



**BA (Hons) Leadership and Management Skills for the
Workplace**

BMSW6103 - Leading and Implementing Workplace Change

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Executive Summary

Change management in a large company challenges leadership skills and management skills. Arriva Plc is one of the most popular transportation companies in the UK public transport sector. The company has been reported to initiate some changes for the business expansion and sustainability operations. Shifting to electric buses is one of the changes. Mainly, the report has covered the rental service availability of Arriva Plc. The background of the company has been provided in the first section. The change processes have also been explained in the following section. Arriva Plc is going through the changes including the addressing of the COVID-19 pandemic, technological investment, electrification of bus fleets, and rental service expansion. The report has discussed the importance and impact of the changes going through by Arriva Plc. The organisational culture affects the change management programme of Arriva Plc by creating an environment of accepting the change indexes. The organisational culture has a positive impact on Arriva Plc through the competitive business index, new ideas embracing, and employee satisfaction promoting. The resistance to change, lack of skills, and communication breakdown are created through the negative organisational culture that negatively affects the change management of Arriva Plc. However, this report has highlighted the change management models by relating them with Arriva Plc. The issues with strategic change have also been enlightened in this study with proper justification. The report has enlightened the change management plan for Arriva Plc for the future.

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Introduction

Change management for proactive commercial change is essential for any organisation. The implementation method of a change requires the foundation of the purpose of change. The resistance to business expansion has been identified to be the initiator of change in Arriva Plc. The company is one of the largest public transport businesses in the UK. The background of the organisation will be provided to create the case of the report. The change criteria and directives of the change will also be provided in the following section. The criteria for changes and the brief outline of the external environmental impact will be discussed afterwards.

The reason behind the change process will be highlighted and explained with an effective implementation of a change model in Arriva Plc. The plan for improving the change process will also be provided for further commercial directives. Moreover, some communication and evaluation plans for the change effectiveness will also be provided in the last section of the report.

a) Arriva Plc (Company background)

Arriva Plc is one of the largest public transport companies in the UK headquartered in Derby, England. The company has over 5,300 vehicles and 23,000 employees working for the public commute and transportation. It is currently headquartered in the UK but operates in more than 14 countries. The company was founded in 1938 and the company has been reported to have a revenue of £4.1 billion in 2022 (Arriva Group, 2023). The operating profit of the company has been reported to be £240 million in 2022. The segmented operation of Arriva Plc makes it flexible and responsive to economic challenges (Atack, 2023). Around £3.2 billion in revenue is generated from the bus and £0.9 billion revenue is generated from the rail services on average based on the annual report of 2022 (Atack, 2023).

Around £3.5 billion in revenue is created inside the UK and around £0.6 billion in revenue is generated from the Europe operations of Arriva Plc. The company has services in other transport like tram, light rail, commuted coach and water bus. The operation in North America can be a profitable opportunity to impose the new rental services of the company. The change process is extensively essential for Arriva to penetrate the market with service recognition. The quality services of the company are appreciated by the people of the UK. Therefore, the income from the foreigners from urban and some rural tourism also increases the recognition of the company in the contemporary market.

Arriva has been reported to provide services to 1.3 billion passengers in 2022 and it has been reported to travel a total of 200 million transportation (Arriva Group, 2023). The auditing process of the company has led to the conclusion of trying out more investment in rail services. The

coach rental services in trains can offer a significant directive for Arriva to attract new passenger groups (Atack, 2023). However, the change will require extensive training and investment to successfully implement the new transportation service segment.

b) Commercial transformation in Arriva Plc

I have worked in the booking and registration department at Arriva Plc. The administrative role allowed me to understand the change process from a close perspective. The changes for the new allocations of training, and staffing for the maintenance were the major changes. Arriva recruited more than 600 employees for the new electric transformation. The registration process started using the online chatbot for quick and 24/7 response to interested passengers (Energy, 2023). Moreover, the live update of the ticket availability was also implemented with an error-free algorithm. This is one of the major initiatives of the company that has changed the entire infrastructure and booking rate in the company. Around 7% increase in booking has been witnessed in the first quarter of implementing the new booking algorithm in the official and partnered portals.

