

LEADING AND IMPLEMENTING WORKPLACE CHANGE

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Introduction

The term “workplace change” refers to the process by which an organisation changes essential aspects of its operations or strategy. Modifications to the company’s culture, technology, structure, or size, as well as modifications to significant projects, activities, and aims, are examples of this. Even when the change seems to be favourable or minimal, it is very uncommon for employees to have difficulty adapting to it at their place of employment. Because of technological advancements, changes in the market, and increased competition, businesses are undergoing complex and rapid transformations, with an emphasis on people-related initiatives to boost company culture and employee retention.

Major operations and organisational change can be helped and hastened by adhering to a set of change management principles. Through their aid, organisations can improve their involvement and efficiency, enabling them to come out of the epidemic with greater preparedness for future challenges.

The aim of this study is to analyse the change management scenarios in the chosen organisation FarmFoods UK. The researcher will give an in-depth explanation of the current state of the company and outline a recent or current change initiative that the organisation is planning to take for the betterment of the company. The incorporation of change and its helpful outcomes will also be depicted here. Apart from that, the initiation of some change management models and identification of issues related to strategic change will also be discussed here accurately. Moreover, the significance of organisational culture and incorporation of a project management plan will also be started here for the concerned organisation.

Current State of the Company

For more than 60 years, the British people have been served by FarmFoods, a family company based in Scotland. More than 300 locations and four delivery facilities make up the network, which began in a single butcher shop in Aberdeen (FarmFoods, 2024). The company's employees strive to provide consumers with the greatest bargain on the meals their families love and on the necessities for their homes. This business offers a wide variety of foodstuffs, including frozen foods, as well as chilled foods, bread, milk, fresh produce, and other home goods. Its strongest point is frozen foods, and its loyal customers agree that this is the best solution for many family meals. It offers zero waste and greatly valued products which are appreciated by all its loyal clients.

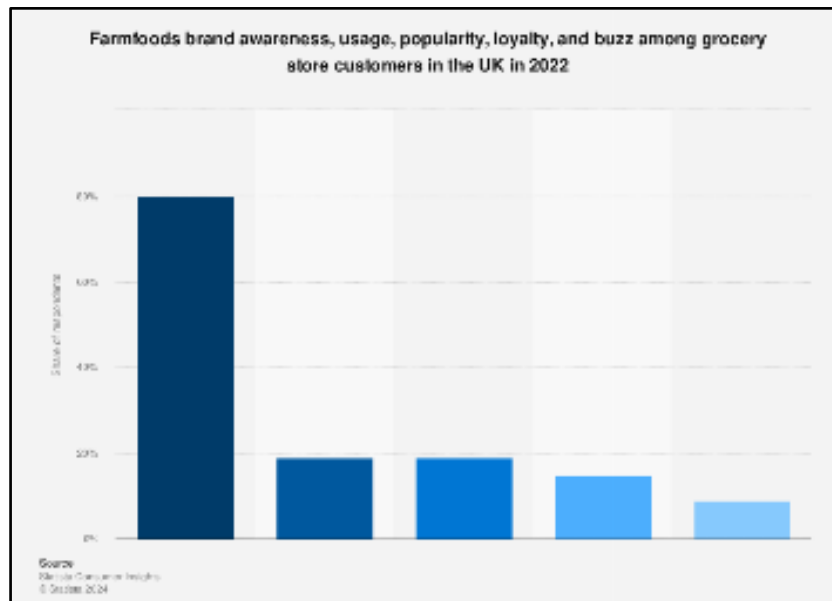


Figure: Brand Profile of the Company in the UK

(Source: Statista, 2022)

In 2022, it increased its pre-tax profit to £22.2 million from £20.5 million the year before. Sales of £1 billion, up from £941.6m the previous year, were the driving force behind this profit increase, achieved via its network of over 300 shops and four distribution hubs (Scottishfinancialnews, 2023). Supermarket corporations like Morrisons, Tesco, Asda, and Sainsbury's have all just announced steep earnings drops, making their financial resiliency stand out in the food retail business. Retailers are facing increasing expenses for products, utilities, and personnel, which is causing price decreases. They are also trying to keep prices low for customers.

