

**MERCHANDISE RETAILERS' DIGITAL PLATFORM ADAPTATION, BUSINESS
COMPETITIVENESS AND SUSTAINABILITY**

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Bachelor of Science in Business Administration

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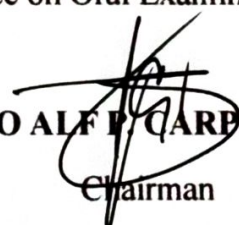
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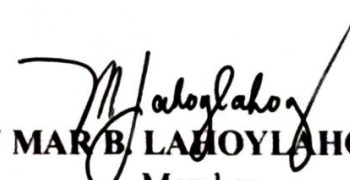
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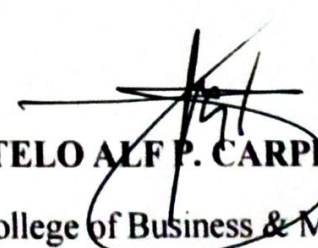

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ABSTRACT

This study investigated the influence of digital platform adaptation on business competitiveness and business sustainability among merchandise retailers in Ozamis City. Using a descriptive-correlational research design, data were collected from 75 randomly selected retailers from Avon, Natasha, and Personal Collection through standardized Likert-scale questionnaires measuring levels of digital adaptation, competitiveness, and sustainability. Results revealed that merchandise retailers exhibited a low level of digital adaptation, with minimal utilization of online sales channels and customer support systems, although digital payment systems were more commonly adopted. Business competitiveness was also rated low, driven by weak customer preference despite moderate visibility and market responsiveness. In contrast, business sustainability was rated high, largely supported by customer engagement rather than loyalty or operational stability. Regression analysis indicated no significant influence between digital platform adaptation and both business competitiveness and sustainability. These findings suggest that current digital practices among retailers remain insufficient to produce measurable performance improvements. Strengthening digital integration through enhanced sales platforms, customer support technologies, and comprehensive digital strategies is recommended to improve competitiveness and promote long-term business viability.

Keywords: *Digital Platform Adaptation; Merchandise Retailers; Business Competitiveness; Business Sustainability; Digital Transformation*

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INTRODUCTION

Background of the Study

The emergence of digital platforms has changed the way businesses operate (Mihalache & Detyniecki, 2024). Digital platforms are business models that use online infrastructure to facilitate interaction between groups (Gibson, 2024). The idea motivates the organization to grow and accommodate transactions without significant cost increases, and to operate continuously in an accessible manner regardless of time zone or geographic location (Dwivedi et al., 2022). Additionally, it enabled businesses to reach a wide range of audiences, shifting their operations from traditional in-store sales, which required customers to physically visit stores, to online offerings (Iwarue & Asanga, 2025).

As customers increasingly rely on digital platforms, businesses need to leverage their extensive use. Retailers show steady growth every year and are the biggest contributors to the economy, providing employment opportunities and community development (Garrido, 2024). The retail sector in the other country in the United States has a well-established distribution channel for all types of retail companies. The retail services industry provides an openly competitive environment that fosters strong business operations and spurs innovations that increase efficiency and reliability (Wibisono, 2022). Numerous growth opportunities exist in the 12 U.S. retail markets for retail providers of all sizes. In 2023, foreign direct investment in the U.S. retail industry reached \$198.6 billion, and foreign-owned companies employed 1,048,900 workers in 2022 (ITA, n.d., 2024). In this vein, the digital adaptation of retailers in the United States boomed during the COVID-19 pandemic. With most people staying home, online shopping increased, accelerating the already-growing trend.

In the Philippine context, industry players are capitalizing on buoyant growth rates across diverse retail segments. Luxury goods are poised to be the frontrunners in Southeast Asia, with an estimated growth rate of 30%. Additionally, the retail e-commerce sector in the Philippines is set to outpace its Southeast Asian counterparts (Caraan et al., 2021). This retail surge is largely attributed to expanding supply and distribution networks, which facilitate greater accessibility to a wider range of goods and services for consumers (Mordor, 2025). The pronounced shift in consumer behavior, with a notable preference for online platforms over brick-and-mortar stores, is changing the business landscape and altering market competition.

Retail platforms are encouraged to integrate sustainability strategies into their marketing efforts, equipping employees with sustainability principles to guide consumer behavior towards more sustainable choices (He and Wang, 2024; Robichaud et al., 2024). Additionally, this dual focus on technology and sustainability reflects a broader trend where consumer pressures drive e-commerce to prioritize sustainable practices alongside technological innovation, ultimately fostering a more responsible retail environment (Robichaud et al., 2024; Bezes, 2024). However, the application of technology has also enhanced consumers' perception of in-store space, encompassing not only the true spatial dimension but also the perceived and conceived dimensions of stores (Vadruccio et al., 2024). Consequently, retailers must navigate these dynamics to enhance consumer trust and address sustainability concerns effectively (Quintus et al., 2024).

The adaptation of digital platforms directly affects the retailer's competitive edge in the market (Franck & Peitz, 2023). The utilization of data-driven insights from consumer interactions on these platforms helps retailers to tailor their offerings to meet specific customer needs and preferences (Zuo et al., 2022). This personalization fosters loyalty and encourages repeat business, which are vital for sustaining competitive advantage (Davis, 2024). Furthermore, retailers that

embrace omnichannel strategies, providing a seamless shopping experience across both online and offline channels, are better positioned to capture market share (Dwivedi et al., 2022) against competitors who may lag in digital transformation. In the context of competitiveness, effective adaptation of digital platforms can catalyze significant growth opportunities for retailers (Filimonov & Kasyanenko, 2024). By expanding their reach through online sales channels, businesses can tap into new markets that were previously inaccessible due to geographical limitations (Iwarue & Asanga, 2025). Additionally, the flexibility of digital platforms enables retailers to quickly adjust their inventory and marketing strategies based on real-time data analysis (Amosu et al., 2024). The evidence suggests not only that it enhances responsiveness to market trends but also that it supports a sustainable growth direction.

Digital platforms have become critical drivers of competitiveness and sustainability for many businesses (Franck & Peitz, 2023). The convergence of digital technologies into conventional business models has not only revolutionized operating processes but also changed the nature of customer interaction strategies (Wang et al., 2023). As more organizations adopt digital platforms for their business operations, it becomes imperative to understand their impact on business competitiveness to maintain market sustainability and long-term success (Dwivedi, Hughes, Wang, et al., 2022). Digital platforms are a medium of innovation (Grants, 2025), enabling businesses to automate processes, reduce expenses, and raise the bar for customer experience through increased accessibility and convenience. Digital platforms offer an environment where a variety of stakeholders, ranging from consumers and suppliers to providers, can converge and interact effectively (Kraus et al., 2021). This balance enables teamwork and knowledge sharing, keys to accelerating innovation and retaining market competitiveness.

Retailers that effectively leverage digital platforms can respond more agilely to market demands (Volberda et al., 2021).

Despite the many advantages of digital transformation, many retail merchants remain hesitant to fully embrace emerging technologies (Barret et al., 2022). This hindrance limits the sector's ability to support economic development and innovation more effectively (Breyer et al., 2022). The slow acceptance of digital platforms is largely due to the lack of well-formulated strategies capable of capturing rapidly changing consumer behavior and technological trends. While many retailers recognize the importance of digitalization, a significant portion still faces challenges in implementing efficient platforms that meet contemporary customer demands (Birt, 2022). Furthermore, this research will explore how the adaptation of digital platforms influences both business competitiveness and sustainability within the merchandise retail sector.

The purpose of this study is to provide sufficient research on how different types of merchandise retailers (clothing, electronics, Home Goods, Health and Beauty) adapt to digital platforms. Each sector may face unique challenges and opportunities that are not well-documented. Empirical studies on Digital adaptation among traditional retailers in developing countries are rare despite their importance for their sustainable survival. Therefore, our objective is to fill this gap by conducting an empirical study on traditional retailers' use of technology on whether technology adaptation influences business competitiveness and business sustainability in Ozamis City. Empirical research on digital change among conventional retailers in such settings is still limited, underscoring the importance of studies that highlight the localized challenges and opportunities of going digital.

