to ensure a diverse representation of the organization's workforce. 30 respondents were randomly selected, and the survey was conducted from 25<sup>th</sup> March to 28 March. Within these days, every respondent was given a survey questionnaire in a line to that the study aimed to gather data and insights on the global operational model and technology use at Walton, as well as the impact of digital transformation on departmental operations.

### Demographic Profile of Respondents

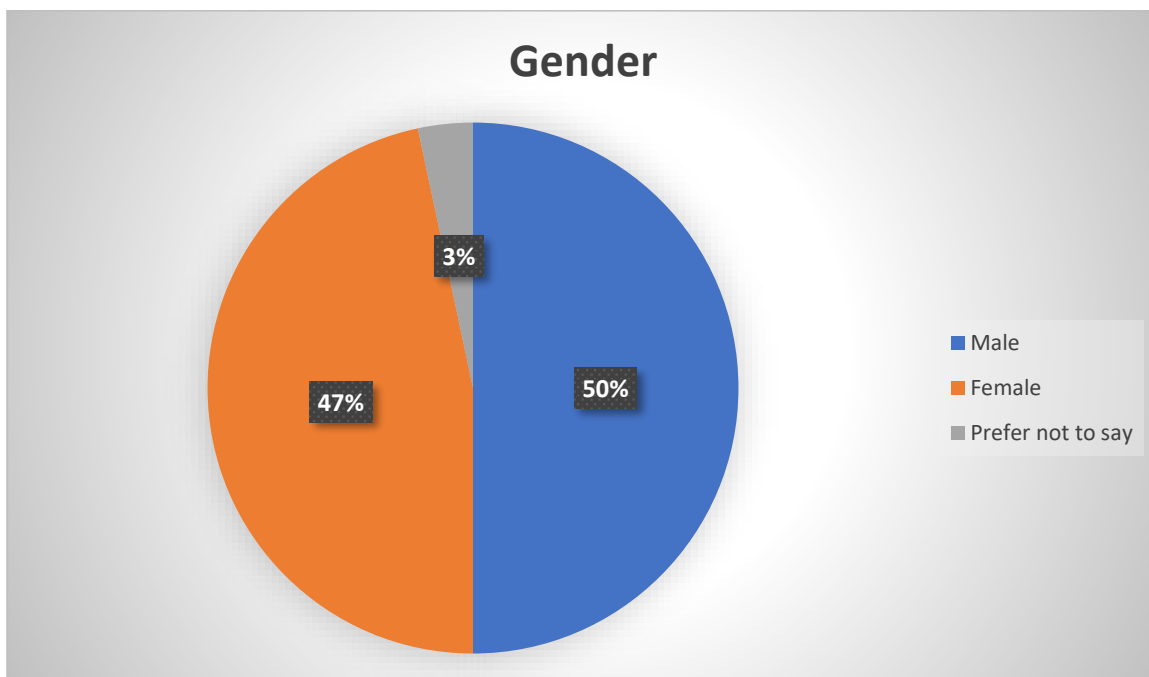


FIGURE 1. Demographic profile of respondents, gender profile

The demographic profile of the respondents in this study provides insight into the characteristics of the sample group. In terms of gender, the respondents were fairly evenly distributed, with 50% identifying as male, 46.7% as female, and 3.3% preferring not to say.



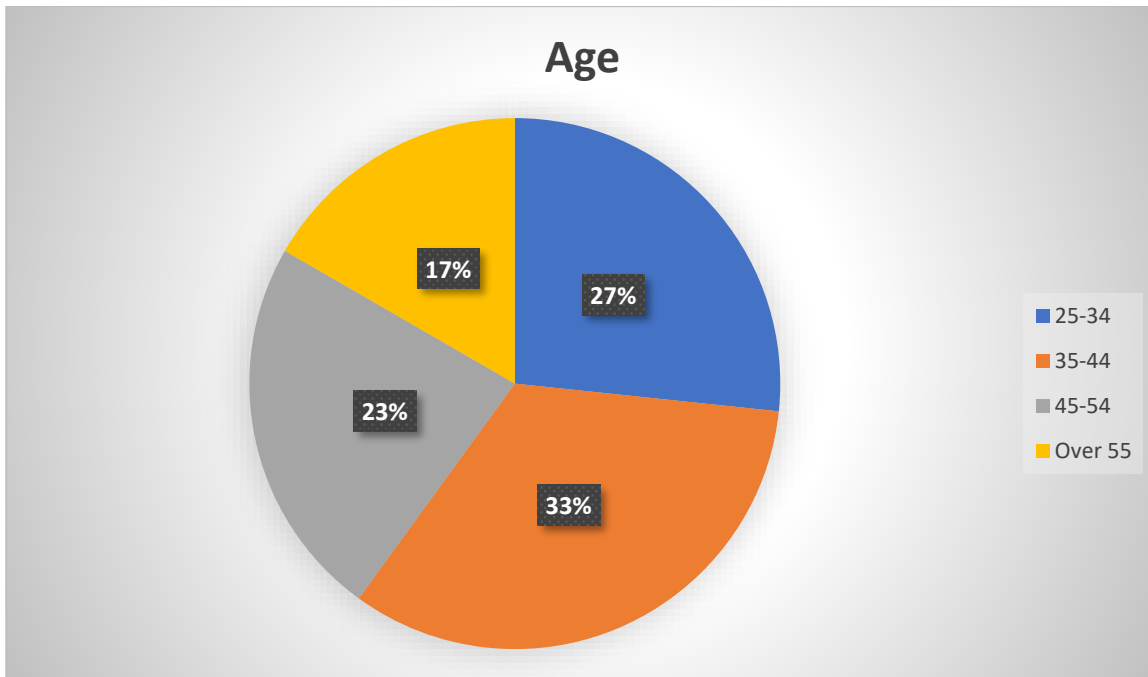


FIGURE 2. Demographic profile of respondents, age profile

In terms of age, the majority of respondents fell into the 25-44 age range, with 26.7% in the 25-34 age group and 33.3% in the 35-44 age group. The 45-54 age group represented 23.3% of the respondents, while those over 55 accounted for 16.7%.

