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# Navigating Digital Transformation in Retail: A Resource Orchestration Analysis Towards Achieving Online-to-Offline Channel Integration Strategy

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*Completed Research Paper*

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## Abstract

*The rise of e-commerce market exchanges has disrupted the traditional Brick and Mortar (B&M) retailing sector, compelling B&M retailers to adopt strategic responses to sustain their market positions. Online-to-Offline (O2O) retailing has emerged as a promising approach to harness the potential synergies between online and offline channels. However, scholarly inquiry into the process of implementing O2O retailing remains limited. To address the research gap, this study presents a resource orchestration analysis of O2O implementation, using a successful case study from a leading B&M in Asia. Drawing from the theoretical lens of resource orchestration, the study uncovers key processes encompassing structuring, bundling, and leveraging stages. These processes involve structuring unified IT and cross-channel management resources, bundling these resources to build O2O integration and O2O differentiation capabilities, and leveraging these capabilities to deliver O2O value. By shedding light on the intricate mechanisms involved in O2O implementation, this research contributes to advancing the theoretical understanding and managerial practice of O2O retailing strategies.*

**Keywords:** O2O, Resource Orchestration, Multichannel.