c) Recent change initiative in Arriva Plc

1. Change that Arriva Plc is going through

Electrification of the bus fleet: The electrification of the vehicles in Arriva Plc is costing more than 10% of the operation cost of the company. Around 800 buses are being replaced with hybrid engines for the activation of electric bus services. The company is changing its engineering and transport maintenance department for the facilitation of dedicated charging stations on the route. According to Marati *et al.* (2022), this is increasing the commute efficiency and reducing the carbon emission scope of Arriva Plc.

Technological investment: The technological investment in Arriva Plc is doubling up for the implementation of electric vehicle transportation (Arriva Group, 2023). The company is changing its production, service and maintenance staffing setup according to technological advancement. Around 17% of the change budget is being invested in the technological advancement of the fleet (Electricity Markets and Policy Group, 2018). Around 25% of the fleet is expected to be changed into electric vehicles by 2025 and 100% of the fleet is expected to be transformed by 2030.

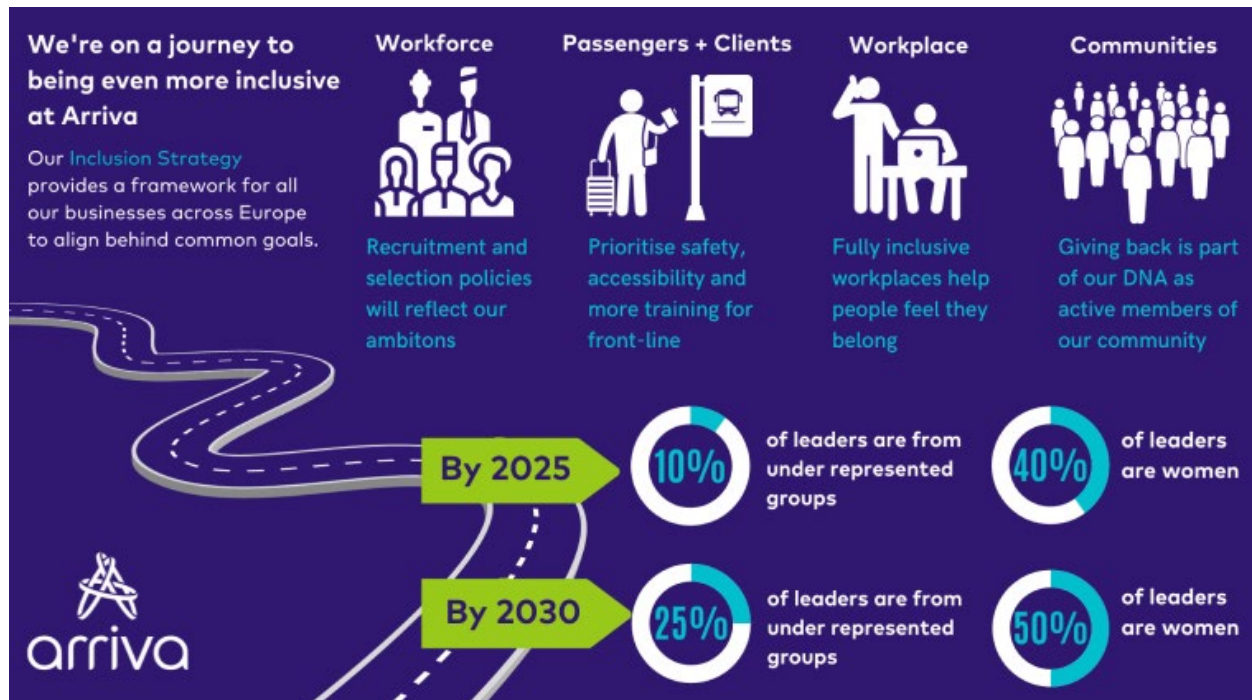


Figure 1: Arriva Plc EV transformation plan

(Source: Arriva Group, 2023)

Expanding for rental services: The rental services of the company are being launched with exceptional modification. The company is initiating its services to rental services for events and celebrations. Train tourism and contemporary tourism are being initiated for coach or bus rental services. This is becoming the major priority of the change process which involves staffing, training and executing processes. The rental services are expected to be available in more than 5 countries in Europe. This can increase the revenue for event management and also create job opportunities for project managers.