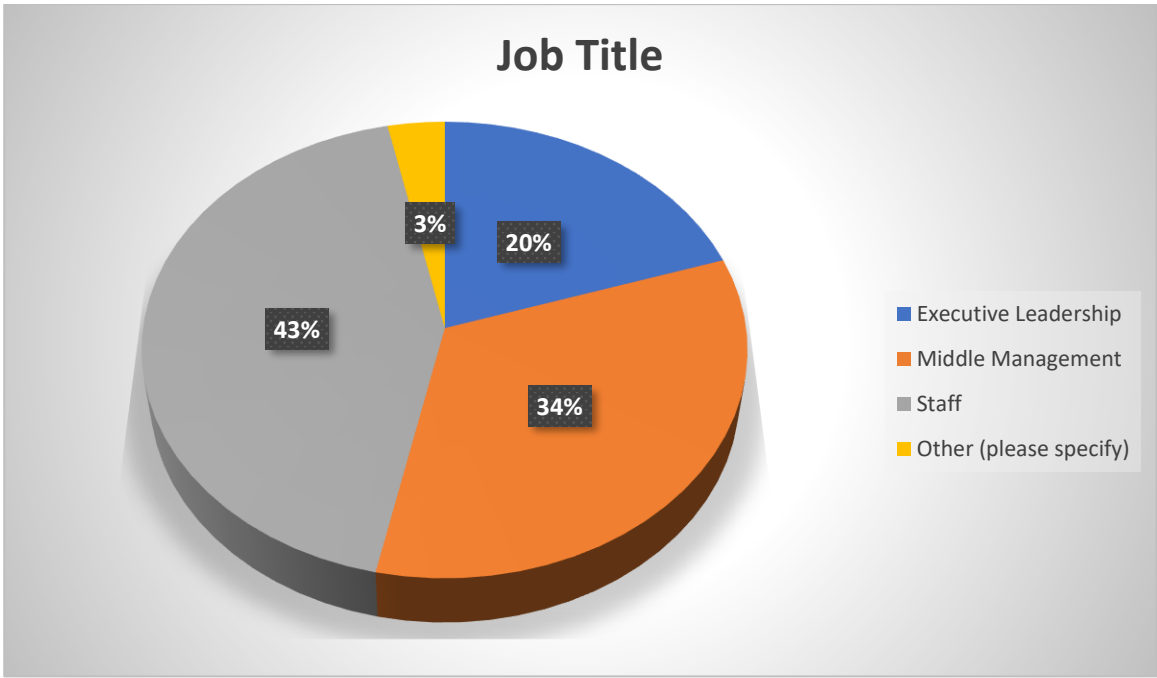


FIGURE 3. Demographic profile of respondents, job title information

In terms of job title, the respondents were distributed across various levels of the organization, with 20% identifying as executive leadership, 33.3% as middle management, and 43.3% as staff. There was also one respondent who specified "other" as their job title.

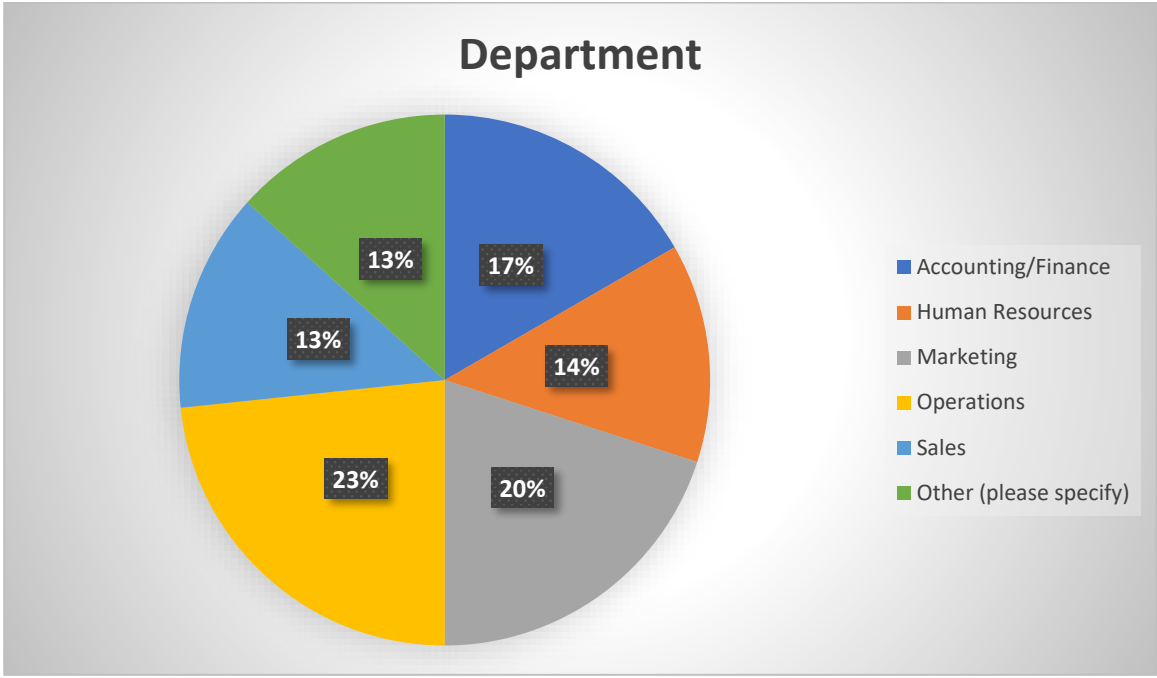


FIGURE 4. Demographic profile of respondents, departments of the respondents within the company

According to the FIGURE 4, 16.7% works in Accounting/Finance, 13.3% works in Human Resources, 20% works in Marketing, 23.3% works in Operations, 13.3% works in Sales and 13.3% respondents works in other departments. This demographic profile provides a snapshot of the sample group and highlights the diversity within the respondents in terms of gender, age, job title, and departmental affiliation. This information can be taken into consideration when interpreting the findings and implications of the study, as it provides context and helps to understand the perspectives of different individuals within the organization.