This study will provide a valuable insight for the various stakeholders in the retail industry, specifically: (1) merchandise retailers, as it can help them identify effective strategies for online

sales, social media marketing, and customer relationship management, (2) E-commerce platforms through gaining insights into retailers needs and preferences (3) Customers, gains from improved services resulting from retailers' adaptation to digital platforms, (4) Academic and Researchers, findings could contribute to further studies on innovation in retail practices and, (5) Supply Chain Partners understanding how retailers adapt digitally can lead to more efficient collaboration across the supply chain, ultimately improving product availability and reducing costs.

Theoretical Framework

This Study was anchored in two theories, namely the (1) Technology of Acceptance Model (TAM) by Fred Davis (1989) and (2) Dynamic Capability Theory (DCT) by David J. Teece (1994).

The TAM addresses (1) why end users accept or reject information systems and (2) how user acceptance is affected by the design features of the system (David, 1989; Granic, 2024). Its term specifies the causal interrelationships between system design features, perceived ease of use, attitude toward using, and actual usage behavior (Qingxiong et al., 2024).

On the contrary, the Dynamic Capability Theory (DCT) refers to “the capacity of an organization to purposefully create, extend or modify its resource base (Kodama, 2023). Its basic assumption framework is that core competencies should be used to modify short-term competitive positions to build long-term competitive advantage (Tate et al., 2022). It asserts that what matters for business is corporate agility: the capacity to (1) sense and shape opportunities and threats, (2) seize opportunities, and (3) maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets (Kodama, 2023). This theory will provide insights into how businesses can sustain growth and ensure long-term viability.

The application of the theory, Technology of Acceptance Model (TAM) will be applied to understand how merchandise retailers perceived and adopt digital platforms by (1) Identifying Perceived Usefulness (PU) through evaluating digital platforms based on how these platforms can improved sales, customer reach and operational efficiency for the context of business growth while for sustainability it will be applied with merchandise retailers consideration whether digital platform can help them achieve sustainability goals, such as reducing waste through better inventory management or enhancing customer engagement through personalize marketing strategies (2) Assessing Perceived Ease of Use (PEOU) through its user friendly interface and support systems (3) Evaluating Attitude Toward Using Technology can be applied with understanding positive attitude and resistance factors (4) Analyzing Actual System Use by monitoring usage patterns and feedback mechanism (5) Monitoring Usage Pattern through its performance metrics and sustainable goals (Goh, 2023).

The utilization of the Acceptance Model (TAM) has been used with numerous studies, including the study of Yawen Su & Moyan Li in 2021, which aims to enrich the research on online entrepreneurship education, improve the level and ability of entrepreneurship services in China, and improve the overall success rate of entrepreneurship (Su & Li, 2021). Their study shows that online entrepreneurship education influences users' perceived ease of use and perceived credibility. The proposed TAM provides technical and theoretical support for its application in online entrepreneurship education for new entrepreneurs (Su & Li, 2021).

The DCT will be applied in this study through (1) Understanding context, (2) identifying key components of dynamic capabilities, which consist of sensing, seizing, and transforming, (3) linking dynamic capabilities with business competitiveness and sustainability using competitive metrics, and (4) Quantitative surveys by collecting data from a broader range of merchandise

retailers. Moreover, this approach will yield valuable insights into the mechanisms driving business growth and sustainability in an increasingly competitive landscape.

A recent study has utilized the Dynamic Capability Theory (DCT). The theory includes the study by Robson Shiferaw and Chalchissa Kero, conducted in March 2024 in Ethiopia. In their study, they use this theory to examine business firm practices, concepts, and to develop a more thorough theoretical description from a conceptual standpoint (Shiferaw & Kero, 2024). Additionally, it helps identify the procedures used by a business and its community to overcome challenging circumstances. The use of this theory provides valuable insight that developing the necessary capabilities is a crucial strategy that businesses must take into account if they want to endure the rapid technological change that the fourth industrial revolution will bring (Aghimien et al., 2021).

The acceptance of technology (as per TAM) serves as a foundational step that enables retailers to develop dynamic capabilities. A successful technology adaptation will lead to enhanced capabilities, further reinforcing positive perceptions of technology's usefulness and ease of use among merchandise retailers (Isharyani et al., 2024). Furthermore, the interplay between the Technology Acceptance Model (TAM) and Dynamic Capabilities Theory (DCT) will provide valuable insights into how merchandise retailers can successfully navigate the challenges posed by digital transformation.

Conceptual Framework

This study examined the relationship between digital platform adaptation and business sustainability in the merchandise retail sector. Digital platform adaptation serves as the independent variable, while business competitiveness and business sustainability are the dependent variables.

Digital platform adaptation is the process of adopting digital tools, technologies, and platforms such as e-commerce websites, mobile apps, social media, and digital payment systems to optimize retail operations and improve customer experiences (Monge & Soriano, 2023). The tools include Sales Channels, which enable businesses to reach a global audience, connect with customers 24/7, and overcome geographical limitations (Elsaied, 2024). Digital payments have enabled merchants to accept payments without specialized equipment (Devanesan, 2022). Additionally, Customer Support enables a personalized interaction that makes customers feel understood and like their needs are being met in a personable manner (DanTan, 2024).

Business Competitiveness refers to a company's ability to offer products or services that customers perceive as more valuable than those of competitors (Holt, 2022). The variable includes Customer Preferences, which involve expectations, likes, dislikes, motivations, and inclinations that drive a customer to purchase specific products (Pnadmin, 2025). Market Responsiveness leads to swiftly and effectively adapting to changes in customer needs, preferences, and expectations, as well as to changing market conditions (Singh et al., 2024). Visibility also plays a big role in business competitiveness as it helps to increase brand awareness, attract new customers, and establish credibility and trust with potential clients (Hromova, 2024).

Business Sustainability refers to a retailer's ability to maintain long-term profitability (Dwevedi et al., 2023). The construct includes *Customer Loyalty*, which drives repeat purchases, reduces customer acquisition costs, and enhances brand reputation (Pnadmin, 2025). *Business Stability* means the business manages risks well, maintains performance even in hard times, and grows carefully (Dwivedi et al., 2023). Finally, *Customer Engagement* is the ongoing cultivation of a relationship between the company and the consumer that goes far beyond the transaction. It is an intentional, consistent approach by a company that provides value at every customer interaction, thus increasing loyalty (Mohamed et al., 2022).