Relationship with the Company

In my current role as a human resource manager, my priorities and responsibilities include strategic hiring planning, interviewing, and recruiting (Vardarlier et al., 2020). These are the basic requirements of the HR managers who are also responsible for creating a positive work environment. To promote long-term change inside an organisation, they recommend CEOs on matters affecting all levels of management. I know that organisational change is inevitable, and this would lead to more effectiveness and productivity in the cutthroat retail business environment. I have the responsibility of leading the company through a period of Revolutionary transformation in my role as a human resource manager at the concerned entity. Human resource methods in the retail business concentrate on addressing the challenges that come with working in such a fast-paced, demanding, and competitive sector. Human resources departments in retail face many obstacles, the most significant of which are economic instability, problems with staffing, and high turnover costs. Traditional stores like FarmFoods UK would collapse in the face of the strategic challenges posed by the modern retail landscape if human resource management techniques were not in place (Ye et al.,

2022). My responsibilities in this organisation as HR manager include developing and incorporating HR Strategies and initiatives each aligned with the business strategy. I handle bridging the link between management and employee relationships by addressing their demand, grievances, or other issues. Apart from that I handle managing the recruitment and selection procedures of aspiring individuals in the corporation.

Recent Change Initiatives

Deciding if a recession is on its way is never simple (Delforge et al., 2020). It is uncertain how deep, wide, or long the economic downturn will last, but whether it does or does not, increased market volatility and weaker consumer demand seem probable. With monetary tightening now in place and any further steps throughout any year, economists predict that inflation will return to more normal levels within 12-18 months. However, this might be accompanied by further decreased demand and rising unemployment. Therefore, as a change management initiative, retailers like FarmFoods UK should reduce their expenses and offer their consumers price reductions. Retailers like FarmFoods UK can incorporate this change by using technology in three proper ways which a human resource manager can evaluate easily.

There are three ways that retailers might make use of technology to bargain with suppliers more aggressively. They can "track" the underlying commodity's progress first, and then by using digital technology for localization and personalisation, retailers can reach the consumers who need it (Oliverwyman, 2024). Regardless of the economic climate, these technological investments will pay off overall. For instance, with geo-based changes in online prices, store designs as well as dynamic pricing, which were previously undermined by more multichannel solutions, are now more possible. Similarly, targeted digital offers may save an enormous amount of money on promotions by avoiding sending specific deals to those who would buy the items anyway, and they can encourage trial or trade-up by sending the right products to the right people at the right time. Additionally, customers can have a better in-store experience with location-based promotions and dynamic displays. For customers who are struggling financially, companies like FarmFoods UK should think about ways to lower payment expenses and boost value offers. There is a plethora of opportunities to maximise connections with payment partners, such as lowering the cost of receiving payments, boosting incremental revenue via innovative techniques like "buy now", and "pay later", and improving the in-store and online shopping experiences of clients.

Leveraging digital technology and digitalisation to improve efficiency and simplify operations is the focus of the HR department in the corporation (Samson and Agrawal, 2020). The HR team must enhance internal procedures, communication channels, and employee empowerment by adopting digital technologies.

Also, the HR team wants to bring change in the organisation by leading the organisation via incorporating various efforts to lower product pricing so that the company can compete better in the market and reach a target audience. This entails making smart use of digital technology to optimise supply chain operations, analysing pricing structures, and finding new ways to save money. The company's ability to provide its goods at more reasonable prices while preserving its profitability is linked to the organisational manager's strategic ability to cut manufacturing costs via the use of new digital techniques. The HR team of the entity are prepared to embrace digital information and provide good development for the company via working together in cross-functional teams and using effective change management protocols. Recent research from Gartner shows that by 2024, mobile devices will account for 60% of all online purchases, while online spending will account for more than 50% overall. Only those stores that can survive and even prosper in this digital age are those that focus on mobile devices and are willing to adapt (Whatfix, 2024). The evolution of retail, however, extends far beyond online and mobile shopping. To keep growth, stay up with competition, provide better customer experiences, and continue innovating, it is necessary to incorporate new and emerging technologies such as AI, big data, augmented reality, virtual reality, and more into retail operations and models.

Recent History of the Organisation and Impact of Changes in the External Environment

History: One of the most recognisable grocery stores in the United Kingdom is FarmFoods. The frozen food store has been around for over 70 years and has 341 locations throughout the country. Its red-letter logo makes it easy to recognise. And year after year, the family-run firm takes a stand against supermarket giants like Tesco and Sainsbury's. The retailer now headed by George Herd kept its shops open throughout the Coronavirus shutdown, and their revenue increased to £661.8 million in 2019, up £1.45 million from their 2018 numbers (Aberdeenlive, 2023). The company has a presence in the north-eastern region of Scotland, it has five shops close to Aberdeen and plans to open a new flagship supermarket in Inverurie if approved by Aberdeenshire Council.