Addressing the impact of COVID-19: The company is responding to COVID-19 with extreme measures for safety and cleanliness. A two-time cleaning and sanitisation process has been rescheduled immediately after the 2021 relaunching. This has increased the accuracy of staffing and training processes (Energy, 2023). According to Ahmadian *et al.* (2020), the use of internal servers in the bus and trains is increasing the staff communication process. The medical verification, attendance and checking process is also becoming one of the major responsive changes in Arriva Plc.

2. Importance of the change

Importance of electrification of bus fleet: The PTA (Passenger Transport Authority) representing the Province of Limburg regarding the zero-emission bus operations of Arriva across

the entire region. Arriva won the largest transport contract in the Netherlands which is worth over €2 billion (Arriva Group, 2023). Arriva Plc developed a fast-load charging system and the company decided to locate the charge systems within the infrastructure of the city. It requires long-term planning, careful consideration, and coordination with the stakeholders as well as residents (Global Data, 2023).

Importance of technological investment: Arriva Plc signed a contract with Stadler in the Netherlands to initiate the first fleet of hybrid trains in the world which run on the partially-electrified line between Groningen and Leeuwarden (Global Data, 2023). The company invested around €200 million in the UK including the purchasing of 489 greener buses (Arriva Group, 2018). Arriva Plc initiated new bike-sharing schemes to offer mobility options and healthier lifestyles in Poland.

Importance of rental service expansion: The vehicle rental of Arriva plc has developed from 1,000 vehicle fleets in 1990 to 10,000 vehicle fleets in 2022 (Arriva Group, 2023). The expansion of the rental services of the company involves exploring new greenfield sites and searching for the best acquisitions in the current vehicle network system of the company.

Importance of addressing the impact of COVID-19: The COVID-19 pandemic represents the policymakers and EU leaders with the opportunity to extensively support sustainable transport systems. The COVID-19 recovery plan is used by Arriva Plc to create a sustainable transport system to attract more customers (Arriva, 2020). The development of the COVID-19 recovery plan helps achieve the objectives set by the Green Deal to make the operational index clean. The medical verification, checking system, and attendance system upgrading help Arriva Plc to develop a protected work culture and attract more customers (Arriva, 2020).

3. Impact of the change

Developing solutions for clients: The electrification of the bus fleet helps Arriva Plc to develop more VDL electric vehicles. Around 95 electric buses were operated in 2019 which is increased to about 120 electric buses in 2021 which is switched to HVO (Hydrotreated Vegetable Oil) fuel (Arriva Group, 2023). This fuel is more sustainable fuel which will be applied as the interim measure in the electric buses of Arriva Plc until 2026. The company will operate a fleet of around 250 electric buses in Limburg initiated in phases throughout the contract length (Arriva Group, 2023).

Developing greener technology: The company trailed the pioneering technology named econ speed with the driver advisory systems for reducing the carbon footprint (Arriva Group, 2018). The technological investment of Arriva Plc is important to developing the green transportation system which is EVs. It runs on batteries and fuel cells instead of fossil fuels which

develops the brand reputation of the company (Global Data, 2023). EVs are necessary to reduce air pollution, carbon emissions, and noise with lower maintenance costs. The market share of EVs increased by 23.76% from 2023 to 2028 (Mordor Intelligence, 2023).