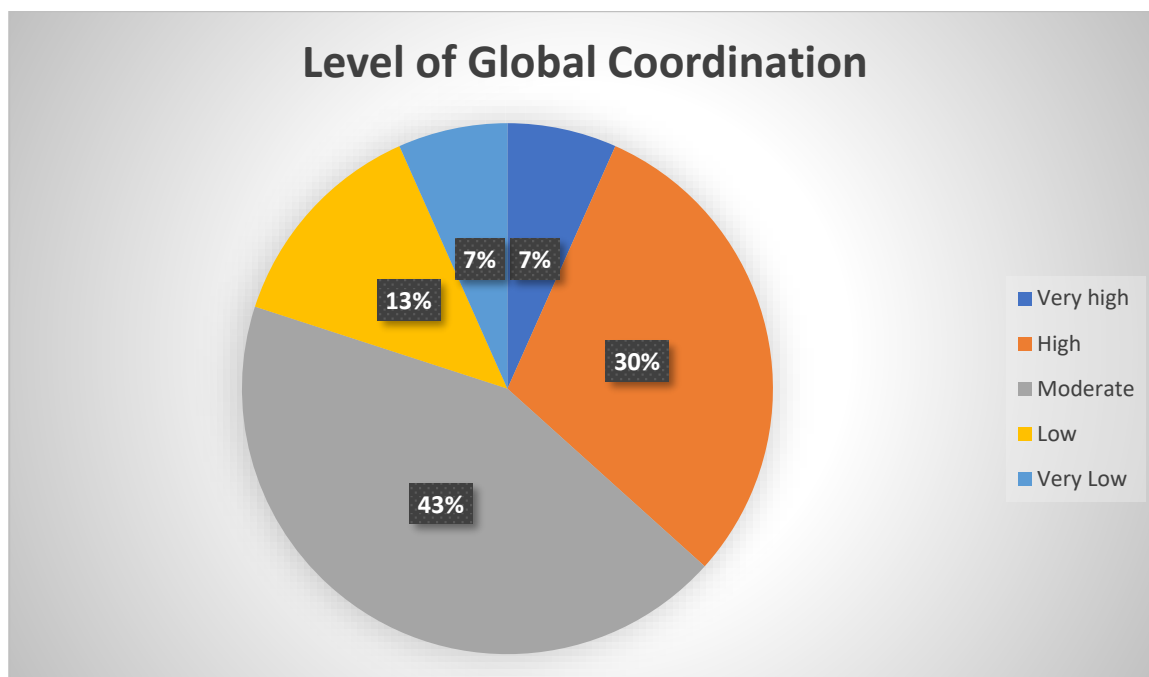


FIGURE 5. Level of global coordination

According to the figure, very high- 2 respondents (6.7%), High- 9 respondents (30%), Moderate- 13 respondents (43.3%), Low- 4 respondents (13.3%), and very low- 2 respondents (6.7%). The findings from the study indicate that the majority of respondents (43.3%) rated the level of global coordination at Walton as "Moderate," followed by "High" (30%), "Low" (13.3%), "Very high" (6.7%), and "Very low" (6.7%). This suggests that while there is some level of coordination across global operations, there is room for improvement. The impact of digital transformation on global coordination can be seen in various areas, such as supply chain management, customer relationship management, and innovation processes. For example, digital technologies such as cloud computing, IoT, and advanced analytics have enabled real-time visibility and coordination in global supply chains, leading to improved efficiency and responsiveness. In customer relationship management, digital tools like CRM systems and social media platforms have facilitated global coordination in sales and marketing efforts,

allowing organizations to better understand customer needs and preferences across different markets. Digital technologies have also enabled virtual collaboration and innovation processes, allowing teams dispersed across different countries to work together seamlessly and share ideas and knowledge.

However, achieving high levels of global coordination in the context of digital transformation also comes with challenges. As highlighted in the study findings, time zone differences, cultural differences, language barriers, and technology limitations were reported as challenges when working with colleagues in different countries. These challenges can hinder effective global coordination and require organizations to develop strategies and practices to overcome them. For example, organizations may need to invest in technology tools that facilitate communication and collaboration across different time zones, provide training and support for employees to develop intercultural competence, and implement language translation tools to bridge language barriers.

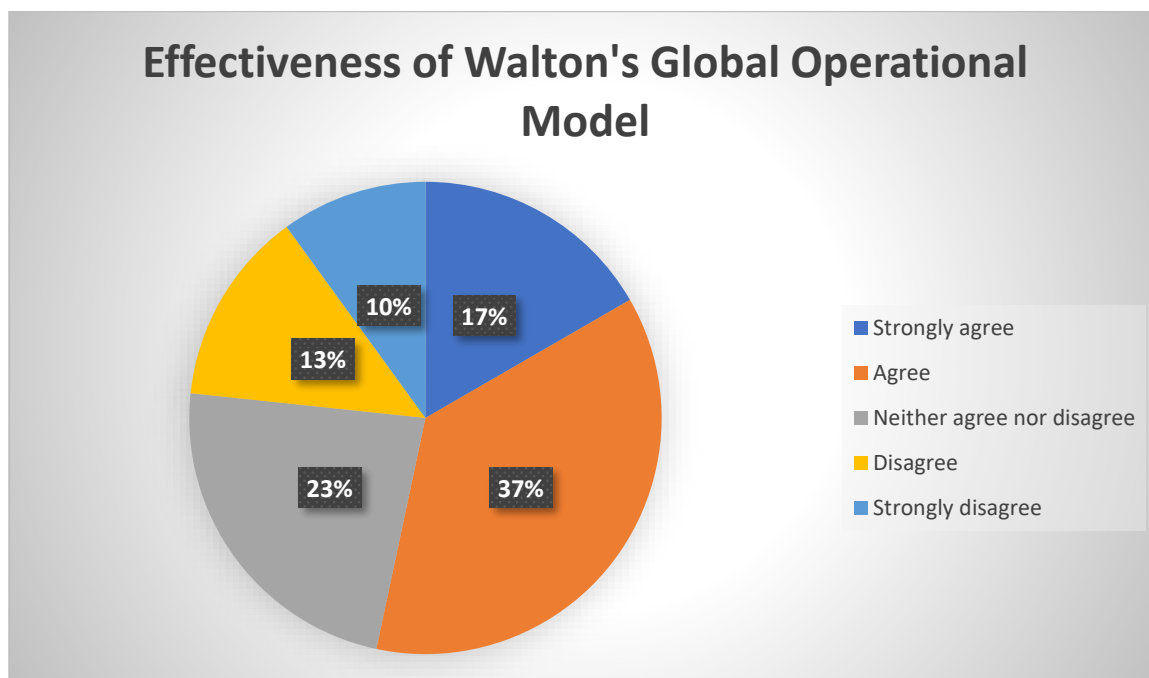


FIGURE 6. Effectiveness of Walton's global operational model

Based on the responses from the survey, the majority of the respondents (53.4%) either strongly agree or agree with the effectiveness of Walton's global operational model. Specifically, 16.7% of the respondents strongly agree and 36.7% agree. Additionally, 23.3% of the respondents neither agree nor disagree, while 13.3% disagree and 10% strongly disagree with the effectiveness of Walton's global operational model.

The findings suggest that a significant portion of the respondents have a positive perception of Walton's global operational model. They believe that the current operational model in place is effective in coordinating global operations and achieving organizational goals. This may indicate that Walton has implemented efficient processes, practices, and strategies that enable effective coordination and collaboration across its global operations. However, it's worth noting that a portion of respondents expressed neutral or negative views about the effectiveness of Walton's global operational model. Some respondents neither agreed nor disagreed, while a smaller percentage disagreed or strongly disagreed with the effectiveness of the operational model. This may indicate that there are areas for improvement or concerns that need to be addressed in Walton's global operational model, as perceived by these respondents.