Impact of Changes in the External Environment: Various external factors like digital disruption and ongoing economic uncertainty have affected the company in several ways and they can be articulated below.

- **Digital Disruption:** With 20% of its customers doing all or most of their shopping online, the UK has been the most progressive Western country when it comes to embracing internet shopping (Mckinsey, 2020). The retail industry in the UK has seen an almost 2% decline in profit margins since 2013. This decline may be attributed to factors such as rising labour costs, more competition, falling space productivity, and the excessive cost of Omnichannel operations. Among the private sectors in the UK,

retail employs the most people (13.8 %). Physical technological advances and advanced analytics are driving the retail experience of the future, meeting evolving demands from customers, and enabling retailers like FarmFood UK to rethink their business models and economics. As a result, technology is an essential requirement for UK retailers looking to stay pertinent and successful (Mckinsey, 2020). When it comes to staying relevant, going digital allows retailers to test out new business strategies. Strategies for maximising profits while minimising risks are fundamental to the business models of retailers like FarmFoods UK. To stand out and provide customers with better experiences, businesses are embracing digitally connected store experiences (Saarikko et al., 2020). With the advent of AI-powered consumer segmentation technologies, stores will be able to personalise their customers' experiences even more. This not only helps businesses segment their customers, but it also allows them to use segmented contextual messaging and promotions to deliver customers more relevant and personalised product offers (such as suggestions based on earlier transactions, social media "likes", "use", and "patterns"). Retailers like FarmFoods UK will be able to provide the same shopping experience (in terms of depth, availability, variety of SKUs, etc.) without requiring more space if they go digital. In increasing numbers, retailing establishments will become "showcases" with a small number of SKUs, allowing consumers to directly interact with products they have researched online.

- The UK economy's entrance to a recession is expected to be the longest one till now. In the UK, the GDP shrank by 0.2%, and the Bank of England predicted that this would be the beginning of a "very challenging" recession. Declining consumer spending posed many problems for retailers (Bettercommerce, 2024). Reduced consumer spending is a major problem since people are becoming more frugal with their money because they have less flexibility in their budgets. When times are tough, it may be tough for stores to handle the drop in sales and earnings that this might cause. There is more competition from online sites, which could provide better discounts or cheaper costs than brick-and-mortar stores. This is another problem for retailers like FarmFood UK. Retailers may feel their pain more acutely during economic downturns when rising expenses of living, such as rent and labour, cut into profits already slimmed down by falling sales.

Different Change Management Models

Strategic Change Management Report for FarmFood

In response to the ever-evolving marketing landscape and the growing demand for food products at affordable prices, FarmFood has adopted a strategic change initiative which critically aims to embrace digital transformation. This report will outline the strategic change process and various Change management tools which the company can utilise like the PDCA

cycle ADKAR change management model and McKinsey 7s framework (Youssef et al., 2022). Through the critical evaluation and analysis, this report will provide the necessary recommendations for effectively managing the change process and navigating the leadership styles to facilitate the successful implementation of the step.

Overview of the Organisational operations:

The company is using in a competitive industry which is characterised by shifting consumer preferences and requires Technology advancements. FarmFood is a leading producer of fresh grocery products and specialised in locally sourced and sustainable products. With a commitment to promoting healthy living and environmental sustainability, the company operates a network of retail outlets and distribution channels to serve its customers. To remain relative and comparative the organisation needs to adopt various marketing strategies and should embrace digitalisation. The strategic change initiative critically aims at the integration of affordable prices, and digital marketing strategies into FarmFood's operations, which will pave the path of business growth.

Analysis and Evaluation:

PDCA Cycle

- **Plan:** The company's leadership team conducts a comprehensive analysis of the market trends and digital marketing strategies. The plan can include setting clear goals and setting up a timeline for achieving the goals (Idundun et al., 2021).
- **Do:** The organisation implements digital marketing strategies like social media campaigns and influencer marketing strategies. This practice will increase the online visibility of FarmFood and enhance customer engagement.
- **Check:** The company checks website traffic and customer feedback to evaluate the effectiveness of digital marketing efforts and the implementation of new products into the market.
- **Act:** Based on the performance and feedback of new products from customers the organisation adjusts its digital marketing strategies and moves sources as needed for the optimising results.