Figure 2: Increments of market share of EVs
(Source: Mordor Intelligence, 2023)

Enhancing the turnover of Arriva: The rental service expansion develops the contemporary tourism index and develops the economic status of the company. The revenues of Arriva Plc have increased by 15.5% in recent years by expanding its business in more than 10 EU countries (Arriva Group, 2023). The turnover of Arriva has achieved £85 million turnover and £10.5 million operational profit from 43 UK branches of the company (Arriva Group, 2023).

Improving COVID-19 policy: The addressing of the COVID-19 pandemic is important to improve the COVID-19 policy for developing a sustainable transport system. The COVID-19 recovery plan is important for Arriva Plc to develop the hygiene plan and sanitisation process

(Arriva, 2020). It will help the company to develop the financial performance of the company and improve the HR policies to implement a healthy workplace practice.

d) Impact of external environment on Arriva Plc

1.1 CoVID-19 pandemic

COVID-19 has significantly impacted Arriva Plc, the leading transport operator in the European subcontinent. The transportation system in the entire world was impacted due to the pandemic because non-essential travel was completely restricted. Therefore, both the profits and revenue of Arriva Plc dropped substantially.

Reduction in the number of passengers: The number of passengers declined across the entire European market. The passenger numbers declined by 80% in some of the countries due to the social distancing measures, increased practices of remote working and nationwide lockdown (Beckett, 2023).

Operational challenges: COVID-19 has also created operation challenges for the company. Arriva Plc was bound to adapt new services according to the changing demands of their customers. They have implemented new safety measures to protect their employees as well as the passengers. Therefore, the cost and operational disruptions were seen for the company. Additionally, the company has enhanced their disinfection and cleaning procedure, maintaining social distancing and the use of PPEs.

Financial loss: The significant reduction in the number of passengers has also threatened Arriva Plc with financial loss. According to Arriva Plc (2020), the revenue of the company declined by 19% in 2020. They have generated only £4.3 billion in revenue with a pretext loss of £1.2 billion in that year.

Adjustment with the uncertainty: COVID-19 has also created the urgency to adjust with the uncertainties. According to Lafuente *et al.* (2023), the company was unsure about how long the crisis would last and how it would impact the public transportation system in the long run. The company has adopted new measures like increasing the service frequency during peak hours as well.

1.2 Digital disruption

Digital disruption has created a number of opportunities as well as challenges for Arriva Plc. The company is shaping their activities to adapt to the changing market.

Challenges

The growth of e-commerce: UK retailers are offering doorstep delivery, therefore, people prefer to shop online rather than visit a physical store. This has significantly declined the bus

traffic in suburban areas. Bus ridership of Arriva Plc has declined by 2.2% in 2017 (McCrae, 2023). Additionally, the revenue of Arriva Plc from e-commerce failed by 1.3% in the same year.

Shared mobility services: The expanding services of Lyft and Uber have created a major threat to the bus business of the company. These applications are providing affordable and convenient alternatives to the public transportation system. However, this system is only limited to urban areas like London. According to Arriva Plc (2020), therefore, bus ridership of the company has declined by 10% since 2012. As a result, Arriva has announced they would cut 1000 jobs in response to the problem of reduced bus services in 2017.

Opportunities

Collaboration: Arriva Plc is working in partnership with various bike and car-sharing applications to develop their customer base. The company is working in collaboration with Uber in London to generate more revenue as well as profit.

Investing in new technology: The company has invested in developing a new mobile application in 2019 which allows customers to track their journey, get real-time information related to their trips and book trips. Additionally, the company has invested in improving its bus services through the introduction of electric buses as well (Financial Times, 2023). The company is also using artificial intelligence to enhance the efficiency of the decision-making process along with providing effective customer service. The company is also experimenting with autonomous vehicles, therefore, they have initiated the trial of autonomous buses in the UK in 2018.

1.3 Economic uncertainty

Increased fuel price: Economic uncertainty in the UK has increased the operational cost of business including labour and fuel. These could negatively impact the profit margin of Arriva Plc. The fuel cost of the company has increased by 8.9% in 2019. The price of petrol and diesel in the UK has increased by 8.1% and 8.8% respectively from the middle of June 2023 (Beckett, 2023). Additionally, the labour cost index in the UK also increased by 3.5% in 2021. All these have contributed to the reduction of profit to the company from £352.2 million to £273.4 million in 2019 (Black, 2023).

