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EXECUTIVE SUMMARY

Jaguar Land Rover (JLR) is experiencing one of the most significant periods of strategic change in its history. The automotive sector is moving towards electrification, software-defined vehicles, connected services, artificial intelligence (AI) and increasingly digital manufacturing. At the same time, manufacturers must respond to environmental regulation, changing customer expectations, supply-chain disruption and stronger international competition. These pressures create both opportunities and risks for JLR.

This report evaluates JLR's strategic transformation through its Reimagine strategy. The strategy seeks to reposition the company as a modern-luxury automotive business while electrifying its portfolio, strengthening its individual brands and increasing the use of digital technologies and AI. JLR has already made substantial progress. In FY2024/25 the company reported approximately £29.0 billion revenue, £2.5 billion profit before tax and exceptional items and £1.5 billion free cash flow, while also becoming net cash positive (JLR, 2025). However, financial recovery should not be treated as evidence that the transformation is complete. Electric vehicle demand is developing unevenly across markets, technological change remains rapid and competition from both established and new manufacturers continues to intensify.

The report evaluates JLR's transformation using Lewin's Change Model, Kotter's Eight-Step Model and the McKinsey 7-S framework. It concludes that Kotter's approach provides the strongest overall basis for managing JLR's transformation because it emphasises urgency, leadership, communication, employee mobilisation and the institutionalisation of change. Nevertheless, Lewin and the 7-S framework remain useful for understanding particular elements of the process.

A further strategic change programme, JLR Intelligent Electrification and Digital Transformation 2030 (IEDT2030), is proposed. The programme combines flexible electrification, AI-enabled manufacturing and customer services, employee reskilling, stronger data capabilities and organisational alignment. Implementation is proposed over four years and supported by financial, operational, employee, customer and sustainability indicators. The main recommendation is that JLR should treat AI and digitalisation as organisation-wide strategic changes rather than simply technology investments.

1.INTRODUCTION

The global automotive industry is experiencing structural rather than incremental change. Electrification, artificial intelligence, connected vehicles, autonomous technologies and digital manufacturing are changing both the products manufacturers sell and the way they operate. Electric vehicle sales exceeded 17 million globally in 2024 and represented more than 20% of global car sales, demonstrating the scale of the shift towards electrified mobility (International Energy Agency, 2025). At the same time, manufacturers face regulatory pressure, changing customer expectations, geopolitical uncertainty, skills shortages and increasing international competition.

The UK automotive industry remains economically important. The Society of Motor Manufacturers and Traders reports that the wider sector supports around 830,000 jobs, including more than 183,000 in manufacturing, and generates approximately £111 billion in automotive trade (SMMT, 2026). These figures show why technological and regulatory change in the automotive sector has implications beyond individual manufacturers.

This report focuses on Jaguar Land Rover Automotive plc (JLR). JLR provides an appropriate organisation for strategic change analysis because it has experienced financial pressure, semiconductor shortages, changing customer expectations and technological disruption while attempting to reposition itself through its Reimagine strategy.

The purpose of the report is to critically analyse the internal and external forces affecting JLR and evaluate how strategic change has been managed. It examines electrification, AI, digitalisation, regulation, competition and organisational issues before applying established change-management and leadership theories. The report then proposes a strategic change plan intended to improve JLR's long-term competitiveness, operational resilience and ability to respond to changing markets.

2. JLR AND ITS RECENT STRATEGIC HISTORY

JLR's present strategic position needs to be understood within the context of substantial change across the automotive industry. The organisation now presents itself as a house of distinct brands including Range Rover, Defender, Discovery and Jaguar. Its strategy places greater emphasis on developing clear brand identities rather than treating Jaguar and Land Rover as a single combined market proposition (JLR, 2025).

JLR entered the early 2020s under considerable pressure. COVID-19 disrupted manufacturing and demand, while the global semiconductor shortage subsequently restricted production across the automotive sector. These events demonstrated how dependent vehicle manufacturers are on globally integrated supply chains. At the same time, companies were accelerating investment in EVs, battery technology, software and digital customer experiences.

The company's strategic response was the Reimagine strategy, introduced in 2021. Reimagine aimed to develop JLR into a more agile, sustainable and modern-luxury organisation. Sustainability was positioned as a core element of the strategy, including an ambition to become carbon net zero across products, operations and the supply chain by 2039 (JLR, 2021).