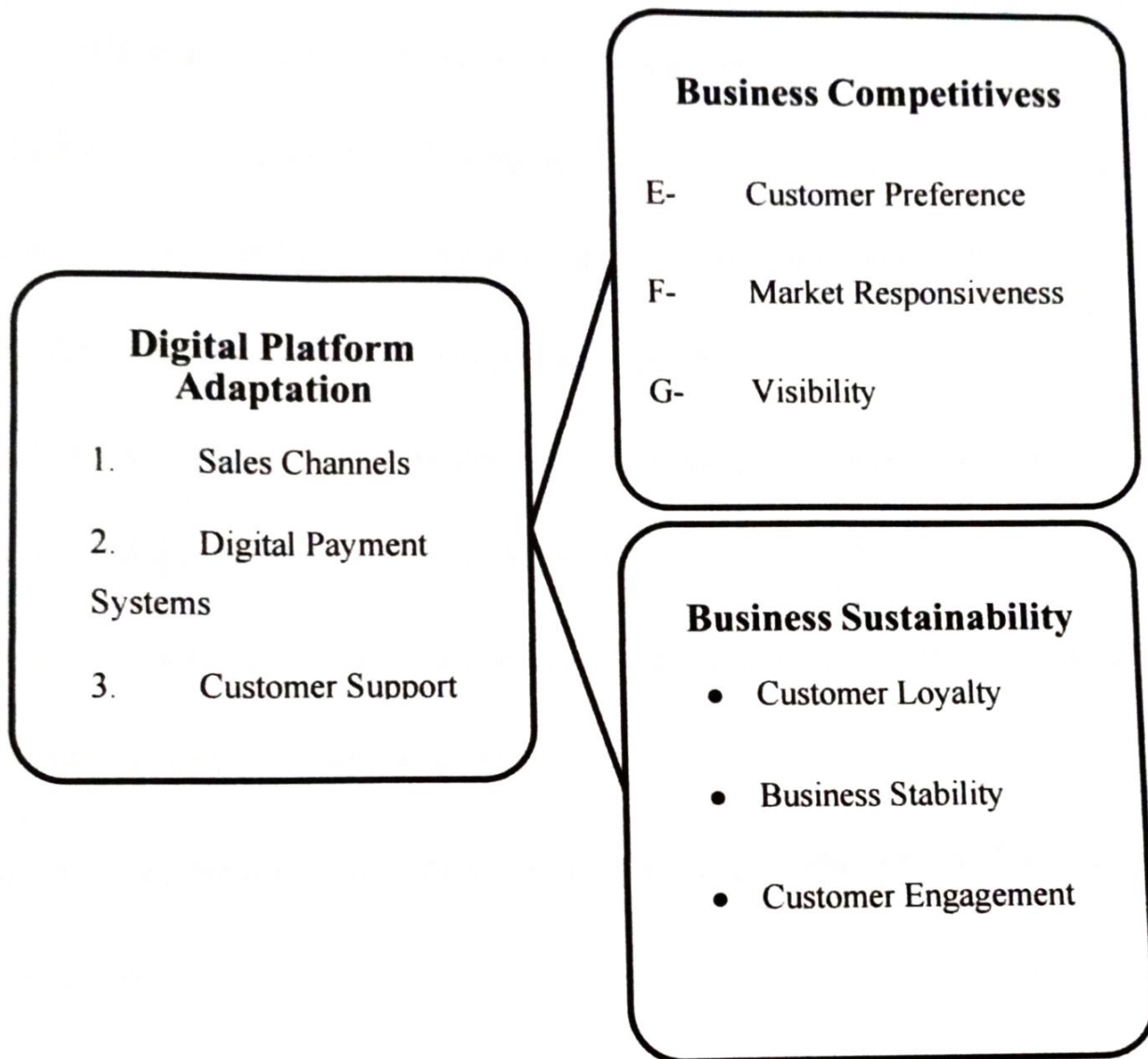


Figure 1: Schematic Diagrams of the Study

Statement of the Problem

This study examined the retailers' perspectives for the digital adaptations and its influence in business growth and sustainability among merchandise retailers.

Specifically, it answers the following questions:

1. What is the respondents' level of adaptation of digital platforms in terms of sales channels, digital payment systems and customer support?
2. What is the respondents' level of business competitiveness in terms of customer preference, market responsiveness and visibility?
3. What is the respondents' level of business sustainability in terms of customer loyalty, business stability, and customer engagement?
4. Is there a significant influence between adaptation of Digital Platform and Business Competitiveness?
5. Is there a significant influence between adaptation of Digital Platform and Business Sustainability?

Null Hypothesis:

Ho1: There is no significant influence between digital platform adaptation and business competitiveness in merchandise retailers.

Ho2: There is no significant influence between adaptation of Digital Platform and Business Sustainability.

METHODOLOGY

Design

A descriptive–correlational research design was utilized to examine the level of digital platform adaptation among merchandise retailers and to determine its influence on business competitiveness and sustainability. This design allowed existing conditions to be described while enabling the identification of statistical relationships between variables without manipulation. The descriptive component measured retailers' digital adaptation, competitiveness, and sustainability, while the correlational component assessed whether digital platform adaptation significantly influenced the two business outcomes. The design was considered appropriate for the study's aim of exploring natural patterns and relationships within the retail environment of Ozamiz City.

Setting

The study is geographically focused on Ozamis City, particularly among sellers in the merchandise retail business. Ozamis City boasts a vibrant business environment hosting numerous new technology adaptations and established merchandise businesses in an ideal locale for investigating the Impacts of digital transformation in Ozamis City. Through this investigation, we aimed to illuminate how these changes influence not only retailers but also the broader environment for community and innovation.

Respondents

The respondents of this study were the 75 retailers of a chosen business, determined using the Raosoft Calculator based on 120 retailers with a 90% confidence level and 5% marginal error, in Ozamis City. These respondents were randomly chosen through a sampling technique.

The researchers had set a thorough criterion in selecting a respondent. Respondents will be chosen according to the following criteria: (1) must be residing in the locality of Ozamis City; (2) he/ she should be an active merchandise retailer and must provide informed consent to participate in the research, emphasizing ethical considerations and respect for individual autonomy. The study applied a random sampling technique to select respondents, ensuring fairness and minimizing selection bias.

Instruments

The following instruments were used to collect data from the respondents. *A. Digital Platform Adaptation Survey Questionnaire.* The process uses a four-point Likert-scale questionnaire adopted from Almazrouei & Leung (2023). The questionnaire consists of three constructs: sales channels, digital payment systems, and customer support. It has 12 indicators (see Appendix A).

In determining the level of Perceived Digital Platform Adaptation among Merchandise Retailers, the following scale was used:

Responses	Continuum	Interpretation
4 - Strongly Agree	3.25 – 4.0	Very High (VH)
3 - Agree	2.50 – 3.24	High (H)
2 – Disagree	1.75 – 2.49	Low (L)
1 – Strongly Disagree	1.0 – 1.74	Very Low (VL)

B. Business Competitiveness Questionnaire. With the use of a four-point Likert-scale questionnaire adapted from Dela Cruz, M., & Tan, J. (2023). The questionnaire consisted of 3 constructs, namely: Customer Preferences, Market Responsiveness, and Visibility. It has 15 indicators (see Appendix B).

In determining the Growth of Business in the Adaptation of Digital Platform for Merchandise Retailers. The following scale was used:

Responses	Continuum	Interpretation
4 - Strongly Agree	3.25 – 4.0	Very High (VH)
3 – Agree	2.50 – 3.24	High (H)
2 – Disagree	1.75 – 2.49	Low (L)
1 – Strongly Disagree	1.0 – 1.74	Very Low (VL)

C. Business Sustainability Questionnaire. The construct is a four-point Likert-scale questionnaire adapted from Dela Cruz & Tan (2023). The questionnaire consists of 3 constructs: Customer Loyalty, Business Stability, and Customer Engagement. It has 15 indicators (see Appendix C).

In determining the Sustainability in the Adaptation of Digital Platform for Merchandise Retailers. The following scale was used:

Responses	Continuum	Interpretation
4 – Strongly Agree	3.25 – 4.0	Very High (VH)
3 – Agree	2.50 – 3.24	High (H)

2 – Disagree	1.75 – 2.49	Low (L)
1 – Strongly Disagree	1.0 – 1.74	Very Low (VL)

Data Collection

Prior to commencing study, the researchers obtained a letter of consent from the Dean of the College of Business and Management and will confer with the thesis adviser. Once the authorization was granted, the researcher distributed the questionnaire to the selected customers of merchandise retailers, and all respondents received a formal letter of consent allowing the researchers to access and interact with them. Before completing the survey questionnaires, respondents will receive a consent letter. Upon completion, the researchers retrieved the questionnaires. Subsequently, the collected data were tallied, evaluated, and analyzed using statistical methods. Ethical Consideration: The researchers followed Bryman and Bell's Ethical Protocol (2007), which outlines 10 key principles for conducting research. Firstly, respondents were protected from harm, and their dignity was always protected. Informed consent was obtained from all respondents before conducting the study, ensuring their privacy was safeguarded and the confidentiality of data collection. The anonymity of both individuals and organizations involved in the research was maintained.

Additionally, any forms of deception concerning the research objectives were strictly avoided. Researchers were transparent about any affiliations, funding sources, or conflicts of interest. Throughout the study, communication was conducted with honesty and transparency, ensuring that no misleading information or biased data presentation occurred. These principles serve to uphold ethical standards and integrity in the research process.