Decline in business investment: Economic uncertainty could also reduce customer spending because they are more likely to cut transportation costs. It will lead to a reduction in the ridership of services of Arriva Plc. The United Kingdom is suffering from business investment phobia. Therefore, the investment is significantly low in the UK compared to other G7 countries. However, other countries have increased the investment level after the pandemic but the UK could not reach that level, widening the gap.

Currency fluctuation: According to Cameron and Green (2019), currency fluctuation is one of the major problems that could be created by economic uncertainty. It could create several difficulties for the company in the international market as well. The Consumer Price Index in the UK has increased by 9% which has also impacted the cost of the company (McCrae, 2023). The cost of Arriva Plc has increased by 3.5% in 2019. It could increase the operational cost of Arriva Plc as well.

e) Change management models, issues incorporated with strategic change, the process of managing change and identification of based leadership styles

Explanation of different change management models

Lewin's 3-Stage Model of Change: Kurt Lewin was the developer of the 3-Stage Model of Change and this model was developed in 1951. Three main stages have been introduced in this model to assess the management of change. According to the author, the three stages are unfreeze, change and refreeze. During the unfreeze stage, companies need to create momentum for the implementation stage. Businesses need to convince employees that old processes are required to be replaced (WhatFix, 2022). During this situation, Arriva Plc will need to include the staff in decision-making processes and organise meetings to make them aware of the changes. During the change stage, companies implement changes to make the members capable of developing new behaviours and attitudes. Arriva Plc may receive feedback from employees regarding the implemented changes. This strategy is effective for this company to identify the weak areas and resolve them by implementing proper solutions. During the refreeze stage, companies organise training and workshops for employees. This technique makes the employees adapt to the changes easily and follow them in day-to-day operations. Similarly, proper training can support Arriva Plc in implementing the changes including electrification of vehicles, technological upgradation and expansion of rental services (WhatFix, 2022).

McKinsey 7S Framework: Tom Peters, Robert Waterman and Julien Philips were the developers of the McKinsey 7S Framework during the 1980s. According to this model, businesses need to change or align 7 different components to become successful. The 7 components are strategy, structure, shared values, systems, skills, style and staff. This model can be used by Arriva Plc to manage the change properly (Lucid, 2023). As an example, the development of proper skills can assist this organisation in managing changes like electrification and technological upgradation. Proper IT skills of employees will be effective for this company to make the implementation of technological development successful (Lucid, 2023).

Identification and explanation of different issues that are related to strategic change in Arriva Plc

The lack of alignment: Several times organisations do not follow their business execution strategies while executing their activities. This situation does not allow the companies to implement the strategic changes properly. Hence, Arriva Plc may not be able to implement its changes and recover from the negative effects of COVID-19 (Lucid, 2023). According to reports, about 40% of executive leaders admitted that their leadership and enterprise accountability are not linked with strategies. This situation may lead Arriva Plc to suffer from poor performance, internal conflicts, insufficient use of resources, confusion and missed goals. This company may also suffer from a lack of transparency and clarity between employees as well as leaders (LucidSpark, 2023).

Resistance to change: The staff do not want to execute their activities by focusing on old procedures as they fear losing their performance. Most of the resistance to change comes from employees within any organisation. This resistance may hamper the growth of Arriva Plc as it will fail to implement advanced procedures in its operations (Lucid, 2023). This situation will not allow staff to increase their performance by attending training or workshops. Hence, the overall workforce of this company may suffer from poor performance and this company may also face a huge employee turnover rate (LucidSpark, 2023).