The scale of the transformation increased further in 2023, when JLR announced plans to invest £15 billion over five years across its industrial footprint, vehicle programmes, autonomous technology, AI, digital technologies and employee skills (JLR, 2023). This announcement demonstrated that JLR's transformation involved far more than simply replacing internal-combustion vehicles with electric alternatives.

The company also invested directly in new industrial capability. JLR announced £500 million of investment at Halewood to enable parallel production of battery-electric vehicles alongside existing combustion and hybrid vehicles (JLR, 2024). This flexible approach has become increasingly important as EV adoption differs between markets.

Recent financial results demonstrate that JLR has made meaningful progress. In FY2024/25 the company reported approximately £29.0 billion revenue, £2.5 billion profit before tax and exceptional items and an adjusted EBIT margin of 8.5%. It also generated £1.5 billion of free cash flow and achieved a positive net cash position (JLR, 2025).

However, JLR's more recent strategy also shows that transformation cannot be treated as a fixed path. The company now emphasises flexible propulsion and intends to offer

combinations of mild hybrid, full hybrid, plug-in hybrid and battery-electric technologies so that it can respond to different market conditions and customer requirements (JLR, 2026). This flexibility reflects the wider uncertainty surrounding the speed of the transition to EVs.

3. ANALYSIS OF JLR'S INTERNAL AND EXTERNAL ENVIRONMENT

3.1 Political and Legislative Environment

Government policy is one of the strongest external pressures affecting automotive strategy. In the UK, the Zero Emission Vehicle mandate requires manufacturers to increase the proportion of zero-emission vehicles within their new vehicle sales. The government initially set a pathway under which 80% of new cars and 70% of new vans would be zero emission by 2030, increasing to 100% by 2035 (Department for Transport, 2024).

The framework was subsequently adjusted to provide manufacturers with additional flexibility, although the government retained the long-term objective that all new cars and vans should be zero emission by 2035 (Department for Transport, 2025). For JLR, this creates considerable strategic pressure. The company must invest in EV capability before the exact pace of consumer adoption can be known.

This creates both opportunity and risk. Early development of competitive luxury EVs could allow JLR to strengthen its position as consumer preferences move towards lower-emission transport. However, electrification requires significant capital investment, and there is a risk of underutilised capacity if demand grows more slowly than expected.

Autonomous vehicle regulation is also developing. The Automated Vehicles Act 2024 created a legal framework for the regulation and use of automated vehicles in the UK (UK Parliament, 2024). This means JLR must develop legal, regulatory and cybersecurity capabilities alongside its traditional strengths in automotive engineering.

Overall, regulation should therefore be considered a driver of strategic change rather than simply a compliance issue.

3.2 Economic and Competitive Pressures

The economic environment creates several challenges for JLR. Luxury vehicle demand is affected by consumer confidence, interest rates and wider economic growth. JLR's

international presence also exposes the company to exchange-rate movements, tariffs and geopolitical uncertainty.

Competition in the automotive market has also changed significantly. JLR no longer competes only against established European premium manufacturers. EV-focused organisations and rapidly developing Chinese manufacturers increasingly compete through battery technology, digital interfaces, software, connected services and shorter development cycles.

Traditional automotive competitive advantages such as mechanical engineering and brand heritage remain valuable, but they are no longer sufficient by themselves. JLR therefore has to combine established brand value with new technological capability.

Its House of Brands strategy supports this objective. Range Rover, Defender, Discovery and Jaguar are positioned as distinct brands rather than being treated as a single combined offering (JLR, 2025). This can help JLR differentiate itself in an increasingly crowded market.

Nevertheless, there is a strategic tension. JLR needs to become more technologically advanced without losing the heritage and emotional appeal that distinguish its brands from newer competitors.

3.3 Social and Environmental Change

Customer expectations are also changing. Vehicle buyers increasingly consider sustainability, connectivity, digital purchasing, personalisation and the broader ownership experience in addition to traditional measures such as design and performance.

Electrification is central to this shift. The International Energy Agency reports that electric car sales exceeded 17 million globally in 2024, rising by more than 25% compared with the previous year (International Energy Agency, 2025). This demonstrates that EVs are becoming an increasingly mainstream part of the automotive market.