ADKAR Change Management Model

- **Awareness:** FarmFood seeks the change and benefits of digital transformation to employees, fostering awareness and understanding of the strategic aims (Bose, 2020).
- **Desire:** The organisation should involve its employees in the change process by addressing the concerns and creating a sense of ownership, this brings the commitment of their employees to a new direction.
- **Knowledge:** FarmFood should provide training and development programs to their employees which gives necessary opportunities to them to equip themselves with the skills and knowledge needed to effectively utilise the digital marketing tools and platforms.

- **Ability:** The organisation needs to support its employees in applying new skills and adopting changes in workflow by providing ongoing support and resources as needed (Hall et al., 2020).
- **Reinforcement:** By recognising employee contributions and reinforcing the importance of digital marketing initiatives FarmFood should be able to celebrate its success and achieve the organisational goals.



Figure: ADKAR Change Management Model

(Source: Hall et al., 2020)

Expansion of the FarmFood operations introduces a wide range of strategic changes and related issues which need critical consideration and management for successful expansion.

- **Analysis of Market:** Conduction of a thorough market analysis is very crucial for understanding the demand for services in the new location. Numerous factors such as consumer preferences and competition should be considered to reduce the risk associated with entering new markets.
- **Investment of Fund and Financial Planning:** Digital transformation of the company will require the use of investment and financial planning is to be done carefully to ensure that the company will not face any losses during business operations (Wheeler and Lobley, 2021).
- **Human Resource Management:** Scaling up the operations requires training added staff and recruiting skilled labourers to support the increased production. This needs the requirement of training programs for the employees to new skills which will enhance the productivity of employees

- **Integration of Technology:** FarmFood should be equipped with technological advancements to streamline operations and enhance customer service. Issues such as cyber security, data privacy and data breach must be addressed to optimise the efficiency and safeguard of its sensitive information. Additionally, there is a requirement for employees with the necessary skills can deal with such situations.
- **Sustainability and Social Responsibility:** As the company expands it must uphold its commitment to sustainability and environmental responsibility. Issues such as resource conservation and waste management must be integrated into the expansion plan to mitigate the reputational risk (Martínez-Caro et al., 2020).
- **Brand reputation:** A commitment towards sustainable products and healthy products poses risks related to cultural adaptation and customer feeling. Maintaining brand integrity as well as scattering to diverse consumer preferences is critical for sustaining long-term success.
- **Engagement with Customers and Relationship Management:** Customer engagement is very crucial for any business organisation. Maintaining a strong relationship with consumers is of utmost importance to keep growth and loyalty. Issues such as local customer preferences and providing specified customer experience should be prioritised for customer satisfaction and retention (Kalogiannidis, 2021).

To address these issues, Food From can implement strategic solutions by utilisation of relevant models and frameworks. The company can utilise the ADKAR model and PDCA cycle to understand customer preferences and foster their business expansion.

- The company must conduct training sessions and workshops to increase user acceptance and ability. Implementation of Technology integration will allow the flexibility of adaptation and continuous improvement based on user feedback.
- Analysis of the factors such as supply power buyer power and different threads can find the market opportunities and can get a competitive edge for the company.
- Implementation of Strategic Human Resource Management aligned with HR strategies will support employee engagement and talent development.

By the successful utilisation of these models and frameworks, companies can develop a strategic solution to address the changes in Technology integration, financial planning, and other related issues. The solution will enable the company to enhance operational efficiency and will find new opportunities for growth and innovation. By expecting challenges and implementing effective strategies, FarmFood can easily tackle the complexity of expansion by ensuring its long-term success (Isensee et al., 2020). Comprehensive management of the business organisation with active uses of various kinds of analytics and business competitor analysis also helps the organisation to sustain change with right motivation and aims. Using human resource management can also help the companies to utilise resources based on

current scenarios and reduce cost implementation to sustain distinct aspects of strategic business management.