Lack of clearly defined strategy: Arriva Plc is required to have a clearly defined strategy for its future activities in a complex business environment. According to Cameron and Green (2019), the changing customer preferences and the rise of various new ride-sharing applications could create more difficulties for the operation of the company. Therefore, the company is required to identify their target market, key strategic goals and competitive advantage as well. Additionally, they also need plans to implement their new strategy properly. Specific strategies related to the changing expectations of the customers, the rise of new digital entrants and new technologies like electric vehicles and autonomous vehicles are required from Arriva Plc.

Processes of managing the change and identification of used leadership styles 300

Clear communication with employees: According to Patrick (2019), Arriva Plc has always focused on consistent and clear communication with the employees throughout the change process. Thus, they have ensured the involvement of the employees in the change process. The company trusts that the employees are the pillar of success, henceforth, they need to be involved in the entire process through meetings, emails, newsletters and taking feedback. Therefore, a

dedicated communication channel could ensure to keep the employees engaged with the change management process.

Employee training and support: According to Lafuente *et al.* (2023), Arriva Plc has recognised the importance of employee engagement as well as their training to provide support. The training will help the employees to understand the implementation of the process. The employees take part in online resources, coaching sessions and workshops as well. According to Cortellazzo *et al.* (2019), it will equip the employees with the required skills to thrive in the changing environment.

Feedback mechanism: Arriva Plc has established a feedback mechanism to understand the viewpoint of the employees related to the change process. This has helped the company to identify the areas of improvement. Furthermore, they have also continuously monitored and evaluated the success of the process and their alignment with the strategy goals of the company.

Identification of used leadership

A leader who would be an expert for managing change management would be perfect for Arriva Plc. According to Patrick (2019), the dynamic business environment has created the urgency to ensure an effective structured approach to implement change. Furthermore, a leader having clear communication skills is important to make the employees understand about changing vision, benefits and rationale. Therefore a visionary leadership approach persists in the organisation. According to Cortellazzo *et al.* (2019), the leader has showcased creativity, emotional intelligence, proper communication skills and resilience to address the challenges that emerged through the dynamic business environment.

f) Evaluating the effect of organisational culture on the change management programme with the development of a suitable change management plan for the future

1. Effect of organisational culture on the change management programme of Arriva Plc

The organisational culture affects the nature of sustainable organisational plans moving the organisations towards the vision of the company (Meng and Berger, 2019). Organisational culture has both positive and negative impacts on the change management of Arriva Plc which are described below.

Positive impacts of organisational culture on Arriva Plc's change management programme

Competitive business index: The organisational culture helps Arriva Plc to implement technological advancement, electrification of the bus fleets, rental service expansion, and addressing the COVID-19 impact. It assists Arriva Plc to stay competitive in the ever-changing market. It helps the organisations to justify consumer behaviour, market trends, and technological change which helps the company to stay ahead of the competition (Meng and Berger, 2019). An authentic organisational culture helps the employees of Arriva Plc to respond instantly to the changes implemented by the company.

Embrace new ideas: The flexible work culture creates agility, resilience, and innovation which are important for organisational growth through the supporting of the changing index (Cameron and Green, 2019). The organisational culture allows the employees of Arriva Plc to think creatively and maintain workplace flexibility to utilise their abilities for implementing change management within the organisation. Arriva Plc is capable of embracing new business ideas and promoting a positive work culture fostering innovation leading to more employee engagement in the change management programme.

Promoting employee satisfaction: Arriva Plc is a leading passenger transport company in the UK which employs about 35,500 employees (Arriva Group, 2023). An authentic and transparent work culture helps the company to promote employee satisfaction. Arriva Plc prioritises a culture of change where the employees feel empowered to contribute to their ideas leading to a sense of ownership. Organisational culture affects the way of making change management decisions which develops the satisfaction levels of the employees (Cameron and Green, 2019). Participation in the change management decisions assists Arriva Plc in reinforcing a trustworthy employee-employer relationship leading to a more committed workforce.