Charging infrastructure is also expanding. More than 1.3 million public charging points were added globally during 2024, representing growth of more than 30% compared with the previous year (International Energy Agency, 2025). Nevertheless, infrastructure development remains uneven between countries, meaning that the practical attractiveness of EV ownership varies considerably between markets.

JLR's sustainability strategy is therefore important both commercially and environmentally. The organisation has stated an ambition to achieve carbon net zero across its supply chain, products and operations by 2039 (JLR, 2025).

However, JLR should avoid assuming that every market will move towards EVs at the same speed. Customer concerns around charging, affordability, range and resale values can affect adoption. This is one reason why flexible manufacturing and propulsion capability remain strategically important.

3.4 Digital Disruption and Artificial Intelligence

Digital disruption is one of the most significant long-term forces affecting JLR because it changes both the vehicle and the organisation producing it. Cars increasingly function as software-enabled platforms incorporating connected services, digital interfaces, advanced driver assistance and AI.

JLR has responded partly through strategic partnerships. Its collaboration with NVIDIA was established to support automated driving systems and AI-enabled connected services through a software-defined vehicle platform (JLR, 2022).

Digitalisation also affects JLR's internal operations. Its partnership with Tata Technologies supports cloud-based enterprise resource planning and the digital transformation of industrial operations (JLR, 2023). A separate partnership with Tata Communications connects 128 global sites and is designed to support real-time data, AI-powered analysis and predictive risk management (JLR, 2023).

These developments show that AI should not be considered only in relation to autonomous vehicles. It can also support manufacturing quality, predictive maintenance, demand forecasting, supply-chain monitoring and customer services.

There are, however, risks. Greater digital dependence increases exposure to cyber threats and requires stronger data governance. Employees must also develop new capabilities in software, data and digital manufacturing.

JLR's own experience reinforces this issue. The company has highlighted the importance of becoming more data-driven and digitally integrated as part of its wider transformation (JLR, 2022). Therefore, successful digital transformation depends as much on people and organisational systems as it does on technology.

3.5 Internal Capabilities and Constraints

JLR possesses several internal strengths. These include internationally recognised brands, premium pricing, engineering expertise, access to the wider Tata Group and improving financial performance.

It also benefits from being able to work with specialist technology partners rather than developing every capability internally. This can reduce development time and provide access to expertise in areas such as cloud computing, AI and connectivity.

However, the transformation creates internal complexity. JLR must maintain profitable existing products while investing in technologies that may eventually replace parts of its traditional product portfolio. Employees with expertise in internal-combustion engineering require new capabilities in batteries, electronics, software and digital systems.

The Halewood transformation illustrates this challenge. The plant is being prepared to produce electric, hybrid and combustion vehicles in parallel, allowing JLR to respond to changing market conditions (JLR, 2024; JLR, 2026). This flexibility is strategically valuable, but it requires significant investment in machinery, employee skills and production processes.

The workforce dimension is particularly important. The wider UK automotive sector is already experiencing growing demand for software, systems engineering and other advanced technical skills (SMMT, 2024). JLR therefore needs to treat employee development as part of its strategic transformation rather than as a separate HR activity.

4. EVALUATION OF CHANGE MANAGEMENT AT JLR

Strategic transformation cannot succeed simply because senior management chooses the correct technology. Employees, structures, systems, leadership and culture must also change. Three established models are particularly useful in evaluating JLR's transformation.

4.1 Lewin's Three-Stage Model

Lewin's model is commonly interpreted through three stages: unfreezing, changing and refreezing. During unfreezing, organisations recognise that existing practices can no longer continue unchanged. The change stage introduces new systems, behaviours or structures, while refreezing attempts to establish the new position as normal practice.

JLR's Reimagine strategy can be interpreted through this framework. Pressure from electrification, technological change, financial challenges and supply-chain disruption created a strong reason to question established practices. Reimagine then introduced changes in manufacturing, digital technology, sustainability and brand strategy.

The model's main strength is simplicity. It highlights the importance of establishing a clear reason for change before expecting employees to accept new ways of working.

However, refreezing is more difficult to apply to an industry characterised by continuous technological development. Burnes (2004) explains that Lewin's work has often been criticised for appearing too static for rapidly changing organisations, although he also argues that some of these criticisms oversimplify Lewin's original thinking.