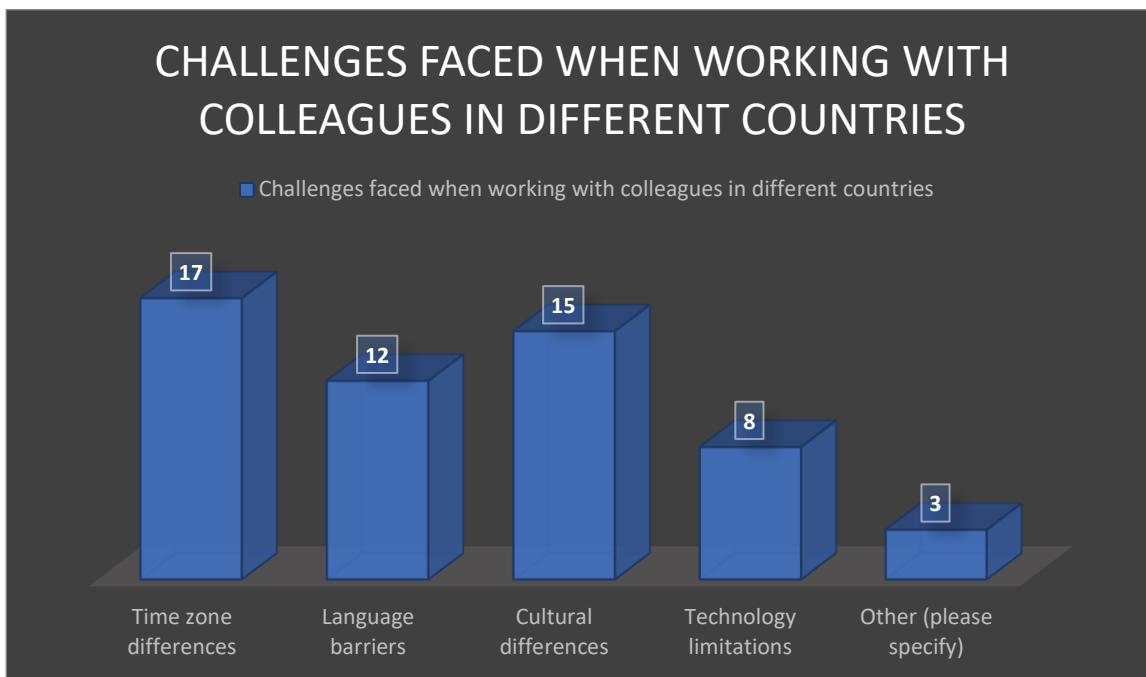


FIGURE 7. Challenges faced when working with colleagues in different countries

Based on the survey results, several challenges were identified when working with colleagues in different countries. The most common challenge, reported by 56.7% of the respondents, was time zone differences. This indicates that coordinating work across different time zones can be a significant hurdle, potentially leading to scheduling conflicts, delays in communication, and difficulties in coordinating meetings or deadlines. Language barriers were reported by 40% of the respondents, indicating that communication challenges due to language differences can pose difficulties in effectively collaborating with colleagues in different countries. Language barriers can result in

misunderstandings, misinterpretations, and a lack of clarity in communication, which can impact productivity and efficiency in the workplace.

Cultural differences were identified as a challenge by 50% of the respondents. This suggests that navigating different cultural norms, practices, and expectations in the workplace can be challenging when working with colleagues from different countries. Cultural differences may impact communication styles, decision-making processes, and work habits, which can require additional effort to understand and adapt to different cultural contexts. Technology limitations were reported by 26.7% of the respondents, indicating that technological challenges, such as unreliable internet connections, different communication platforms, and varying levels of technological infrastructure, can impact effective collaboration across borders. These limitations may require additional efforts to find alternative means of communication or to work around technological constraints. Lastly, 10% of the respondents specified "Other" challenges not captured in the listed options. Further analysis would be required to understand the specific challenges mentioned in this category.

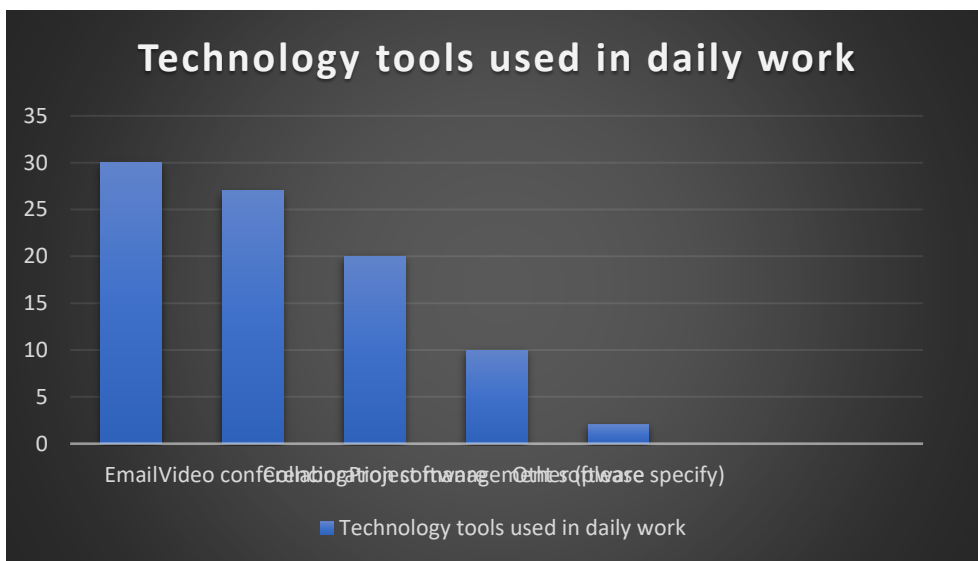


FIGURE 8 . Technology tools used in daily work

Based on the survey results, the most commonly used technology tools in daily work when working with colleagues in different countries are email, video conferencing, collaboration software (such as Slack or Microsoft Teams), and project management software (such as Asana or Trello). Email was reported as being used by all 30 respondents, indicating its widespread use as a primary means of communication in international work settings. Email allows for asynchronous communication and is commonly used for formal communication, documentation, and sharing of information. Video

conferencing was reported by 90% of the respondents, indicating its high utilization for real-time communication and virtual meetings. Video conferencing enables face-to-face communication, which can help bridge the gap of physical distance and facilitate more interactive and engaging discussions. Collaboration software, such as Slack or Microsoft Teams, was reported by 66.7% of the respondents, indicating its popularity as a platform for team communication, file sharing, and collaboration. Collaboration software provides a centralized platform for team members to communicate, collaborate, and share resources, helping to streamline work and facilitate remote teamwork. Project management software, such as Asana or Trello, was reported by 33.3% of the respondents, indicating its usage for managing and tracking work tasks and projects. Project management software helps teams to organize and prioritize tasks, set deadlines, and monitor progress, which can be especially useful when working with colleagues in different countries to ensure efficient coordination and accountability. A small percentage (6.7%) of respondents specified "Other" technology tools, which would require further analysis to understand the specific tools mentioned.