Negative impacts of organisational culture on Arriva Plc's change management programme

Resistance to change: Change management is a difficult and time-consuming process and the lack of proper organisational culture creates challenges for the company to maintain proper change management (Cameron and Green, 2019). The employees of Arriva Plc face challenges in accepting the change after COVID-19 due to the fear of losing jobs. The resistance to change due to COVID-19 negatively affects the employees' engagement of Arriva Plc to successfully implement the medical verification, two-time cleaning, sanitisation, and checking process (Arriva Group, 2022).

Lack of skills: The change management programme of Arriva Plc requires different skillsets including adaptation skills, time management skills, technical skills, teamwork skills,

communication skills, and problem-solving skills. The lack of confidence levels of the employees of the company creates challenges to maintain a productive work culture which increases the overall human skill management expenses (Lauer, 2020). The technology investment and expansion of rental services require employment skillsets to properly manage the change of the company.

Communication breakdown: Arriva Plc faces challenges due to the communication breakdown among the employees and management. The lack of transparency in the organisational culture creates issues for the company to develop employee engagement in the electrification of bus fleet change management of the company (Lauer, 2020). Change management requires a strong communication index among employees to build up an authentic work culture (Pointon, 2023).

2. Change the management plan for Arriva Plc for the future

Change management plan	Change objectives	Action plan	Who will be responsible	Time frame
Proposed change	1. To develop an Inclusive workplace with diverse teams 2. To develop sustainable business growth by net zero carbon emission.	1. Arriva Plc will focus on talent acquisition through the leadership academy and internal development opportunities (Arriva Group, 2023). 2. Developing the usage of biofuel in the transportation system by 30% (Pointon, 2023).	The HR manager for Arriva Plc	3 months
Staff training and development plan	1. To develop the skills of the employees to adopt change management. 2. To bring about change in the	1. Arriva Plc will conduct 3 months of training sessions for the employees to increase their change management skills with the presence of 5 external	The supervisor of fellow workers of Arriva Plc	5 months

	employee's attitude towards the supervisor or fellow employees of Arriva Plc.	trainers. 2. The workshop programme will be arranged for 2 months with examples of the contribution of fellow employees (Global Data, 2023).		
Communication plan	1. To develop the stakeholders' understanding regarding the change implication of Arriva Plc. 2. To deliver information to the stakeholders timely regarding the change management perspectives of Arriva Plc.	1. Arriva Plc will communicate with the stakeholders through social media such as Facebook, Twitter, and Instagram along with direct face-to-face stakeholder conferences (Arriva Group, 2023). 2. Arriva Plc will collect regular feedback from the stakeholders to analyse their opinions regarding the change management of the company.	Change manager and HR manager of Arriva Plc	4 months
Evaluation plan	1. To clarify the measurable change management programme objectives of Arriva Plc. 2. To measure the sustainability of the change implemented by Arriva Plc.	1. Arriva Plc will set the benchmark for the change management initiatives to electrify the bus fleet, COVID-19 change, technological investment, and rental service expansion (Arriva Group, 2022).	Change manager and HR manager of Arriva Plc	8 months

		2. The constant monitoring and controlling of the change management will help to meet the change management benchmark ultimately measuring the change sustainability of Arriva Plc.		
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Table 1: Change management plan for Arriva Plc for the future

(Source: Author)

Conclusion

Arriva Plc is one of the leading transport service providers in the European market. This report has reviewed the current state of the company along with the current change initiatives undertaken by the company. The report has also analysed the recent history of the organisation to explain how the changes in the external environment have impacted the company. These changes have been considered from perspectives like economic uncertainty, digital disruptions and the COVID-19 pandemic. Various Change management models have also been critically evaluated for identifying the issues related to the strategic change. Additionally, the process of change management and leadership styles have also been discussed in this report. The company is facing various issues while implementing the change process in response to the external business environment. This report has also analysed organisational culture which has helped the company to embrace new ideas along with the enhancement of competitive business index. However, the company is taking small steps to cope with the challenges by expanding its operation in new markets, investing in new technology and developing a clear strategy. The company has a good position in the European market which could help them to emerge from the current situation and achieve success.

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