For JLR, permanent refreezing is unrealistic. Battery technologies, regulation, AI and customer expectations will continue changing. Lewin's model is therefore useful for individual programmes, such as transforming a factory, but less suitable as the only framework for managing organisation-wide transformation.

4.2 Kotter's Eight-Step Change Model

Kotter (1995) identifies eight important stages of organisational transformation: establishing urgency, creating a guiding coalition, developing a vision, communicating that vision, empowering action, creating short-term wins, consolidating progress and embedding change within organisational culture.

This model fits JLR well. The urgency is created by electrification, regulation, digital competition and changing customer expectations. Reimagine provides the broader strategic vision, while investments in factories, AI and connected technologies demonstrate action rather than simply intention.

JLR has also generated visible short-term wins. Its improved profitability, free cash flow and achievement of net cash positivity in FY2024/25 provide evidence that organisational change can be connected with measurable business improvement (JLR, 2025).

Kotter (1995) argues that short-term wins are important because they help maintain commitment during long transformation programmes. This is particularly relevant for JLR because the transition towards electrification and software-based vehicles will take several years.

However, communication remains critical. Reimagine includes modern luxury, sustainability, electrification, AI, digitalisation and brand differentiation. Employees may not automatically understand how these different initiatives fit together.

JLR therefore needs to translate its overall strategy into specific implications for different functions and employee groups. Kotter's model is useful as a strategic roadmap, but it should not prevent experimentation by operational and technical teams.

4.3 McKinsey 7-S Framework

The McKinsey 7-S framework identifies seven interconnected organisational elements: strategy, structure, systems, shared values, skills, staff and style (Waterman, Peters and Phillips, 1980).

Its value for JLR is that it focuses attention on alignment. Strategy may change quickly, but successful implementation requires corresponding changes in systems, employee capabilities, organisational structures and management behaviour.

JLR's strategy has moved towards sustainability, modern luxury and electrification. Its systems are increasingly digital, while employee skills need to shift towards batteries, software, AI and data. Its brand structure is also evolving through the House of Brands approach.

The 7-S framework therefore highlights one of the biggest risks facing JLR: misalignment. The company could invest heavily in AI without developing sufficient employee skills or introduce new EV technology while maintaining slow organisational processes.

The framework should therefore complement Kotter. Kotter explains how change can be mobilised, while the 7-S model can be used to test whether the organisation is internally aligned.

5. LEADERSHIP AND ORGANISATIONAL CULTURE

Leadership is central to JLR's transformation because strategic change requires both direction and employee commitment.

A transformational leadership approach is particularly relevant because it encourages employees to engage with a wider organisational vision and supports innovation.

JLR's transformation concerns organisational identity as well as technology. Employees are not simply being asked to produce a different engine. They are being asked to rethink how vehicles are designed, how software is used, how manufacturing operates and what modern luxury means.

Transformational leadership must nevertheless be balanced with transactional management. Automotive production depends on strict requirements relating to quality, safety, delivery and cost. Strong leadership therefore needs to encourage experimentation while maintaining operational discipline.

Employee readiness is also important. Holt et al. (2007) argue that readiness for organisational change is influenced by whether employees believe change is appropriate, whether leaders support it, whether employees feel capable of implementing it and whether they perceive personal benefit.

These factors are directly relevant to JLR. Employees may resist AI if they believe it represents job reduction rather than support. Leadership communication should therefore explain how roles may change, what training will be available and how employees can contribute to implementation.

Organisational culture can either accelerate or obstruct strategic change. Traditional automotive organisations have often relied on functional specialisation and highly controlled development processes. Digital technology and AI, by comparison, often require faster experimentation and cross-functional working.

JLR therefore needs a culture capable of combining engineering discipline with digital agility. Managers should support responsible experimentation while maintaining standards around safety and quality.

6. PROPOSED STRATEGIC CHANGE PLAN: JLR INTELLIGENT ELECTRIFICATION AND DIGITAL TRANSFORMATION 2030

The proposed programme is named JLR Intelligent Electrification and Digital Transformation 2030 (IEDT2030). It is designed to build upon Reimagine rather than replace it.

Its central objective is:

To develop JLR into a flexible, AI-enabled and digitally integrated luxury automotive organisation capable of responding rapidly to changing EV demand while improving quality, customer experience, employee capability and profitability.