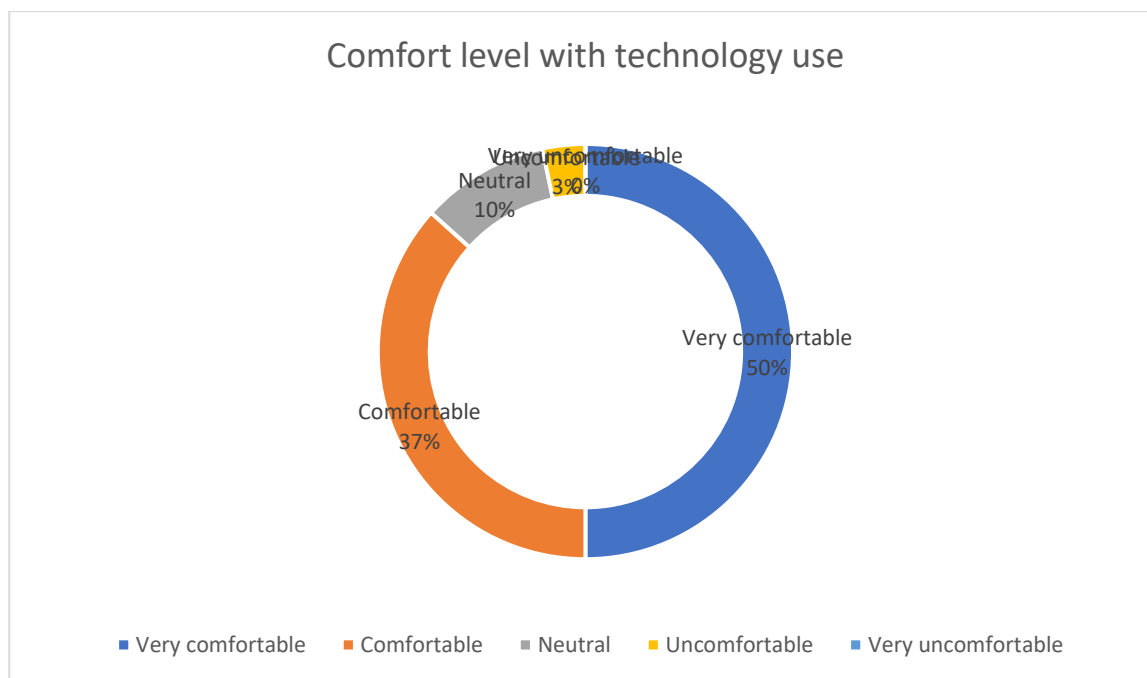


FIGURE 9 . Comfort level with technology use

Based on the survey results, the majority of respondents (50%) reported feeling very comfortable with technology use when working with colleagues in different countries. Additionally, 36.7% of respondents reported feeling comfortable with technology use, while only 3.3% reported feeling uncomfortable, and no respondents reported feeling very uncomfortable. A smaller percentage (10%) of respondents reported feeling neutral about their comfort level with technology use in this context.

This indicates that the majority of respondents feel at ease with using technology in their daily work when collaborating with colleagues in different countries. This comfort level with technology can be beneficial in overcoming challenges such as time zone differences, language barriers, and technology limitations, as mentioned earlier in the survey results. Feeling comfortable with technology use can enable effective communication, collaboration, and coordination across borders, which are essential for successful remote international work. It's important to note that the small percentage of respondents who reported feeling uncomfortable or neutral about their comfort level with technology use may require additional support or training to enhance their proficiency with technology tools commonly used in remote international work settings. Providing adequate training and resources can help improve overall comfort and confidence with technology use, ensuring smooth collaboration and productivity in a virtual work environment.

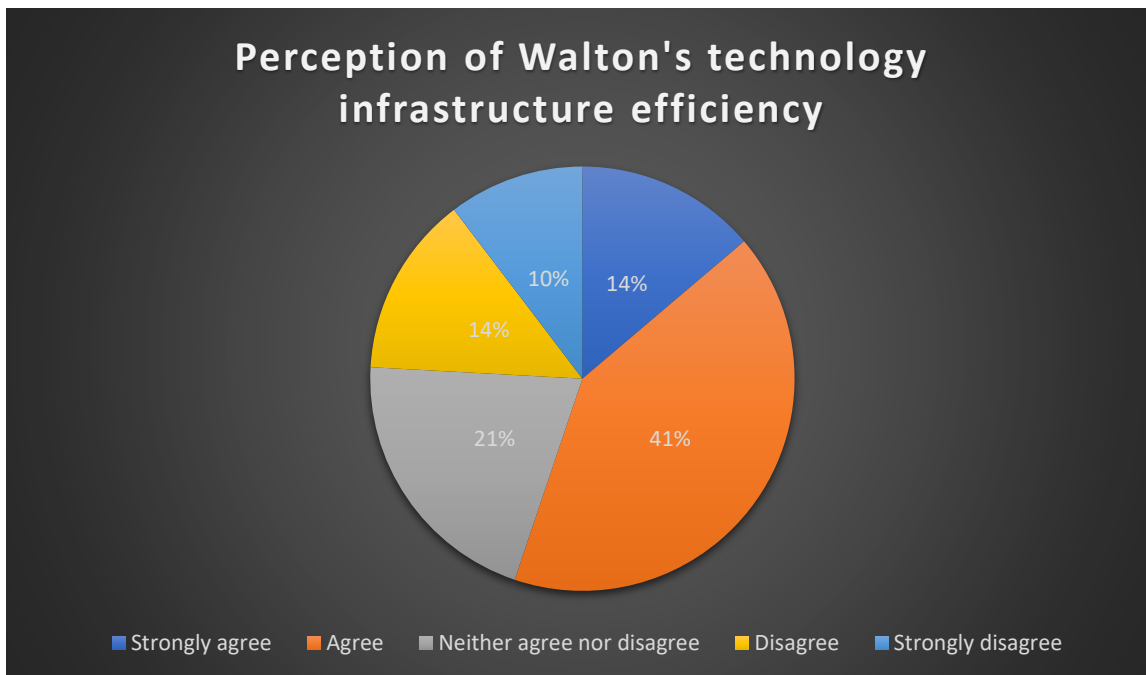


FIGURE 10. Perception of Walton's technology infrastructure efficiency

Based on the survey results, the majority of respondents (53.3%) either strongly agree or agree with the perception of Walton's technology infrastructure efficiency. Specifically, 13.3% of respondents strongly agree and 40% of respondents agree with the statement. Additionally, 20% of respondents neither agree nor disagree with the perception. On the other hand, a significant portion of respondents (27% in total) reported disagreeing or strongly disagreeing with the perception of Walton's technology



infrastructure efficiency. Specifically, 16.7% of respondents disagree and 10% of respondents strongly disagree with the statement.

These results suggest that there is some variability in the perception of Walton's technology infrastructure efficiency among the respondents. While a majority of respondents agree or strongly agree with the perception, a significant proportion of respondents have differing opinions, including those who neither agree nor disagree. It may be worthwhile for Walton to further assess and address any concerns or areas for improvement in their technology infrastructure to ensure efficient and effective use of technology tools in their work environment. Open communication channels and feedback mechanisms can be useful in identifying and addressing any issues related to technology infrastructure efficiency.