Impact of Organisational Culture on the Change Management Programmes

Organisational culture is one of the most important aspects of every business organisation which mostly deals with the circumstances or environment which includes policies and principles for working. FarmFood can also gain comprehensive benefits from various business policies and processes by focusing on the factors affecting organisational culture. Organisational culture itself also influences the overall management practices about change establishment or promoting changes in an independent workplace. Encouraging inclusive practices is also effective for sustaining change in the business organisation which mostly align with organisational culture and its value. Diverse types of organisational culture involve diverse perspectives and values. Hierarchical culture privatises structural practices and stability, innovative culture encourages better change and uses of Technology while collaborative culture emphasises fostering teamwork (Anning-Dorson, 2021). Understanding the purpose and process of different business operations with comprehensive knowledge about the current organisational culture provides comprehensive information and knowledge about the necessary changes or factors to be considered while performing the change.

Considering the influence of current organisational culture and change management programs in FarmFood include,

- **Agility:** For sustaining company white changes, it is important to accommodate an effective organisational culture which focuses on agility, quick iteration, data-driven decisions, and pre-boarding strategies based on real-time visibility.
- **Collaboration:** It also influences the development processes and change management in the organisation with the help of effective integration of cross-functional teams. Organisational culture promoting collaboration can actively use distinct types of change with the help of strategic management and an understanding of current business circumstances (Errida and Lotfi, 2021).
- **Speed:** High high-performing organisational culture is more sustainable and organised in terms of utilising resources in various critical situations which after promotes better responses to different external changes.
- **Digital literacy:** Business organisations focused on bringing digital literacy as a key skill to Indian employees are more benefited when change management is attractive. It effectively improves individual performance and capability to utilise different working scenarios and circumstances in current working situations with the help of available tools and devices.
- **Continuous learning process:** Organisational culture promoting continuous learning processes and individual development through various talent management processes along with openness to change is more suitable for the establishment of change.

FarmFood can also implement effective changes in the business organisation or various strategic processes with the help of proper planning and organising current circumstances in an internal working environment. Sustaining change as mentioned earlier in the study, FarmFood needs to accommodate the necessary steps to add the development of a current organisational culture which after influences the sustainability of change management also (Al-Swidi et al., 2021).

Staff training: Accommodation of proper staff training methods is one of the most convenient processes by which an organisation can introduce changes in the current working environment easily. Promoting participation of the employees and team members in different workshop seminars, and meetings with professional bodies along with feedback and self-reflection can be used by the current business organisation to introduce effective changes in the performance and overall talent of the employees. Sustainable changes in the employee's capabilities and their belief through exposure to different working environments are also beneficial for the company to sustain change including creativity and innovation.

Development plan: Changes in the business organisation are more concerned with adopting organisational infrastructure with external changes or developing a convenient method for achieving a better comparative advantage. The development plan for FarmFood includes proper uses of current resources and capital to invest in essential segments of the organisation. As mentioned earlier, digitalisation of the business practices is a comprehensive method to reach consumers and provide sustainable support in the modern business environment (Upadhyay and Kumar, 2020). Accommodating proper capital investment with the help of big data analysis and feedback from the employees will help the company generate a proper development plan. Improving HR strategies, effective implementation of collaboration and cooperation as well as other valuable effects of organisational culture such as promoting equality and diversity help the company to achieve more substantial benefits.

Communication plan: For sustaining right and long-lasting change in the business organisations need proper standards of communication. Different models and theories of communication describe it as a process of distributing information and data between sender and receiver. Effective accommodation of a communication plan in the current business environment can promote compatibility and efficiency of FarmFood utilising different resources and available employees' workforce. Bringing more supportive instruments with active uses of network communication, ICT and other technical devices improves the communication channel. Using frequent seminars and meetings in cross-functional teams along with professional participation for better feedback is also a major aspect of change management practices. FarmFood can exclusively use these methods for improving the overall communication practices in the current business scenario. Involving different stakeholders in different working scenarios or decision-making processes also improves the communication

plan for generating adequate information and guidance for associating good strategic changes.

Conclusion

Effective change management is important in the business organisation to keep compatibility with external changes along with associating more competitive benefits. FarmFood is one of the most popular frozen food manufacturing companies integrated into the study for justifying various statements and information on change management and its compatibility with current business scenarios. The study provides a brief description of various aspects of current business organisations and essential forms of change to bring more comparative advantages to the current business environment. The roles and responsibilities of human resource management in the current business environment are also discussed in the study. In summary, the report provides a structured and collective source of different information and guidance for business organisations to set up change along with associating good management and strategic approaches. The study also discusses the comprehensive method and approaches taken by team leaders as well as the organisation to sustain change in the current business environment.

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