The programme has four supporting objectives. First, JLR should develop flexible manufacturing that can respond to differences in regional demand for battery-electric, hybrid and other powertrains. Second, AI and advanced analytics should be integrated into manufacturing, engineering, supply-chain management and customer services. Third, employees should be reskilled so that digital transformation develops internal organisational capability. Finally, JLR should create a more unified data environment connecting customer demand, production, suppliers, finance and after-sales information.

6.1 Implementation

Implementation should take place over four phases.

Phase One – Mobilisation and readiness (0–6 months). JLR should establish a Transformation Steering Committee reporting to executive leadership. It should include representatives from manufacturing, engineering, IT, HR, finance, sustainability and supply chain. Employee readiness surveys should establish current attitudes towards AI and electrification.

Phase Two – Pilots and capability development (6–18 months). Selected factories and business functions should run AI pilots in areas such as predictive maintenance, quality inspection, demand forecasting and supply-chain risk analysis. Employees participating in these projects should receive appropriate training.

Phase Three – Enterprise scaling (18–36 months). Successful pilots should be expanded across manufacturing and commercial functions. Production, ERP and customer data should become increasingly integrated, while AI should support forecasting, quality and customer personalisation.

Phase Four – Institutionalisation and continuous improvement (36–48 months). Digital capability should become embedded within job descriptions, performance management and leadership development. Lessons from earlier phases should become part of normal organisational processes.

This approach reflects Kotter's (1995) emphasis on urgency, coalition building, communication and visible wins while recognising that technological change is continuous.

6.2 Financial Plan

JLR has already committed substantial investment to electrification and digitalisation, including a previously announced £15 billion five-year programme covering its industrial footprint, vehicle programmes, autonomous technology, artificial intelligence, digital technology and employee skills (JLR, 2023). Therefore, the proposed IEDT2030 programme should mainly redirect and coordinate part of JLR's existing transformation expenditure rather than create an entirely separate financial burden.

A proposed £1.2 billion over four years could be allocated specifically to support IEDT2030. Of this amount, approximately £300 million could be invested in AI, data platforms and cybersecurity. This is relevant because JLR has already been developing infrastructure capable of supporting real-time data, AI-powered analysis and predictive risk management across its global operations (JLR, 2023).

A further £350 million could be allocated to flexible manufacturing and digital factory systems. This would allow JLR to respond more effectively to changes in demand for electric, hybrid and combustion vehicles. JLR's investment at Halewood demonstrates the strategic importance of this flexibility because the site is being developed to manufacture different powertrain types in parallel (JLR, 2024; JLR, 2026).

Approximately £150 million could be invested in workforce reskilling and change management. This would help employees develop the digital, AI and technical skills required by JLR's transformation. Skills investment is important because the wider automotive sector increasingly requires software, systems engineering and digital capability (SMMT, 2024).

Another £150 million could be directed towards customer digital platforms and connected services. JLR's partnership with NVIDIA demonstrates its wider movement towards software-defined vehicles and connected technologies (JLR, 2022).

Approximately £100 million could also be allocated to supply-chain analytics and resilience. This could improve forecasting, identify potential disruptions earlier and reduce operational risk. JLR's Tata Communications partnership already aims to use predictive risk management and real-time data to improve efficiency and quality (JLR, 2023).

A further £100 million could be used as an innovation fund to support AI and digital pilot projects, while the remaining £50 million could be retained as contingency funding.

The programme should not be judged only according to immediate cost savings. Expected benefits could include reduced manufacturing downtime, improved quality, lower warranty

costs, better inventory management, improved forecasting and new revenue opportunities from digital services.

To reduce financial risk, JLR should use a stage-gate investment approach. Smaller pilot projects should be evaluated before significant additional funding is provided. Projects demonstrating clear financial, operational or customer value should be expanded, while projects that fail to produce sufficient benefits should be modified or discontinued.

Overall, the proposed £1.2 billion should be treated as a recommended allocation within JLR's wider transformation investment, not an additional announced commitment. Financial performance should be monitored through indicators such as return on investment, operating margin, free cash flow, manufacturing costs and warranty costs.

6.3 Communication Plan

Communication should be continuous and two-way throughout implementation.

At corporate level, leadership should provide quarterly updates explaining progress against programme objectives. Plant and departmental managers should then translate these messages into practical implications for employees.

A digital transformation portal could provide access to training opportunities, project results and frequently asked questions. Employees should also have opportunities to provide feedback through digital forums, employee representatives and anonymous pulse surveys.