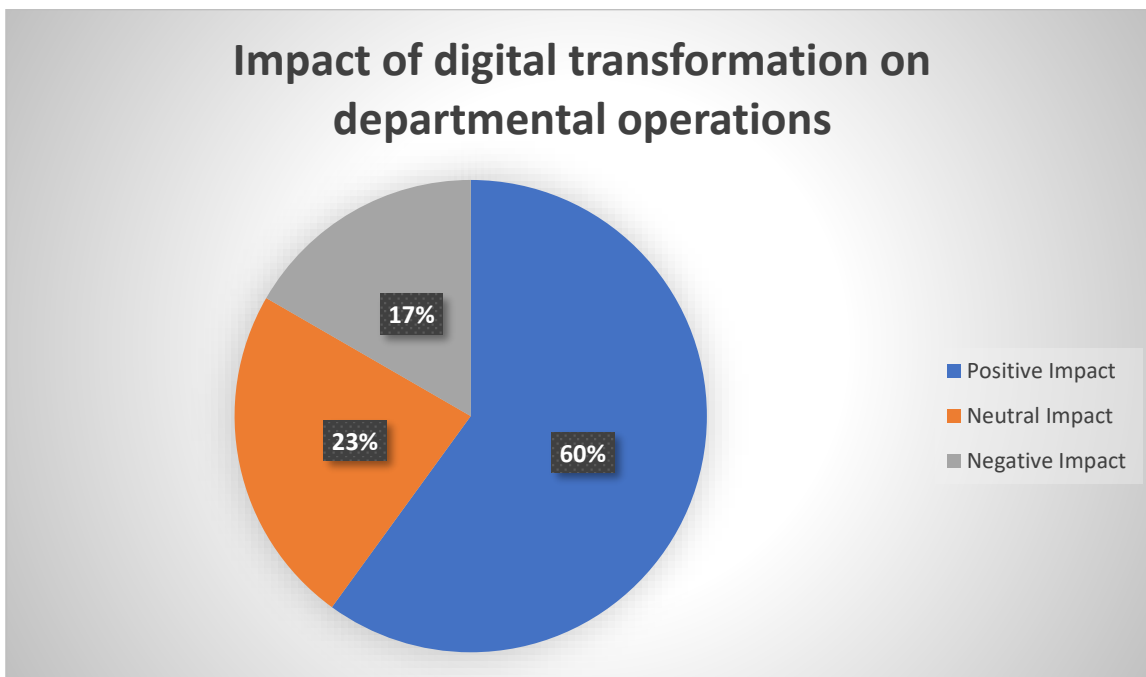


FIGURE 11. Impact of digital transformation on departmental operations

Based on the survey results, a majority of respondents (60%) reported a positive impact of digital transformation on their departmental operations. This suggests that the implementation of digital technologies has had a beneficial effect on their department's operations, potentially improving processes, efficiency, and productivity. A smaller percentage of respondents (23.3%) reported a neutral impact of digital transformation on their departmental operations, indicating that they did not perceive any significant changes or impacts resulting from digital transformation initiatives.

A minority of respondents (16.7%) reported a negative impact of digital transformation on their departmental operations. This suggests that some respondents may have encountered challenges or drawbacks in implementing digital technologies in their department, which may have resulted in negative consequences or disruptions. It's important to note that the impact of digital transformation can vary depending on various factors, such as the nature of the department's operations, the level of technology adoption and integration, the effectiveness of change management, and the skills and readiness of employees. Organizations undergoing digital transformation should carefully assess and monitor the impact of these initiatives on different departments and stakeholders and make necessary adjustments to optimize the outcomes and address any challenges that may arise. Regular evaluation, feedback, and continuous improvement efforts can help ensure a successful digital transformation journey.

## **6.2 Analysis**

The findings from the study revealed several key insights. Firstly, the majority of respondents reported a moderate level of global coordination at Walton, indicating that there is room for improvement in terms of aligning operations across different countries. However, the effectiveness of Walton's global operational model was generally positively perceived by the respondents, with a significant portion agreeing or strongly agreeing with its efficiency. Challenges in working with colleagues in different countries were mainly attributed to time zone differences, language barriers, and cultural differences, which highlights the importance of effective communication and collaboration strategies in a global organization like Walton.

In terms of technology use, email and video conferencing were widely adopted by all respondents, while collaboration software and project management software were used by a significant portion of the respondents. The majority of respondents also expressed comfort with technology use, indicating a positive attitude towards digital tools in the workplace (Chen & Wu 2017). Interestingly, the perception of Walton's technology infrastructure efficiency was generally positive, with a significant portion of respondents agreeing or strongly agreeing with its effectiveness. However, there were also some respondents who expressed disagreement, indicating potential areas for improvement. Finally, the impact of digital transformation on departmental operations was largely seen as positive by the majority of respondents, indicating that technology adoption has had a beneficial effect on Walton's operations.

### **6.2.1 Walton's response to the COVID-19 pandemic**

Walton, like many other businesses, had to respond to the COVID-19 pandemic by implementing changes in its workplace and business operations. One of the significant changes that Walton implemented was to enable its employees to work remotely from their homes (Gupta & Lee 2022). To achieve this, the company equipped its employees with the necessary digital tools, such as laptops and software, to facilitate remote work. Walton also implemented safety measures in its physical workplaces to protect its employees and customers from the virus (Walton's Global Office Operations 2020b). The company ensured that its employees were provided with personal protective equipment and that social distancing protocols were adhered to. To ensure the safety of its employees during the pandemic, Walton arranged a program titled 'Walton Member Support Package for Covid-19' at its

Corporate Office in the capital, maintaining proper COVID-19 hygiene and social distancing rules. The company's Managing Director, Engineer Golam Murshed, launched the program and announced the support package for employees.

Walton's response to the COVID-19 pandemic has been significant and commendable. The company has taken several steps to provide financial and medical support to its employees affected by the pandemic. In response to the outbreak of COVID-19, Walton announced special financial assistance packages for its affected employees (Walsh & Simmons 2021). The company has also launched a 'Covid-19 Surveillance Week' program that provides free COVID-19 tests, vaccine registration, medical support, and other services to employees. Moreover, if an employee dies unexpectedly from COVID-19, Walton's WPPF Trustee will provide the family with all necessary assistance, including money ranging from 9,000 Euro to 18,000 Euro. Despite the countrywide lockdown, Walton has already paid all salaries and Eid bonuses to its employees (Walsh & Simmons 2021)). During the program, Walton's management team expressed their gratitude to the Prime Minister for giving the opportunity to keep the country's economic activities running by relaxing the lockdown. Engineer Golam Murshed said that Walton's target is to ensure safety for all employees and provide various financial, social, and mental support alongside its business operation. He hoped that the world would soon get rid of the pandemic. Walton's response to the COVID-19 pandemic shows that the company is committed to ensuring the safety and well-being of its employees while continuing its business operations.

In addition to these measures, Walton also increased its communication efforts to keep its employees informed about the pandemic's developments and the company's response to them (Gupta & Lee 2018). Walton's response to the COVID-19 pandemic was proactive and focused on ensuring the safety and well-being of its employees and customers while continuing its global business operations. The company's digital workplace initiatives played a crucial role in enabling remote work and facilitating communication and collaboration among employees during the pandemic.

### **6.2.2 Role of digital tools in Walton's global business operations during COVID-19**

During the COVID-19 pandemic, the use of digital tools played a critical role in enabling Walton to continue its global business operations. The company implemented various digital tools and communication platforms, such as Zoom and Microsoft Teams, to ensure that its employees could

work from home and remain connected to one another (Walton's Global Office Operations 2020). This not only allowed the employees to work safely from their own homes but also enabled them to collaborate effectively, regardless of their location. Through the use of digital tools, Walton was able to maintain business continuity, keep employees engaged, and ensure timely communication with customers, suppliers, and other stakeholders. The company also provided training and support to its employees to ensure that they were able to use the digital tools effectively and efficiently. Additionally, the implementation of digital tools also allowed for better communication and coordination among different departments and teams within Walton, even while working remotely. The use of project management and collaboration tools such as Trello and Slack helped ensure that everyone was on the same page, deadlines were met, and progress was tracked. The use of video conferencing tools such as Zoom and Microsoft Teams also helped employees stay connected and conduct virtual meetings without any interruptions, which helped avoid any delays in decision-making processes. These digital tools not only improved the overall efficiency of Walton's global business operations but also allowed for a more flexible and adaptable work environment for employees.