Ethical Considerations

The researchers followed Bryman and Bell's Ethical Protocol (2007), which outlines ten key ethical principles for conducting research. First and foremost, respondents would be protected from harm, and their dignity would be respected at all times. Informed consent was obtained from all respondents before the study was conducted, ensuring their privacy and the confidentiality of the collected data. The anonymity of both individuals and organizations involved in the research was maintained. Additionally, any deception or exaggeration regarding the research's objectives was strictly avoided. Researchers were transparent about any affiliations, funding sources, or conflicts of interest that they would declare. Throughout the study, the communication was conducted with honesty and transparency, ensuring that no misleading information or biased data presentation occurred. These principles upheld ethical standards and integrity in the research process.

Data Analysis

The following statistical tools was used in analyzing and interpreting the data collection in this study:

- *Mean and Standard Deviation.* These tools were used to measure perceived adaptability, business growth, and sustainability on the digital platform for merchandise retailers.
- *Regression Analysis.* This tool was used to determine the extent and nature of the relationship among the variables: Digital Platform Adaptation, Business Growth, and Sustainability. The tool allowed us to examine how changes in digital platform adaptation influence both business growth and sustainability outcomes.

RESULTS AND DISCUSSION

Level of Digital Adaptation of Merchandise Retailers

Table 1 presents the level of digital adaptation among merchandise retailers. As shown, the overall digital adaptation was interpreted as low, with an overall mean of 2.41 (SD = 0.57). This finding indicates that retailers' adoption of digital technologies, across various operational aspects, remains limited. The indicators comprising digital adaptation, namely sales channels, digital payment systems, and customer support, did reflect varied levels of integration within retail operations.

Specifically, the digital payment system received a high rating ($M = 2.55$; $SD = 0.69$), suggesting that digital payment modes such as e-wallets and QR-based transactions have been well integrated among retailers. Meanwhile, sales channels ($M = 2.43$; $SD = 0.64$) and customer support ($M = 2.24$; $SD = 0.59$) were both interpreted as low, indicating that online selling platforms, digital storefronts, and real-time support systems have not been widely implemented among merchandise retailers. This pattern suggests that the digital transition is partial, with payment systems improving faster than other digital components.

The mean and standard deviation values highlight a consistent trend wherein digital practices related to customer interaction and sales conversion remain underdeveloped. The higher variability in digital payment systems reflects diverse levels of adoption, whereas the low SD values in sales channels and customer support indicate uniformly limited integration among the respondents. This consistency suggests that most retailers have not fully leveraged digital platforms to expand their market presence or customer engagement.

The findings of this study can be further interpreted through the lens of the Technology Acceptance Model (TAM), which helps explain why the level of digital adaptation among

merchandise retailers remains generally low. TAM posits that technology adoption is largely driven by users' perceptions of usefulness and ease of use, and these factors are reflected in the retailers' behavior toward digital platforms. The results showed higher adoption of digital payment systems but low utilization of online sales channels and customer support features, indicating that retailers perceive payment technologies as more useful and easier to operate than other digital tools. In contrast, sales platforms and customer support systems may be viewed as requiring more technical skills, time, or resources, reducing their perceived ease of use. Similarly, retailers may not fully recognize the value of online selling or digital customer support in improving market reach or operational efficiency, leading to limited integration of these tools. As TAM suggests, when perceived usefulness and ease of use are low, attitudes toward technology adoption weaken, and actual system use becomes minimal. This theoretical interpretation supports the study's results, showing that the current level of digital adaptation is insufficient to influence business competitiveness or sustainability.

These findings align with Gildro's (2024) work, which emphasized that Philippine merchandise retailers tend to prioritize digital payment systems over digital transformation in sales and service operations. According to Bajaj (2024), digital payment adoption became widespread due to consumer demand, yet retailers continue to lag in creating digital storefronts and automated support channels. Furthermore, Jashwant (2024) noted that digital adaptation is often uneven, with retailers adopting only the most essential technologies while delaying investment in broader digital systems.

Based on these results, it can be inferred that digital adaptation in merchandise retailing remains minimal, with payment innovations rather than comprehensive digitalization as the

primary focus. Although digital payment systems were moderately adopted, the limited use of online sales channels and customer support platforms suggests that retailers have not yet fully integrated digital technologies into their daily operations. The outcome may be attributed to limited technical knowledge, financial constraints, or a preference for traditional selling methods that have long been practiced within the merchandise retail sector. As a result, the benefits associated with comprehensive digital adaptation remain largely unrealized among the respondents.

Moreover, the low level of digital adaptation may restrict retailers from expanding their market reach and improving customer experiences. In today's increasingly digital business environment, consumers expect businesses to maintain an online presence and provide accessible communication channels. The inability to fully utilize digital tools may place merchandise retailers at a disadvantage compared to competitors who have successfully integrated digital technologies into their operations. Consequently, retailers may experience challenges in attracting new customers and maintaining long-term competitiveness. The findings emphasize the need for retailers to broaden their digital strategies by strengthening online sales platforms, upgrading customer support systems, and integrating omnichannel tools. Such improvements would enhance customer experience, operational efficiency, and long-term competitiveness in an increasingly digital marketplace.

Table 1. Level of Merchandise Retailers' Digital Adaptation n=75

Variables	Mean	SD	Interpretation
Sales Channels	2.4333	.64244	Low
Digital Payment	2.5533	.69542	High

System			
Customer Support	2.2433	.59413	Low
Overall Level of Digital Adaptation	2.4100	.57110	Low

Note Scale: 3.25- 4.0 *Very High (VH)*; 2.50- 3.24 *High (H)*; 1.75- 2.49 *Low (L)*; 1.0- 1.74 *Very Low (VL)*

Level of Business Competitiveness of Merchandise Retailers

Table 2 shows the level of business competitiveness among merchandise retailers. The overall level of business competitiveness was interpreted as low, with an overall mean of 2.47 (SD = 0.71). Despite this overall low rating, two indicators, market responsiveness (M = 2.51; SD = 0.73) and visibility (M = 2.57; SD = 0.66), were rated high, indicating that retailers are moderately able to respond to market shifts and maintain presence within their target markets. Conversely, customer preference (M = 2.47; SD = 0.72) was rated low, suggesting that retailers struggle to secure strong consumer favor.

The mean and standard deviation values offer insight into the competitive positioning of merchandise retailers. The high ratings for visibility and responsiveness indicate that retailers can maintain their brands' presence and respond to changes in consumer behavior and supply dynamics. However, the lower customer preference score suggests that, despite being visible, retailers do not consistently achieve strong customer affinity, which may be tied to product differentiation, pricing strategies, or unmet consumer expectations.

These results support Cyndy's (2025) observations that Filipino retailers often invest in brand exposure and responsiveness but struggle to cultivate strong consumer loyalty. Similarly,

Duralia (2022) noted that competitiveness is influenced not only by visibility but also by customer-perceived value, an area where many traditional retailers remain weak. Likewise, Slyman (2025) emphasized that retailers with limited digital presence and product innovation often struggle to differentiate themselves in competitive markets.

The low overall level of business competitiveness indicates that merchandise retailers continue to face difficulties differentiating themselves in an increasingly competitive market. While the respondents demonstrated favorable levels of visibility and market responsiveness, customer preference remained relatively low. The result suggests that although retailers can maintain their market presence and respond to changing customer needs, they may still struggle to establish a stronger competitive advantage that consistently encourages customers to choose their products and services over alternatives.

The findings underscore the need for retailers to strengthen their customer-centric strategies. While maintaining visibility and flexibility are essential competitive components, retailers must also improve product quality, pricing consistency, and personalized customer experiences to secure stronger customer preference. Therefore, merchandise retailers should focus not only on improving their digital capabilities but also on strengthening their overall value proposition to enhance their competitive position in the marketplace.