Different stakeholders require different messages. Employees need clarity about roles and skills. Investors need evidence of financial returns. Suppliers need information about production and technology requirements. Customers need confidence in quality, cybersecurity and privacy. Regulators require evidence of compliance.

A segmented communication approach would therefore be more effective than distributing identical information to every stakeholder.

6.4 Employee Development and Resistance Management

A dedicated JLR Digital and AI Academy should provide different levels of training depending on employee roles.

All employees should receive basic training in AI, data and digital transformation. Managers should receive change-leadership training, while engineers and specialists should have

access to more advanced development in machine learning, software engineering, batteries and cybersecurity.

Employees should also be involved in technology design and implementation. When employees identify where automation could improve quality, reduce repetitive work or support safety, they are more likely to understand the purpose of change and support implementation.

This approach is consistent with Holt et al. (2007), who argue that employee readiness improves when individuals believe they possess the capability to implement change.

Resistance should not automatically be treated as negative. Employee concerns may reveal genuine weaknesses in implementation, communication or technology. Managers should therefore investigate the causes of resistance rather than simply attempt to remove it.

6.5 Evaluation and Control

The success of IEDT2030 should be regularly evaluated to ensure that the programme is producing the expected results.

JLR should use a balanced approach to performance measurement rather than focusing only on financial outcomes. This is important because the transformation affects employees, customers, operations, technology, sustainability and financial performance.

From a financial perspective, JLR should monitor EBIT margin, free cash flow, return on investment and warranty costs. JLR already uses similar measures in its financial reporting, meaning they provide a useful basis for programme evaluation (JLR, 2025).

Customer performance should also be monitored through customer satisfaction, repeat purchases, complaints and adoption of connected services. This would help management determine whether technological investment is improving the client experience.

From an operational perspective, JLR should monitor manufacturing downtime, production lead times, first-time quality and forecasting accuracy. AI and digital technology should result in measurable improvements rather than being introduced simply because they are innovative.

JLR's existing digital infrastructure is already intended to enable real-time monitoring, AI analysis and predictive identification of potential production problems (JLR, 2023).

Digital performance could be evaluated through system adoption, the percentage of priority processes supported by AI, successful pilot projects and cybersecurity incidents.

JLR should also monitor the effect of the transformation on employees. Indicators could include engagement, digital-skills training completion, employee turnover and readiness for change. Holt et al. (2007) show that readiness is affected by perceptions of appropriateness, management support and employee capability.

Sustainability performance should include progress towards electrification, manufacturing emissions and energy efficiency. These indicators would support JLR's stated ambition to achieve carbon net zero across products, operations and its supply chain by 2039 (JLR, 2025).

Innovation performance should also be evaluated. JLR should monitor the percentage of pilot projects that progress to full implementation and the time required to develop and scale new technologies.

Performance should be reviewed quarterly by the Transformation Steering Committee. Where targets are not being achieved, managers should investigate the causes and introduce corrective action. A more detailed annual review should assess whether the programme remains aligned with Reimagine.

Most importantly, evaluation should allow for adaptation rather than rigid adherence to the original plan. JLR currently emphasises flexible propulsion so that it can respond to differing market and customer requirements (JLR, 2026). The proposed programme should follow the same principle.

If customer demand, regulation, technology or economic conditions change significantly, JLR should adjust its targets and priorities rather than continue investing in activities that no longer provide sufficient value.

7. CONCLUSION

JLR's recent history shows that strategic change is now central to the organisation. Through Reimagine, the company has progressed towards electrification, digitalisation, modern luxury, stronger brand differentiation and sustainability. Its financial recovery in FY2024/25 demonstrates progress, although the external environment remains uncertain and the transformation is not complete.

JLR's main challenge is to decide where technologies such as AI and electrification can create real competitive advantage while maintaining flexibility as markets change. No single change-management model fully explains this process. Lewin is useful for understanding the need for change, while the McKinsey 7-S framework helps assess organisational alignment.

However, Kotter provides the strongest overall approach because of its focus on leadership, communication and employee involvement.

The proposed IEDT2030 programme therefore builds on Reimagine through flexible electrification, AI-enabled operations and workforce development. Its success should be measured through improved profitability, quality, customer experience, employee capability and long-term organisational resilience.

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