The use of digital tools in Walton's global business operations during COVID-19 had both positive and negative impacts. On the positive side, digital tools enabled employees to work remotely, maintain communication, and continue business operations during a difficult time. The use of video conferencing tools, project management tools, and collaboration tools helped to increase productivity and reduce costs associated with physical office space. Additionally, digital tools helped Walton to gather and analyse data on market trends, customer behaviour, and supply chain management, allowing them to make informed decisions quickly. However, there were also some negative impacts of over-reliance on digital tools. One of the major drawbacks was the risk of cyber-attacks and data breaches due to the increased reliance on digital communication and storage (Walton's Global Office Operations 2020a). Moreover, remote work led to increased feelings of isolation and burnout among some employees, who struggled to maintain work-life balance without the structure of a physical office. Finally, the use of digital tools created a divide between employees who had access to reliable technology and those who did not, potentially leading to unequal opportunities and outcomes for different groups of workers.

The findings and analysis from this study provide valuable insights into the current state of Walton's global operational model and technology use, as well as the challenges and opportunities associated with digital transformation. These findings will be further discussed and interpreted in the subsequent

chapters, providing a comprehensive understanding of the research topic, and informing recommendations for future improvements in Walton's global operational model and technology strategies.

### **6.3 Discussion**

Based on the responses from the respondents, the following key insights can be derived- The majority of respondents (43.3%) rated the level of global coordination at Walton as "Moderate," followed by "High" (30%), "Low" (13.3%), "Very high" (6.7%), and "Very low" (6.7%). This suggests that while there is some level of coordination across global operations, there is room for improvement.

A significant portion of respondents (53.4%) either "Strongly agree" or "Agree" that Walton's global operational model is effective, while a smaller percentage "Disagree" or "Strongly disagree" (23.3%). There were also respondents (23.3%) who neither agreed nor disagreed. This indicates that there is a generally positive perception of the effectiveness of Walton's global operational model among the respondents.

The most commonly reported challenges when working with colleagues in different countries were time zone differences (56.7%), cultural differences (50%), and language barriers (40%). Technology limitations (26.7%) were also reported as a challenge by some respondents. This highlights the importance of addressing these challenges in order to facilitate effective global collaboration at Walton.

Email was reported as the most commonly used technology tool in daily work by all respondents (100%), followed by video conferencing (90%) and collaboration software such as Slack or Microsoft Teams (66.7%). Project management software like Asana or Trello was used by 33.3% of respondents, and there were also some other tools specified by a small percentage of respondents (6.7%). This suggests that Walton employees rely heavily on email and video conferencing for communication and collaboration in their daily work.

A majority of respondents (86.7%) reported being "Very comfortable" or "Comfortable" with technology use, while a small percentage (3.3%) reported being "Uncomfortable." This indicates that most respondents feel comfortable with the technology tools used in their daily work at Walton.

Moreover, the majority of respondents (53.3%) either "Strongly agree" or "Agree" that Walton's technology infrastructure is efficient, while a smaller percentage "Disagree" or "Strongly disagree" (20%). There were also respondents (20%) who neither agreed nor disagreed. This suggests that there is a generally positive perception of Walton's technology infrastructure efficiency among the respondents.

The findings of the study conducted on Walton's global operational model and digital transformation efforts are in line with the existing literature on the topic. The study revealed that the adoption of digital technologies has indeed positively impacted Walton's global business operations, enabling the company to enhance its processes, improve supply chain management, and optimize operations. The findings of the study align with the empirical evidence provided by Ari & Bonin (2016) and Akhromeeva, Malinetskiy & Posashkov (2020) which emphasize the role of digital transformation in enabling organizations to adapt to the rapidly changing business environment. The study also corroborates the findings of Hicks (2019) that highlight the benefits of digital transformation in maintaining competitiveness in a dynamic business landscape.

Specifically, the study findings highlight that Walton's adoption of digital technologies has resulted in streamlined operations, increased efficiency, and improved customer service. The study also revealed that the use of data analytics and automation has allowed Walton to optimize its supply chain, resulting in improved inventory management and reduced costs. Additionally, the study found that digital transformation has enabled Walton to enhance its communication and collaboration across departments and geographies, resulting in improved decision-making and agility in responding to market changes. The findings of the study are consistent with the literature, suggesting that digital transformation is a critical enabler for organizations like Walton to remain competitive in the global business landscape. By leveraging digital technologies, Walton has been able to enhance its operational model and adapt to the evolving business environment, as supported by the empirical evidence from the literature. These findings reinforce the importance of digital transformation in modern business operations and support the recommendations provided in the previous chapter to further enhance Walton's global operational model and digital transformation efforts.

Overall, the findings from the study provide insights into the perception and experiences of Walton employees regarding the global operational model and technology use. These insights can be used to identify areas of improvement and inform decision-making related to global coordination, technology infrastructure, and addressing challenges in working with colleagues from different countries.

The findings of the study on Walton's global office operations (2020a) indicate that there is a moderate level of global coordination, with room for improvement. However, there is a generally positive perception of the effectiveness of Walton's global operational model among the respondents. The most commonly reported challenges when working with colleagues in different countries are time zone differences, cultural differences, language barriers, and technology limitations. Email and video conferencing are the most commonly used technology tools in daily work, followed by collaboration software and project management software. Most respondents feel comfortable with technology use and perceive Walton's technology infrastructure as efficient.

Recent literature on digital transformation and its impact on global office operations aligns with some of the findings of the study. Many organizations are undergoing digital transformation initiatives to enhance global coordination, streamline operational models, and improve technology infrastructure efficiency. Digital technologies are being adopted to facilitate remote work, global collaboration, and communication across different time zones and cultures. For example, collaboration software such as Slack and Microsoft Teams are commonly used to enable real-time communication and document sharing among team members in different locations. Video conferencing tools like Zoom and Google Meet are used for virtual meetings and discussions, overcoming the challenges of time zone differences.

Furthermore, digital transformation has also brought changes in the way organizations manage projects and tasks. Project management software like Asana, Trello, and other similar tools are being used to streamline workflows, track progress, and facilitate coordination among team members across global offices (Chen & Wu 2017). These tools provide a centralized platform for managing projects, assigning tasks, and monitoring deadlines, improving efficiency and productivity. Digital transformation has also impacted the comfort level with technology use among employees. With the increasing adoption of digital tools and technologies in the workplace, employees are becoming more comfortable with technology use, as reflected in the findings of the study (Chen & Wu, 2017). This trend is supported by recent literature that suggests that employees who are more comfortable with technology are more likely to adapt to digital transformation initiatives and utilize technology tools effectively in their daily work.

In addition, the impact of digital transformation on global office operations can be seen in the perception of technology infrastructure efficiency. The positive perception of Walton's technology



infrastructure efficiency among the respondents in the study aligns with the trend of organizations investing in robust technology infrastructure to support global operations (Chen & Wu 2017). Efficient technology infrastructure enables smooth communication, collaboration, and coordination across global offices, improving overall operational effectiveness.

Overall, the findings of the study align with recent literature on the impact of digital transformation on global office operations. Digital technologies are being adopted to enhance global coordination, streamline operational models, and improve technology infrastructure efficiency (Chen & Wu 2017). However, there is still room for improvement in addressing challenges such as time zone differences, cultural differences, and language barriers. Organizations need to continue investing in appropriate technology tools, providing training and support to employees, and addressing challenges to facilitate effective global collaboration and communication in the digital era.