Table 2. Level of Merchandise Retailers' Business Competitiveness n=75

Construct	Mean	SD	Interpretation
Customer Preference	2.4693	.72745	Low
Market	2.5147	.72647	High

Responsiveness			
Visibility	2.5707	.66389	High
Overall Level of Business Competitiveness	2.4738	.70813	Low

Note Scale: 3.25- 4.0 *Very High (VH)*; 2.50- 3.24 *High (H)*; 1.75- 2.49 *Low (L)*; 1.0- 1.74 *Very Low (VL)*

Level of Business Sustainability of Merchandise Retailers

Table 3 shows the level of business sustainability among merchandise retailers, with an overall sustainability rating of high (mean = 2.52, SD = 0.67). The result suggests that merchandise retailers can maintain operations and customer engagement over time despite challenges in competitiveness and digital adaptation. Among the indicators, customer engagement (M = 2.54; SD = 0.75) was rated high, while customer loyalty (M = 2.44; SD = 0.73) and business stability (M = 2.44; SD = 0.73) were both interpreted as low.

The mixed results indicate that while retailers succeed in generating customer interaction, this engagement does not consistently translate into long-term loyalty or operational stability. High customer engagement suggests that customers are willing to interact, inquire, or transact, but the low loyalty rating implies that repeat patronage and brand commitment remain fragile. Similarly, a low business stability rating suggests that retailers may be experiencing challenges maintaining consistent performance or long-term planning, possibly due to changing market conditions or insufficient digital infrastructure.

According to Rane et al. (2023), customer engagement serves as an important driver of sustainability; however, loyalty requires deeper value creation and consistent service quality. Gaffar et al. (2023) further emphasized that sustainability in retail depends not only on customer interaction but also on long-term financial strength, operational efficiency, and strategic adaptability. Nishio and Hoshino (2024) noted that businesses lacking strong customer loyalty may face difficulties in sustaining performance despite temporary engagement boosts.

The high level of business sustainability despite the low level of digital adaptation suggests that merchandise retailers rely on alternative strategies to sustain their business operations. The strong rating in customer engagement indicates that retailers have successfully maintained communication and interaction with their customers, which may contribute to continuous patronage and business continuity. Such engagement may be achieved through personal relationships, direct communication, and community-based selling practices commonly observed among merchandise retailers.

However, the low ratings observed in customer loyalty and business stability indicate that sustainability may not be fully secured in the long term. While customers remain engaged with retailers, this engagement may not necessarily translate into repeat purchases or long-term commitment. Consequently, retailers should develop strategies to strengthen customer retention and operational resilience, ensuring sustained growth and business continuity in a rapidly evolving market environment.

Table 3. Level of Merchandise Retailers' Business Sustainability n=75

Variables	Mean	SD	Interpretation
-----------	------	----	----------------

Customer Loyalty	2.4400	.73888	Low
Business Stability	2.4400	.736335	Low
Customer Engagement	2.5413	.74600	High
Overall Level of Business Sustainability	2.5182	.67451	High

Note Scale: 3.25- 4.0 *Very High (VH)*; 2.50- 3.24 *High (H)*; 1.75- 2.49 *Low (L)*; 1.0- 1.74 *Very Low (VL)*

Influence Between Digital Adaptation and Business Competitiveness

Table 4 presents the test of influence between digital adaptation and business competitiveness. The relationship between these variables was found to be not significant, with an r-value of -1.397 and a p-value of .167. This result indicates that digital adaptation does not significantly influence business competitiveness among merchandise retailers.

Although digital tools are often associated with enhanced visibility, responsiveness, and customer experience in existing literature, the present results suggest that the level of digital adaptation implemented by retailers is insufficient to generate competitive advantages. The negative r-value further suggests an inverse relationship, in which lower digital adaptation may coexist with existing competitive practices that are not reliant on digital platforms.

These findings align with those of Elfaki and Ahmed (2024), who found that partial or minimal digital adoption does not significantly improve competitiveness unless implemented comprehensively. Similarly, Khando, Islam, and Gao (2023) suggested that fragmented digital initiatives, such as the adoption of digital payment systems without corresponding online sales platforms, may have only a limited effect on competitive performance. Meier et al. (2024) also observed that digital competitiveness requires compatibility among multiple digital functions, not isolated adoption.

Thus, the non-significant influence of digital adaptation on competitiveness in this study can be attributed to retailers' limited and uneven digital practices. Comprehensive digitalization, including marketing platforms, automated systems, and online customer support, is necessary to enhance competitiveness through digital tools significantly. Although digital platforms have been widely recognized as tools that can improve business performance, their effectiveness largely depends on the extent to which they are integrated into business operations. The findings imply that retailers may be using only selected digital tools rather than implementing a comprehensive digital strategy that can enhance overall competitiveness.

Furthermore, the results indicate that competitiveness among merchandise retailers may be driven more by traditional business practices, such as product quality, customer relationships, personal selling, and pricing strategies. These factors may continue to exert a stronger influence on competitive performance than digital adaptation alone. Therefore, while digital technologies remain valuable business tools, they should be complemented by effective managerial and marketing strategies to produce meaningful improvements in competitiveness.

Table 4. Influence between Adaptation of Digital Platform and Business Competitiveness

n=75

Variables	Estimate	r- value	p- value
Digital Platform	-.130	-1.397	.167
Adaptation and Business Competitiveness			

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.61), and Perfect Positive Correlation (0.61 to 1.00)

2). Probability Value Scale: ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not significant)

Influence Between Digital Adaptation and Business Sustainability

Table 5 shows the relationship between digital adaptation and business sustainability. The results indicate a non-significant relationship, with an r-value of -.541 and a p-value of .590. The results suggest that digital adaptation does not significantly affect sustainability among merchandise retailers.

Although digital transformation is widely recognized as a driver of business sustainability, the low level of digital adaptation among retailers appears insufficient to generate meaningful effects on customer loyalty, stability, or long-term performance. The negative direction of the relationship may suggest that retailers with low digital integration still rely heavily on traditional

business practices, which may continue sustaining their operations without significant digital involvement.

These results echo those of Ferreira et al. (2025), who found that incomplete or minimal digital adoption fails to yield sustainability-related benefits. Similarly, Grancea et al. (2025) found that sustainability improves only when digital strategies are integrated into customer engagement, supply chain processes, and service delivery. Another study by Khiaonarong, Leinonen, and Rizaldy (2021) emphasized that sustainability requires operational resilience, which cannot be achieved solely through payment-based digital solutions.

Hence, the non-significant relationship found in this study indicates that digital adaptation must be more comprehensive, systematic, and value-driven to enhance business sustainability meaningfully.

Overall, the findings paint a coherent picture of the operational conditions of merchandise retailers. Digital adaptation remains limited, with partial implementation centered on payment technologies rather than holistic digital transformation. Competitiveness remains low despite moderate visibility and responsiveness, suggesting challenges in consumer preference and differentiation. Sustainability, although rated high overall, depends largely on customer engagement rather than loyalty or stability.

Across the correlation results, digital adaptation shows no significant influence on competitiveness or sustainability, suggesting that retailers' current digital practices are insufficient to yield measurable improvements. These findings are consistent with contemporary research

emphasizing that digital transformation must be comprehensive, strategic, and integrated to produce meaningful business outcomes.

Retailers may benefit from investing in stronger digital sales platforms, improved customer support systems, and cohesive digital strategies to strengthen their competitive positioning and long-term resilience. As the retail sector becomes increasingly digitalized, the ability to adapt holistically will be essential for achieving sustained business success.

Table 5. Influence between Adaptation and Business Sustainability n= 75

Variables	Estimate	r- value	p- value
Digital Platform	-.054	-.541	-.590
Adaptation and Business Sustainability			

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.61), and Perfect Positive Correlation (0.61 to 1.00)

2). Probability Value Scale: ** $p < 0.01$ (Highly Significant); * $p < 0.05$ (Significant); $p > 0.05$ (Not significant)

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary

This study explored the significant influence of digital platforms, business competitiveness, and business sustainability on retailers in selected merchandise categories such as Avon, Natasha, and Pc of Ozamis City. Specifically, this study sought to answer the following research questions: (1) What is the respondents' level of adaptation of digital platforms in terms of sales channels, digital payment systems, and customer support? (2) What is the respondents' level of business competitiveness in terms of customer preference, market responsiveness, and visibility? (3) What is the respondents' level of business sustainability in terms of customer loyalty, business stability, and customer engagement? (4) Is there a significant influence of the adaptation of the Digital Platform on Business Competitiveness? (5) Is there a significant influence of the adaptation of the Digital Platform on Business Sustainability?

This study employed a descriptive correlational design and was conducted in Ozamis City with 75 selected respondents using a random sampling technique. Digital Adaptation, Business Competitiveness, and Business Sustainability Questionnaires were used to gather data. The study employed statistical methods, including Mean, Standard Deviation, and Regression Analysis, to analyze the data.

Findings

The study yielded the following findings:

1. The respondents' level of adaptation of digital platforms in terms of sales channels, digital payment systems, and customer support was low.

2. The respondents' level of business competitiveness in terms of customer preference, market responsiveness, and visibility was low.
3. The respondents' level of business sustainability, in terms of customer loyalty, business stability, and customer engagement, was high.
4. The digital adaptation and business competitiveness have no significant influence on each other.
5. The digital adaptation and business sustainability have no significant influence on each other.

Conclusion

The following conclusion were drawn based on the findings of the study:

1. The level of digital platform adaptation among merchandise retailers remains generally low. Although digital payment systems received a high rating, sales channels and customer support received low ratings, indicating uneven integration of digital technologies across retail operations.
2. Retailer competitiveness is moderate, with significant variation across its components. Market responsiveness and visibility were rated high, suggesting that retailers can adjust to market conditions and maintain their presence. However, customer preference was rated low, indicating challenges in building strong consumer support and product appeal.
3. Business sustainability was found to be relatively high, particularly in terms of customer engagement. The evidence suggests that retailers can maintain operational continuity and interact with customers despite limitations in their digital adaptation. However, low ratings in customer loyalty and business stability indicate potential long-term risks.

4. Digital platform adaptation does not significantly influence business competitiveness. The statistical results indicate that the current level of digital utilization among retailers is insufficient to generate competitive advantages or strengthen their market position.
5. Digital platform adaptation does not significantly influence business sustainability. The findings show that current digital practices do not produce meaningful effects on loyalty, stability, or long-term performance, suggesting that retailers may require deeper, more strategic digital integration to achieve sustainable outcomes.

Recommendations

Based on the conclusion drawn from this study, here are some recommendations for beneficiary:

For researchers

1. May expand the study to include retailers from other regions or countries outside Ozamis City to explore whether similar patterns in digital adaptation, business competitiveness, and the sustainability of merchandise retailers were observed across different economic or cultural settings.
2. May expand the study to use a mixed-methods approach to differentiate and diversify results across different research scales.

Owners of Merchandise Retail Store

1. Owners should invest in establishing or improving their online selling platforms, such as Facebook Marketplace, Shopee, Lazada, or simple digital catalogs. Enhancing product visibility and simplifying online ordering can help attract a wider audience and increase

sales opportunities, especially as customers increasingly rely on digital shopping platforms.

2. Retailers should adopt digital customer support strategies, such as chatbots, automated messaging, or dedicated customer service pages. Strengthening online communication will not only enhance customer engagement, which your study found to be strong, but also help build long-term customer loyalty and business stability. Providing fast replies, product updates, and personalized service can significantly improve customer satisfaction.

Appendix A
Digital Platform Adaptation Survey Questionnaire

Direction: Read each statement carefully and write a check mark (/) on the column that contain your answer. Be guided by the following scale: 4 - Strongly Agree, 3 – Agree, 2 – Disagree, 1 – Strongly Disagree.

INDICATORS	Respondents			
	1	2	3	4
A. Sales Channels				
1. My business uses online sales channels to reach customers.				
2. Our digital sales platforms help increase product accessibility.				
3. The online sales platforms used by our business are easy to manage and operate.				
4. We provide consistent product and pricing information across our digital sales channels.				
5. Digital sales channels help improve the convenience of our business transactions.				
B. Digital Payment Systems				
1. My business offers secure digital payment options to customers.				
2. We provide multiple digital payment methods for customer convenience.				
3. Digital payment transactions in our business are simple and efficient.				
4. We ensure the protection of customer payment information during online transactions.				
5. Our business provides timely payment confirmations and transaction updates.				
C. Customer Support				
1. Our business responds promptly to customer inquiries through digital platforms.				
2. Customers can easily contact us through our online communication channels.				
3. We provide clear and helpful solutions to customer concerns through digital platforms.				
4. Our business offers multiple digital customer support options (e.g., Messenger, email, chat).				
5. Digital customer support helps strengthen our relationship with customers.				

Appendix B
Business Competitiveness Survey Questionnaire

Direction: Read each statement carefully and write a check mark (/) on the column that contain your answer. Be guided by the following scale: 4 - Strongly Agree, 3 – Agree, 2 – Disagree, 1 – Strongly Disagree.

INDICATORS	Respondents			
	1	2	3	4
A. Customer Preference				
1. Customers prefer our business because of our digital platform features.				
2. Our digital presence influences customers to choose our business over competitors.				
3. Customers perceive our business as more convenient than competing retailers.				
4. Our digital services help strengthen customer preference for our business.				
5. Customers often recommend our business because of our digital platforms.				
B. Market Responsiveness				
1. Our business quickly adapts to changing customer needs through digital platforms.				
2. We regularly update and improve our digital services.				
3. Our business responds promptly to new market trends and opportunities.				
4. Our digital platforms keep pace with innovations introduced by competitors.				
5. We proactively use digital channels to meet customer demands.				
C. Visibility				
1. Our business maintains a strong presence across multiple digital platforms.				
2. We regularly promote our products and services through online channels.				
3. Our business is highly visible in the digital marketplace.				
4. Digital platforms make it easier for customers to learn about our products and services.				
5. Our online presence contributes to our competitiveness in the market.				

Appendix C
Business Sustainability Survey Questionnaire

Direction: Read each statement carefully and write a check mark (/) on the column that contain your answer. Be guided by the following scale: 4 - Strongly Agree, 3 - Agree, 2 - Disagree, 1 - Strongly Disagree.

INDICATORS	Respondents			
	1	2	3	4
A. Customer Loyalty				
1. Our digital services encourage customers to continue purchasing from our business.				
2. We have many customers who repeatedly transact with our business.				
3. Digital platforms help strengthen customer loyalty to our business.				
4. Customers continue choosing our business because of the convenience we provide online.				
5. Our customers remain loyal even when competitors offer similar products or services.				
B. Business Sustainability				
1. Our digital platforms contribute to the long-term stability of our business.				
2. Digital adaptation helps our business maintain consistent operations.				
3. Our business is prepared to handle future challenges through digital technologies.				
4. Digital platforms help improve the sustainability of our business performance.				
5. Our online presence supports the long-term growth and stability of our business.				
C. Customer Engagement				
1. Our business actively interacts with customers through digital platforms.				
2. Digital platforms help us build stronger relationships with customers.				
3. We encourage customer feedback and participation through online channels.				
4. Customers regularly engage with our business through comments, messages, reviews, or shares.				
5. Our digital engagement activities make customers feel valued and connected to our business.				



Appendix D
MISAMIS UNIVERSITY

Ozamiz City

College of Business Management



INFORMED CONSENT FORM

Researcher/Investigator:

Name: Cyrille L. Bolito, Maria Leycia C. Espejo, Audry P. Jumawan

Course: Bachelor of Science in Business Administration

College: Business and Management

Email/ Contact Number: leyciaespejo50@gmail.com , and jumawanaudry@gmail.com

Thesis Title: **MERCHANDISE RETAILERS' DIGITAL ADAPTATION, BUSINESS COMPETITIVENESS AND SUSTAINABILITY**

PART 1. INFORMATION SHEET

Introduction	Good day! I am Cyrille Bolito, Maria Leycia Espejo, and Audry Jumawan, the principal researcher/investigator of the study entitled "Merchandise retailers' digital adaptation, business competitiveness and sustainability." We are undergraduate students under the Business Administration program at Misamis University in Ozamiz City. We are to conduct the research with Merchandise retailer's customers as participants/respondents. In this vrien, We are respectfully seeking your voluntary participation, being qualified to give your informed consent to take part in this study. Before you decide whether to participate or not in this study, please read the succeeding information about the study and feel free to ask questions anytime should there be anything you do not understand or want to clarify. If you agree to answer the survey questionnaires and interview, you will be asked to affix your name and signature on this form for which you will be given a copy.
Purpose	The purpose of this study is to investigate the influence of merchandise retailers' digital platform adaptation on business competitiveness and sustainability. By examining how varying levels of digital integration and platform utilization directly affect competitive metrics and long-term sustainability, the research seeks to establish cause-and-effect relationships.

Type of the Research Intervention	This study will be conducted through questionnaires and online survey. The gathering of data will be conducted in person and online.
Selection of Participants/ Respondents	The selection of the participants/ respondents is based on the following inclusion criteria: (1) must be residing in the locality of Ozamis City; (2) he/ she should be an active merchandise retailers of either Natasha, Avon or Pc; (3) and must provide informed consent to participate in the research.
Voluntary Participants	Your participation has to be voluntary and will not affect your situation or status in any way, including your relationship with the researcher. You are free to decide if you will take part or not. If you decide to participate, you are free not to answer any question that you do not prefer to answer.
Procedure	The participants will be given ample time when to undertake the interview. The interview will be undertaken once or several times when necessary. The researcher will transcribe the interviews to be used for the analysis of the data. The information and data provided by you as a participant will be utilized for this study alone and will be treated with the utmost confidentiality.
Duration	The gathered of data through Face-Face survey will last for 20 minutes to 30 minutes.
Risks and Discomforts	The respondent will be protected from physical, social, or economic risks. In case the items in the survey instrument are too personal and make you feel uncomfortable, you may decline to answer any or all questions and may terminate your involvement at any time you choose.
Benefits	This study is beneficial to you because by sharing your experiences in selling through digital platform, you directly help merchandise retailers improve their digital platforms, potentially making your selling experience smoother, faster, and more satisfying. Thus, your responses shall be highly valued being deemed important in the field of management.
Reimbursements	There will be no monetary expenses or costs on your part as a respondent, nor any monetary compensation for your participation in this study.
Confidentiality of Data	Only the researcher will have come to the information and response of the participants. The personal identifying information of the participants will only be used for research analysis and will be treated with the utmost confidentiality. During the study, all data will be kept in a locked, secure filing cabinet, of which will be discarded 6 months after the publication of the results.
Sharing Findings of	The results of this study will be presented during the dissertation final defense of the researchers. Also, the research findings may be shared through publications and conferences with the assurance that the identities of the respondents will remain confidential. A printed copy of the completed study will be provided to the participants.

Rights to Refuse or Withdraw	You are free to withdraw or terminate participation at any stage of the study, without the need or to give any reason. You will not be penalized in case of termination of participation.
Who to Contact	Should there be any acquires as a present, you can contact the researcher through following details: Name of the Researchers: Cyrille L. Bolito, Maria Leycia C. Espejo, and Audry P. Jumawa Cellphone Numbers: 09108234277, 09982312952 and 09283461043 E- mail Ad: cyrillellagas@gmail.com, leyciaespejo50@gmail.com and jumawanaudry@gmail.com STATEMENT BY THE RESEARCHERS (PAGPADAYAG SA NAGTUON) I will read the the Information sheet to the potential participant. With the best of my ability, I make sure that the participant will understand the interview questions and that possible follow-up interviews may be undertaken. I can assure that the participant will be given an opportunity to ask questions about the study, and all the questions raised will be answered fully. I can likewise assure that the participant will not be coerced into giving comment that must be free and voluntary. A copy of this Informed Consent Form will be provided to the participant.

PART II. CERTIFICATE OF CONSENT

This research entitled "Merchandise Retailers' Digital Adaptation, Business Competitiveness and Sustainability" by Cyrille L. Bolito, Maria Leycia C. Espejo, and Audry P. Jumawa with the aim of gathering information and data pertaining to the Digital Platform Adaptation, how it influence business competitiveness and sustainability as the basis for providing a significant recommendation framework for merchandise retailers' digitalization, has been presented and explained to me clearly. Since the study involves a residing in the locality of Ozamis City; an active merchandise retailers of either Natasha, Avon or Pc and must provide informed consent to participate in the research, I am chosen as one of the participants/respondents.

I have read the foregoing Informed Consent Form, or it has been read to me. I had the opportunity to ask questions, which were subsequently answered fully. I consent voluntarily to be a participant of this study.

Print Name of Participant (Ngalan sa Partisipante): _____

Signature of Participant(Pirma sa Partisipante): _____

Date: _____

[MM/DD/YYYY] _____

If Illiterate

If the respondent is illiterate, a witness who is literate will sign. The respondent will choose him/her and who is without connection with the researcher or the research group to attest his undertaking. The respondent will affix his thumb print.

Name and Signature of the Witness

Thumb Mark

Appendix E
Aligned Research Matrix

Research Title: Merchandise Retailers' Digital Adaptation, Business Competitiveness and Sustainability

Researcher/Proponents: Cyrille L. Bolito, Maria Leycia C. Espejo and Audry P. Jumawan

Framework to be used:

Research Design: Descriptive Correlational

Research Questions	Data Collection	Instrument /Tool	Respondents /Participants	Sampling Technique	Data Analysis
1. What is the level of adaptation of digital platforms in terms of sales channels, digital payment system and customer support?	Survey	Questionnaire	Customers	Random Sampling	Descriptive Statistics (mean, Std. Dev.)
2. What is the level of business competitiveness in terms of customer preference, market responsiveness and visibility?	Survey	Questionnaire	Customers	Random Sampling	Descriptive Statistics (mean, Std. Dev.)
3. What is the respondent's level of business sustainability in terms of customer loyalty, business stability and customer engagement?	Survey	Questionnaire	Customers	Random Sampling	Descriptive Statistics (mean, Std. Dev.)
4. Is there a significant influence between adaptation of Digital Platform and Business Competitiveness?	Survey	Questionnaire	Customers	Random Sampling	Descriptive Statistics (mean, Std. Dev.)
5. Is there a significant influence between adaptation of Digital Platform and Business Sustainability?	Survey	Questionnaire	Customers	Random Sampling	Descriptive Statistics (mean, Std. Dev.)

Appendix F

STATISTICAL COMPUTATION

OBJECTIVE 1: What is the respondents' level of adaptation of digital platforms in terms of sales?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
S1	75	1.00	4.00	2.5067	.94973
S2	75	1.00	4.00	2.5600	.97593
S3	75	1.00	4.00	2.2800	1.00754
S4	75	1.00	4.00	2.3867	.94287
D1	75	1.00	4.00	2.6800	.97482
D2	75	1.00	4.00	2.5333	1.01786
D3	75	1.00	4.00	2.4800	1.03140
D4	75	1.00	4.00	2.5200	.94954
C1	75	1.00	4.00	2.5067	.87570
C2	75	1.00	4.00	2.2267	.86326
C3	75	1.00	4.00	2.0533	.89885
C4	75	1.00	4.00	2.1867	.98218
Valid N (listwise)	75				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
meanSALES	75	1.25	4.00	2.4333	.64244
meanDIGITAL	75	1.00	4.00	2.5533	.69542
meanCUSTOMER	75	1.00	3.50	2.2433	.59413
Valid N (listwise)	75				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
meanADAPTATION	75	1.42	3.50	2.4100	.57110
Valid N (listwise)	75				

OBJECTIVE 2: What is the respondents' level of business competitiveness in terms of customer preference, market responsiveness and visibility?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CL1	75	1.00	4.00	2.5467	.94859
CL2	75	1.00	4.00	2.3733	.91198
CL3	75	1.00	4.00	2.4800	1.09495
CL4	75	1.00	4.00	2.4133	1.06661
BS1	75	1.00	4.00	2.3867	.97111
BS2	75	1.00	4.00	2.5600	.87364
BS3	75	1.00	4.00	2.5600	.93346
BS4	75	1.00	4.00	2.3067	1.02632
BS5	75	1.00	4.00	2.3600	1.15828
CE1	75	1.00	4.00	2.4133	1.01467
CE2	75	1.00	4.00	2.7333	.84363
CE3	75	1.00	4.00	2.6000	1.02667
CE4	75	1.00	4.00	2.4933	.99150
CE5	75	1.00	4.00	2.3600	1.03506
Valid N (listwise)	75			2.5200	.99131

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
meanLOYALTY	75	1.20	3.80	2.4400	.73888
meanSTABILITY	75	1.00	3.80	2.4400	.76335
meanENGAGEMENT	75	1.00	3.80	2.5413	.74600
Valid N (listwise)	75				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
meanBCOMPETITIVE	75	1.33	3.60	2.4738	.70813
Valid N (listwise)	75				

OBJECTIVE 3: What is the respondents' level of business visibility in terms of customer loyalty, business stability and customer engagement?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CP1	75	1.00	4.00	2.4400	.87364
CP2	75	1.00	4.00	2.3467	.83007
CP3	75	1.00	4.00	2.3467	1.00664
CP4	75	1.00	4.00	2.5067	1.05745
CP5	75	1.00	4.00	2.7067	1.03680
MR1	75	1.00	4.00	2.4400	.80940
MR2	75	1.00	4.00	2.4400	.87364
MR3	75	1.00	4.00	2.5733	.97500
MR4	75	1.00	4.00	2.4800	1.03140
MR5	75	1.00	4.00	2.6400	.98145
V1	75	1.00	4.00	2.6400	.81606
V2	75	1.00	4.00	2.4400	.85803
V3	75	1.00	4.00	2.4667	.92024
V4	75	1.00	4.00	2.6400	.93923
V5	75	1.00	4.00	2.6667	.93481
Valid N (listwise)	75				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
meanPREFERENCE	75	1.20	3.80	2.4693	.72745
meanMARKET	75	1.00	3.80	2.5147	.72647
meanVISIBILITY	75	1.40	3.60	2.5707	.66389
Valid N (listwise)	75				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
meanSUSTAINABILITY	75	1.20	3.60	2.5182	.67451
Valid N (listwise)	75				

OBJECTIVE 4: Is there a significant influence between Adaptation of Digital Platform and Business Competitiveness?

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.161 ^a	.026	.013	.56746

a. Predictors: (Constant), meanBCOMPETITIVE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.629	1	.629	1.952	.167 ^b
	Residual	23.507	73	.322		
	Total	24.136	74			

a. Dependent Variable: meanADAPTATION

b. Predictors: (Constant), meanBCOMPETITIVE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.732	.240		11.403	.000
	meanBCOMPETITIVE	-.130	.093	-.161	-1.397	.167

a. Dependent Variable: meanADAPTATION

ADAPTATION OF DIGITAL PLATFORM DOES NOT INFLUENCE BUSINESS COMPETITIVENESS. P-value is $0.167 > 0.05$. Therefore, no significant influence.

OBJECTIVE 5: Is there a significant influence between Adaptation of Digital Platform and Business Sustainability?

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.063 ^a	.004	-.010	.57385

a. Predictors: (Constant), meanSUSTAINABILITY

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.096	1	.096	.293	.590 ^b
	Residual	24.039	73	.329		
	Total	24.136	74			

a. Dependent Variable: meanADAPTATION

b. Predictors: (Constant), meanSUSTAINABILITY

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.545	.258		9.874	.000
	meanSUSTAINABILITY	-.054	.099	-.063	-.541	.590

a. Dependent Variable: meanADAPTATION

ADAPTATION OF DIGITAL PLATFORM DOES NOT INFLUENCE BUSINESS SUSTAINABILITY. P-value is 0.590 > 0.05. Therefore, no significant influence.

CURRICULUM VITAE

Name : Cyrille L. Bolito
Age : 24 years old
Sex : Female
Address : Brgy. Molicay Ozamiz City, Mis. Occ.
Mobile No. : 09108234277
Religion : Born Again Christian



EDUCATIONAL BACKGROUND

COLLEGE

Bachelor of Science in Business Administration Major in Marketing Management

SCHOOL : Misamis University
DEGREE : Bachelor of Science in Business Administration
SCHOOL YEAR : 2022-Present

SENIOR HIGH SCHOOL

General Academic Strand

SCHOOL : San Policarpo National High School
ADDRESS : Brgy. San Policarpo, Calbayog City
SCHOOL YEAR : 2020- 2021

JUNIOR HIGH SCHOOL

Food Processing

SCHOOL : Rafael Lentejas Memorial School of Fisheries
ADDRESS : Brgy Tinambacan Disc. Calbayog City
SCHOOL YEAR : 2015- 2019

ELEMENTARY EDUCATION

SCHOOL : Bante Elementary School
ADDRESS : Brgy. Bante Tinambacan disc. Calbayog City
SCHOOL YEAR : 2014

TRAININGS AND SEMINARS

CURRICULUM VITAE

Name : Maria Leycia C. Espejo
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EDUCATIONAL BACKGROUND

COLLEGE

Bachelor of Science in Business Administration Major in Marketing Management

SCHOOL : Misamis University
DEGREE : Bachelor of Science in Business Administration
SCHOOL YEAR : 2022-Present

SENIOR HIGH SCHOOL

Science, Technology, Engineering and Mathematics

SCHOOL : Lyceum of the Philippines University
ADDRESS : Intramuros, Manila
SCHOOL YEAR : 2019

JUNIOR HIGH SCHOOL

SCHOOL : Holy Child High School
ADDRESS : Poblacion 1, Clarin, Misamis Occidental
SCHOOL YEAR : 2012- 2016

ELEMENTARY EDUCATION

SCHOOL : Clarin Central Elementary School
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SCHOOL YEAR : 2012

TRAININGS AND SEMINARS

CURRICULUM VITAE

Name : Audry P. Jumawan
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Mobile No. : 0928-346-1043
Religion : Christian



EDUCATIONAL BACKGROUND

COLLEGE

Bachelor of Science in Business Administration Major in Marketing Management

SCHOOL : Misamis University
DEGREE : Bachelor of Science in Business Administration
SCHOOL YEAR : 2022-Present

SENIOR HIGH SCHOOL

Accountancy Business and Management

SCHOOL : Misamis University
ADDRESS : H.T. Feliciano Street, Ozamiz City, Misamis Occidental
SCHOOL YEAR : 2020- 2022

JUNIOR HIGH SCHOOL

Major in Bread and Pastry

SCHOOL : Ozamiz City School of Arts and Trades
ADDRESS : Ozamiz City, Misamis Occidental
SCHOOL YEAR : 2016- 2020

ELEMENTARY EDUCATION

SCHOOL : Baybay Central School
ADDRESS : Ozamiz City, Misamis Occidental
SCHOOL YEAR : 2016

TRAININGS AND SEMINARS

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COLLEGE OF BUSINESS AND MANAGEMENT

CERTIFIED: ISO 21001: 2018 Educational Organizations Management System by DNV

ACCREDITED Philippine Association of Colleges and Universities Commission on Accreditation (PACUCOA)

CERTIFICATION

This is to certify that that **MISS. CYRILLE L. BOLITO; MISS. MARIA LEYCIA C. ESPEJO; and MR. AUDRY P. JUMAWAN** are Bonafide students of Misamis University College of Business and Management are currently enrolled in **Bachelor of Science in Business Administration**.

Furthermore, their proposed study entitled **“MERCHANDISE RETAILERS’ DIGITAL ADAPTATION, BUSINESS COMPETITIVENESS AND SUSTAINABILITY”** has been approved by the Thesis Committee. They are likewise granted by the Office of the College of Business and Management to gather data to substantiate their research paper.

Issued this 11th day of July 2024 at MISAMIS UNIVERSITY, Ozamiz City.

RENZITELO ALF P. CARPIO, DM, CMMS

Dean, College of Business and Managemen