#### **6.4 Recommendations**

Based on the findings and analysis of the study on the global operational model and technology use at Walton, as well as the impact of digital transformation on departmental operations, the following recommendations are suggested.

The study identified language barriers and cultural differences as significant challenges faced by Walton's employees when working with colleagues in different countries. To address these challenges, it is recommended that Walton provides language training programs for employees working in global teams and promotes cultural awareness through diversity and inclusion initiatives. Creating a culture of inclusivity and providing employees with the necessary skills to navigate language and cultural differences can improve communication, collaboration, and overall team performance.

The study showed that while the majority of respondents were comfortable with technology use, there were concerns about technology limitations and efficiency of Walton's technology infrastructure. To address this, it is recommended that Walton assesses its current technology infrastructure and invests in upgrading and improving it to meet the needs of a globally distributed workforce. This may include upgrading hardware and software, enhancing network capabilities, and providing necessary training and support to employees to ensure efficient and effective use of technology in their daily work.

The study found that email and video conferencing were widely used technology tools in daily work, but there is potential for further adoption of collaboration software and project management software. To foster a technology-enabled work culture, it is recommended that Walton promotes the use of collaboration software and project management software to facilitate team collaboration, document sharing, and task management. Training programs and incentives can be provided to encourage employees to adopt and effectively use these tools in their day-to-day work.

The study provided insights into the perception of employees regarding Walton's digital transformation efforts. To ensure the success of digital transformation initiatives, it is recommended that Walton continuously monitors and evaluates the impact of these initiatives on departmental operations, employee productivity, and overall organizational performance. Feedback from employees should be collected regularly to identify any challenges or areas for improvement and to make data-driven decisions to optimize digital transformation efforts.

The study highlighted the importance of employees' comfort level with technology use and their perception of technology infrastructure efficiency. To promote employee training and development, it is recommended that Walton provides regular training programs on technology use, including new tools and software, to enhance employees' digital skills and capabilities. Additionally, opportunities for continuous learning and development should be promoted to keep employees updated with the latest technology trends and best practices.

The study revealed that employees' perception of Walton's global operational model and technology use was generally positive. To maintain a positive and inclusive work culture, it is recommended that Walton fosters open communication, encourages feedback from employees, and recognizes and rewards employees for their contributions to the organization's digital transformation efforts. Creating a supportive and inclusive work environment can boost employee morale, engagement, and productivity.

In conclusion, based on the findings and analysis of the study, the above recommendations are suggested to enhance global coordination, address language barriers and cultural differences, invest in technology infrastructure, foster a technology-enabled work culture, continuously monitor and evaluate digital transformation, promote employee training and development, and foster a positive and inclusive work culture at Walton. Implementation of these recommendations can contribute to improving departmental operations, employee productivity, and overall organizational performance,

and help Walton effectively navigate the challenges and opportunities associated with its global operational model and digital transformation efforts.

It is important for Walton to take a proactive approach in implementing these recommendations by allocating resources, providing training and support, and regularly evaluating the progress and impact of the initiatives. Additionally, collaboration among different departments and stakeholders, including IT, HR, and leadership, would be crucial to ensure successful implementation of these recommendations. It is worth mentioning that the recommendations provided are based on the findings and analysis of the study and may need to be tailored to the specific context and needs of Walton. Further research and analysis may be required to fine-tune the recommendations based on changing organizational dynamics, technological advancements, and evolving business requirements.

By implementing these recommendations, Walton can enhance its global operational model and technology use, drive digital transformation, and create a culture that embraces technology and fosters collaboration, innovation, and inclusivity. This can position Walton as a leading global organization, capable of leveraging technology to gain a competitive advantage in the dynamic business landscape.

## 7 CONCLUSIONS

In conclusion, the findings of the study highlight important insights regarding the digital transformation of Walton's global office operations, specifically in terms of global coordination, effectiveness of the operational model, challenges faced, technology tools used, comfort level with technology use, and perception of technology infrastructure efficiency. The study aimed to understand the impact of the digital transformation on the Walton's global office operations. Digital transformation is a necessity at this age than trend. To comprehend the bigger picture the study analysed literature related to the study such as it focuses on the digital transformation and global business operations, discussed technologies used in business operations and transformation of the workplaces in global business, digital workplace initiatives, and factors-technologies that drives the transformation process. The study also discussed future trends of the digital transformation in global context. Moreover, the study discussed impacts in global business operations during covid-19 as it triggered and accelerated the digital transforming process worldwide.

The study took both primary research and secondary research in account to conduct analysis on the topic and gather important data from the primary sources. The study revealed that while there is a moderate level of global coordination at Walton, there is room for improvement. Respondents identified challenges such as time zone differences, cultural differences, language barriers, and technology limitations when working with colleagues in different countries. This suggests that addressing these challenges and improving global coordination strategies could enhance the effectiveness of Walton's global operations. However, the majority of respondents perceived Walton's global operational model to be effective, indicating that the organization has implemented processes and strategies that facilitate coordination and collaboration across global operations. Additionally, respondents reported a high comfort level with technology use and identified email, video conferencing, and collaboration software as commonly used tools in daily work. This suggests that Walton employees rely heavily on technology for communication and collaboration. Furthermore, the perception of Walton's technology infrastructure efficiency was generally positive among respondents, indicating that the organization's technology infrastructure is seen as efficient in supporting global office operations.

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## **APPENDICES**

### **Research Questionnaire**

#### **What is your gender?**

- Male
- Female
- Prefer not to say

#### **What is your age?**

- 25-34
- 35-44
- 45-54
- Over 55

#### **What is your job title?**

- Executive Leadership
- Middle Management
- Staff
- Other (please specify)

#### **Which department do you work in?**

- Accounting/Finance
- Human Resources
- Marketing
- Operations
- Sales
- Other (please specify)

#### **How would you rate the level of global coordination in your department?**

- Very high
- High
- Moderate
- Low
- Very low



**To what extent do you agree or disagree that Walton's global operational model is effective in supporting business goals?**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**What challenges do you face when working with colleagues in different countries?**

- Time zone differences
- Language barriers
- Cultural differences
- Technology limitations
- Other (please specify)

**What technology tools do you currently use in your daily work?**

- Email
- Video conferencing
- Collaboration software (e.g., Slack, Microsoft Teams)
- Project management software (e.g., Asana, Trello)
- Other (please specify)

**How comfortable are you with using technology for work purposes?**

- Very comfortable
- Comfortable
- Neutral
- Uncomfortable
- Very uncomfortable

**To what extent do you agree or disagree that Walton's technology infrastructure is efficient in supporting business goals?**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

- What areas do you think Walton could improve in terms of technology use in the workplace?

**How has the digital transformation impacted your department's operations?**

- Significantly improved efficiency
- Somewhat improved efficiency
- No change in efficiency
- Somewhat decreased efficiency
- Significantly decreased efficiency

**To what extent do you agree or disagree that the digital transformation has improved efficiency in your department?**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree