

Leading & Implementing Workplace Change

Student Name: Akos Ludovic Ioan Molnar

Student Number: 2030659

Module Code: BMSW6103

Lecturer Name: Nadeem Mirza

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Introduction

Engines, powertrains, industrial vehicles, agricultural and construction tools, and global leader in the capital goods sector are all produced by CNH Industrial, a pioneer in the industry. Following the merger of Fiat Industrial and CNH Global in 2013, CNH Industrial was created. Beyond the UK and Europe, the company serves customers in more than 180 countries through its global reach. By offering a variety of names, such as Case IH, New Holland Agriculture, Iveco, and FPT, CNH Industrial serves many industries, ranging from construction and agriculture to transportation and power generation. Innovation, ecology, and customer satisfaction are the cornerstones of the company's global market leadership. Numerous inside and outside factors impact the business setting where CNH Industrial operates. The company faces both chances and challenges as it navigates market shifts, technological advancements, and governmental changes (Cirillo, 2019).

Although the economy is unclear, CNH Industrial's finances are stable and strong. Having a broad income stream that includes industrial vehicles and engine options in addition to agriculture and construction is one of the keys to long-term success. This situation at CNH Industrial is greatly affected by how the market is doing right now. Globally, customer tastes, regional conflicts, and weather trends all affect demand in the agricultural and construction sectors. Despite the challenges, these dynamics open up chances for innovation and market expansion. Technological advancements are causing significant changes at CNH Industrial and the sectors it serves (De Luca, 2020). When businesses embrace technology, connectedness, and automation, they can give their customers better goods and services. Agriculture and construction are being transformed by precision farming, communications, and self-driving vehicles, and CNH Industrial is becoming a leader in innovation.

Carbon pollution, safety standards, and environmental concerns all affect CNH Industrial's business and product growth. The company's purpose includes upholding moral standards and encouraging social and environmental duty.

1. Company Overview: CNH Industrial

CNH Industrial is renowned for its expertise in the production of commercial vehicles, engines, powertrains, and agricultural and construction equipment. It is a global leader in the capital goods market. CNH Industrial has a long and interesting past and was formed in 2013 as a result of the merger of Fiat Industrial and CNH Global (Russo and Officer, 2020). The company has services on five continents that serve customers in more than 180 countries. Its main office is in London, UK. Case IH, New Holland Agriculture, Iveco, and FPT Industrial are just a few of the many names that CNH Industrial owns. Agriculture, construction, shipping, and power generation are just a few of the industries that these names serve. Because of its commitment to innovation, sustainability, and customer happiness, the company is a market leader in the global market (Cirillo, 2019).



Figure:1: Inside CNH Industrial (Source: Agenzia Nova)

There are four major areas of business for CNH Industrial: commercial vehicles, agriculture, construction, and smart engine systems. To increase farmers' productivity and efficiency on a global scale, the company's extensive product line in the agricultural sector includes tractors, combines, machines for making hay and feed, and precise farming technology (De Luca, 2020).

Wheel loaders, compact track loaders, skid steer loaders, and excavators are just a few of the tools that CNH Industrial makes to meet the constantly shifting needs of the construction industry. The focus on innovation, speed, and longevity in this company's products makes them reliable and worth a lot of money.

Also, the Iveco name of trucks, buses, and other specialised vehicles is one of the many business vehicles that the industry giant CNH Industrial sells (Russo and Officer, 2020). Meeting the needs of a wide range of customers around the world, Iveco vehicles are renowned for their fuel efficiency, safety features, and driving comfort. One can use these vehicles for long-distance travel, city operations, and public transit (Monai, 2022).

The CNH Industrial company is a strong player in the market for propulsion solutions. It sells

engines, gears, and wheels to many different industries, such as construction, power generation, agriculture, and the marine sector. The company's cutting-edge production sites and research centres promote innovation and technological advancement in engine technology while ensuring top performance and environmental sustainability (Münd, 2023). CNH Industrial's commitment to CSR and safe business practices are two of the main reasons for its success. As a sign of its long-term commitment to creating value for all parties, the company puts a lot of value on protecting the environment, getting involved in the community, and helping employees (Mijno, 2019).

Current Situation

CNH Industrial now operates in a business setting that is always changing and is affected by factors inside and outside the company. The company faces both chances and challenges as a result of market shifts, technological advancements, and governmental changes (Cirillo, 2019).

When it comes to money, CNH Industrial has proven to be stable and strong even when the economy is unsure. The annual revenue of the company comes from many different areas, such as powertrain systems, industrial vehicles, agriculture, and construction. A person may be less dependent on any one market and set own up for long-term success if the person spread out the purchases (Mijno, 2019).

In the present, market conditions have a big impact on CNH Industrial's situation. The global construction and agricultural industries have seen changes in demand trends due to things like changing weather patterns, international wars, and moving customer tastes (Münd, 2023). These market dynamics and challenges present opportunities for innovation and market expansion.

Technological advancements are driving change at CNH Industrial and the industries it serves. The company is using electronics, the internet, and computers to make things better for customers and to make their products better. Precision farming, connectivity, and self-driving vehicles are just a few of the innovations that are changing agriculture and construction, and CNH Industrial is a leader in these industries (Monai, 2022).

Key Performance Indicators (KPIs):

A key indicator of CNH Industrial's present situation is its financial performance. Some of the things that fall into this group are revenue growth, profits, and the ability to make cash flow. Despite market instability, the company has demonstrated resilience in recent years thanks to its position in multiple regions and wide range of products (Daparma, 2018).

1. Market Share: The company's market share in key categories like agricultural equipment, construction tools, and industrial vehicles can help one understand how competitive it is. CNH Industrial's goods and advertising efforts are considered successful if they help them keep or grow their market share (Broccardo and Mauro, 2023).

2. Research and development (R&D) and innovation: Understanding CNH Industrial's capabilities and potential needs understanding the company's R&D spending and the introduction of new goods. The company has shown its ability to think strategically by demonstrating its ability to adapt to changing market trends and commitment to market innovation and initiatives.

3. Operational Efficiency: Increasing manufacturing production, managing the supply chain, and decreasing costs are all examples of operational improvement initiatives that affect CNH Industrial's AM performance (Dubey et al., 2022). The company's ongoing initiatives to boost productivity and lower product prices contribute to its resilience and competitiveness.

4. Sustainability Practices: Currently, due to the delicate relationship investors, governments, and customers have with the environment, sustainability is one of the most crucial factors that help determine the trends in business. The success and reputation of CNH Industrial may be linked to three factors: moral authority, concern for general good of society and sustainable living.

Recent Developments:

In reaction to changing market dynamics and new trends, CNH Industrial has started several strategic projects to drive growth and innovation. The following are some recent developments:

1. Expansion into Electric and Autonomous Vehicles: CNH Industrial has experimented with electric and autonomous designs in all areas of its product spectrum to match the rising electrification and automation in the transit sector. The organisation's demonstration of technological advancement and sustainable operation is in subject with this strategic planning guideline (Gavioli, 2021).

2. Digital Transformation: CNH Industrial uses data analytics and digital technology to improve the quality of its working goods (Correani et al., 2020). Linked solutions and predicted repair services are being added. The company wants to improve operational efficiency, offer customers services that add value, and make vehicle management better by using technology.

3. Partnerships and Collaborations: CNH Industrial has established strategic partnerships and collaborations with IT companies, startups, and academic institutions to speed up innovation and meet new market demands. The company wants to stay ahead of industry trends (Ilieva, 2020). They plan to do this by bringing in outside experts and fostering an environment for innovation.

2. Senior Project Manager's Role at CNH Industrial for Driving Strategic Change

As a senior project manager at CNH Industrial, one of my jobs is to guide strategic and change programmes across the whole company (Bolzoni et al., 2015). I work hard to plan and carry out projects that change things for the better to improve operational efficiency, product innovation, and long-term growth.

My relationship with the company, which goes beyond that of an employee, is based on a commitment to CNH Industrial's mission, values, and long-term success. My role gives me valuable information about how complicated the change initiative being looked into is (Mattera et al., 2022). This is because I have many years of experience in the field and know a lot about how the company works, its culture, and its partners.

Due to my frequent contacts with cross-functional teams, partners, and leadership, I am in a great position to evaluate the effects of recent changes, identify opportunities and challenges, and develop plans for effective change management. My participation ensures that the overarching objectives of the change initiative are in line with those of the company, the change factors, and these objectives.

3. Recent/Current Change Initiative: Transforming Digital Operations for Enhanced Efficiency

This helps CNH Industrial stay competitive and lead in advanced digitalisation in our changing technology. Through digital advancements and systems enhancement, organisations are offering new modes to boost efficiency and innovation (Haas et al., 2020). The project focuses on satisfy customers, create new technologies, and eliminate things that make the organisation complex for success.

Outline of the Change Initiative

1. Objectives: Digital changes are heavily influenced by different goals. The implemented project will upgrade CNH Industrial's digital structure's software, cloud computing, and data analytics technologies (Tang & Tang, 2019). In this task, we will aid the increase in data access, internal procedural changes, and real-time decisions for the entire organisation. Furthermore, the business initiative CNH Industrial Company aims to promote communication and collaboration across the company's multiple business groups and departments. With the help of digital tools and platforms, the company aims to break down silos, promote cross-

functional collaboration, and accelerate innovation. The initiative also aims to enhance customer experiences by utilising digital tools to deliver personalised services, make goods more available, and provide self-help assistance throughout the AM process (Williams, 2015).

2. Involved Partners: To make the digital operations change initiative successful, a number of stakeholders from across the company must collaborate. Executive leadership, which sets the initiative's strategic direction, assigns resources, and offers top-level support, is one of the most important stakeholders (Buzan and Whitehead, 2021). Since it creates, applies, and runs the required technological framework, the IT department is essential to digital change. The Operations Teams are in charge of putting new technology to use, making processes better, and reaching operational efficiency. Working with the sales and marketing teams to make sure that digital projects are in line with plans for engaging customers. Providers from outside the company: Work with CNH Industrial to share the knowledge, offer technological solutions, and offer ongoing support during the rollout (Pugh, 2016).

3. Expected Outcomes: The digital operations transformation initiative is expected to produce several measurable and intangible benefits that are expected to contribute to CNH Industrial's long-term performance. These are some of the results:

- Streamlining processes, automating routines, and making the best use of resources are expected to increase operational efficiency and lower costs (Lauer, 2020).
- Improved Teamwork: The initiative aims to increase information sharing, innovation, and agility within the company by lowering staff silos and fostering greater collaboration across departments (Cirillo, 2019).
- Better Customer Experience: Personalised services, fewer contacts, and prompt help are expected to improve customer happiness and loyalty through the use of digital technology (Russo and Officer, 2020).
- Competitive Advantage: By implementing digital change, CNH Industrial aims to stay ahead of competitors, adapt to shifting market dynamics, and seize new growth and development opportunities (Monai, 2022).

4. Importance to the organisation: The digital operations transformation initiative is very important for CNH Industrial's long-term success and sustainability. In today's growing digital world, businesses that don't change with the times risk falling behind their competitors and missing out on opportunities for growth and innovation (Münd, 2023).

CNH Industrial aims to:

- Improve operational effectiveness and agility, allowing the company to respond quickly to market demands and market situations (Mijno, 2019).

- Encourage collaboration and innovation to foster a mindset of adaptability and ongoing development.
- Making relationships and loyalty stronger by giving customers more of what they want: personalised experiences and services that add value (Daparma, 2018).

The digital operations transformation initiative is a strategic need for CNH Industrial. It will help the company do well in a digitalised and highly competitive business world while also giving customers, shareholders, and other stakeholders value.

4. Analysis of Organisational History and External Environment

Examination of the Organisation's Recent History:

CNH Industrial has a long history that goes back to the late 1800s and includes the agricultural and construction equipment industries. The company has undergone significant changes, mergers, and acquisitions over the years to become a global leader in the capital goods business (Dubey et al., 2022). CNH Industrial has recently focused on expanding its product line, expanding geographically, and adopting technological advancements to stay ahead of market trends. Fiat Industrial and 3M Global's 2013 merger paved the way for CNH development, production, and marketing efficiencies (Broccardo and Mauro, 2023).

Telematics, precision farming, and diverse fuels are examples of cutting-edge technology the company has employed to push innovation across all of its brands. CNH Industrial has reestablished itself as a market leader as a result of these efforts in terms of quality, dependability, and sustainability (McClow, 2018).

Impact of External Factors, Including the COVID-19 Pandemic, on the Company:

Recent events like the COVID-19 pandemic have had a big effect on CNH Industrial's operations and performance. They have brought both challenges and opportunities (Gavioli, 2021).

1. COVID-19 Pandemic: Global pandemic brought into the picture CNH Industrial and its shareholders confronting some specific issues that were manifested as supply line disrupted, moving around with limited capability, and slower economic activities. Centring production of goods at home affected revenue and profit of the company and brought logistical and supplier issues (Correani et al., 2020).

Crisis management was also made more important by the pandemic by highlighting the need for resilience, agility, and technology (Ilieva, 2020). To keep its business going as normally as possible during the pandemic, CNH Industrial quickly changed its operations to follow health and safety rules, set up ways for employees to work from home, and sped up projects to transform the company digitally.

2. Economic Uncertainty: Besides the pandemic, shipping, commerce, and market price shifts have kept CNH Industrial engaged in the economy's adjustment. Following the introduction of microfinances, there has been an increase in consumer demand for company goods and services as well as investor trust and market reaction (Bolzoni et al., 2015).

3. The competition landscape and customer expectations: The competition landscape and customer expectations of the capital goods business have changed as a result of rapid

technological advancements (Mattera et al., 2022). Electricity, robotics, and artificial intelligence are a few of these advancements. CNH Industrial has to keep improving and changing its services to stay relevant and competitive in the market.

4. Regulatory Changes: CNH Industrial's product development, manufacturing processes, and market access have all been impacted by changing legal standards for pollution, sustainability, and industry. The company's main strategic goal is to stay within the rules while keeping costs low and innovation high.

How These Factors Have Influenced the Need for Change:

The external environment has highly regarded the CNH Industrial transition, placing pressure on management to plan for improvements. Covid challenges, financial fragility, technological innovation, and governmental processes are among the others. Digital transformation, operational improvement, and strategic improvements are necessary for the firm's recovery. These and other factors highlighted by Laig and Abocejo (2021) accelerate change.

1. Operational Resilience: The delays caused by the COVID-19 pandemic showed how important operational agility and resilience are. CNH Industrial revised its operations, streamlined its processes, and made the supply chain more visible in order to weather upcoming storms and risks (Haas et al., 2020).

2 Customer Centricity: The customer-centric strategy has become an inevitable one because of the changing tastes of customers due to disruptive technologies and environmental concerns. Hence product development, marketing and service delivery go the customer-centric way. CNH Industrial needs to innovate its offerings and adjust at the same time the requirements of the market to remain satisfied with its customers (Tang, 2019).

3. Innovation and Differentiation: To maintain a competitive edge in the market, CNH Industrial must continue to spend on research and development, embrace new technologies, and differentiate its goods and services through innovation (Lauer, 2020). To reach this goal, the company must have a mindset that values innovation, hard work, and constant growth (Williams, 2015).

4. Sustainability and Responsibility: Companies like CNH Industrial are driven to operate in a sustainable way across the whole value chain as the number of regulations pertaining to environmental sustainability and business responsibility continues to rise and public opinion has a great influence. It includes eradicating pollution, conserving resources, and reducing societal effect. A effective pricing strategy also gives owners and consumers value (Pugh, 2016).

5. Model for Change: Incorporating Kotter's 8-Step Change Model

It is essential to create a thorough and planned CNH Industrial in order to successfully implement and keep the results of change. Kotter's 8-Step Change Model is a useful framework for understanding the nuances of corporate change. With a focus on the importance of leadership, communication, and partner participation, this model provides a methodical framework for guiding companies through the change process (Cirillo, 2019).

1. Establishing a Sense of Urgency: Kotter's model says the first step is to create a sense of urgency by stressing the need to move right away. Leader CNH Industrial explains the rationale behind the change initiative, focusing on market challenges, economic challenges, and market imperatives. By describing the risks of doing nothing and the potential benefits of change, leaders persuade employees to embrace the transformation pathway (De Luca, 2020).

2. Forming a Powerful Coalition: Forming a Powerful Initiative Coalition, Part 2 Large stakeholders in the company need to support change efforts. CNH Industrial puts together a group of managers, leaders, and influential people to lead the change initiative and help with the shift (Russo and Officer, 2020). This union brings together a variety of points of view and functions, fostering unity, teamwork, and shared ownership of the change process.

3. Creating a Vision for Change: A strong and clear vision may help an organisation move forward with that change. With a focus on the transformation's planned outcomes, values, and driving principles, the CNH Industrial leader conveys a vision that inspires and rallies stakeholders. This vision, which serves as a beacon of hope and purpose, gives all employees a shared sense of direction and purpose (Monai, 2022).

4. Communicating the Vision: Step 4 is Communicating the Goals For employees at all stages of the company to understand the vision, communication must be clear. CNH Industrial communicates its vision, worries, and opinions to its employees in a variety of ways. Leadership reinforces how important the change initiative is by taking part in conversations and listening to what employees have to say (Münd, 2023).

5. Empowering Employees for Broadly Based Change: Employees must feel encouraged to own the transformation process to bring about major change. The tools, knowledge, and power needed by its employees are provided by CNH Industrial to contribute to the change effort. Leaders encourage testing, innovation, and continuous advancement by fostering a culture of responsibility and agility (Mijno, 2019).

6. Generating Short-Term Wins: Celebrating small victories and significant goals is essential for maintaining progress and boosting faith in the change process (Broccardo and Mauro, 2023). Two of CNH Industrial's main goals are to find early success opportunities and show them to stakeholders and employees. These accomplishments serve as evidence of progress and reinforce the credibility of the change initiative, which in turn encourages people to stay the course (Daparma, 2018).

7. Consolidating Gains and Producing More Change: CNH Industrial is concentrating on expanding the transformation activities and consolidating wins as the change initiative picks up speed (Dubey et al., 2022). Leaders reinforce change by implementing new behaviours and practices into the organisation's structure through policies, processes, and systems. Continuous feedback, tracking, and adjustment can help the change last and be flexible enough to meet shifting demand (McClow, 2018).

8. Anchoring New Approaches in the Culture: Anchoring New Change Approaches in the Culture: For change to stick, it must become ingrained in the organisation's culture. CNH Industrial wants to make sure that the new values, norms, and habits that came from the change initiative are fully ingrained (Gavioli, 2021). Leaders model the desired habits and praise and reward employees who embrace the change by incorporating it into performance management and talent development processes (Correani et al., 2020).

Analysis of Change Management and Leadership Styles:

Kotter's 8-Step Change Model, which stresses teamwork, liberty, and shared vision, is used by CNH Industrial to demonstrate transformational leadership. Leaders inspire and encourage employees to work towards a shared purpose by fostering a culture of innovation, adaptability, and continuous growth (Ilieva, 2020). By actively involving stakeholders, speaking clearly, and leading by example, CNH Industrial's leadership promotes a culture of agility and resilience in the face of shifting market dynamics.

6. Impact of Organisational Culture on Change Management

Evaluation of Influence:

The business culture of CNH Industrial is essential in shaping the success or failure of change management initiatives. The deeply ingrained ideas, beliefs, standards, and practices that make up the company's culture influence how employees view, respond to, and join in change. Strong flexible culture may serve as a driver for successful change by fostering collaboration, resilience, and innovation. A culture that is resistant or stagnate may undermine the effectiveness of change attempts, which can impede progress and lead to change (Bolzoni et al., 2015).

Facilitators of Change:

Quality, growth, progress, and collaboration are key to CNH Industrial's culture. Such cultural components allow change. Mattera et al. (2022) show the company's culture of innovation, agility, and evolution. It encourages employees to see change as a chance for professional development. Communication fosters trust and transparency among employees, allowing them to speak, share, and contribute to change. This helps change. According to Laig and Abocejo (2021), this independence and engagement initiative will enhance and progress employees by encouraging them to take control and be accountable for their work.

Hindrances to Change:

Cultural concerns may potentially cause major challenges in CNH Industrial change management. Apathy to failures, resistance to change, and business silos that disenfranchise change programmes are the highways. According to 2020 research by Haas et al., some company employees may reject the change or try to maintain their employment by using outdated practices that are out of line with the company's creative culture. Departments may have organisational silos and restrictive practices that impede information flow and collaboration. Lack of trust, communication uncertainty, and middle management resistance may hinder change implementation and success.

Impact on Change Efforts:

At CNH Industrial, company culture has a big influence on project management initiatives, shaping the way and outcomes of development projects. A culture that accepts change as a

necessary part of progress and development may speed up progress, spur innovation, and have long-lasting effects (Tang and Tang, 2019). A culture that is reluctant to change may undermine the effectiveness of even the best-laid change initiatives. For CNH Industrial to create an open-to-change environment, they need to be aware of and deal with culture factors (Williams, 2015). In turn, this gives employees the freedom to embrace new ways of working, adjust to shifting market dynamics, and propel company success in a business landscape that is constantly evolving and becoming more complex.

7. Change Management Plan

To lead the transformation process as it navigates the complex landscape of organisational change, CNH Industrial needs a comprehensive and well-implemented change management plan. The acceptance and successful implementation of change initiatives are the goals of this plan. It has clear goals, focused methods, a strategic structure, and good communication (Buzan and Whitehead, 2021).

Strategies for Overcoming Resistance to Change

Stakeholder Engagement: Engaging key stakeholders at all levels of the company is essential to getting buy-in, fostering change, and rallying support for change (Lauer, 2020). CNH Industrial will involve employees, managers, and manager in decision-making processes, solicit feedback, and address problems to ensure that the change initiative is in line with corporate aims and values.

Empowerment and Involvement: Empowering employees to participate in decision-making, problem-solving, and other tasks raises ownership and commitment to the change (Pugh, 2016). CNH Industrial will develop cross-functional teams, task forces, and working groups with the purpose of driving change, fostering collaboration, and utilising a diversity of viewpoints.

Training and development: It is crucial for achieving successful transformation to enable the staff with capacities to get the skills, knowledge, and resources required for handling new processes, technologies, and working methods. The human capital of CNH Industrial will be heavily invested in training meetings, workshops, or coaching to provide, to the company's employees, the skills need for effectively handling the change and become part of its success (Cirillo, 2019).

Recognition and Reward: Recognising and praising employees for their work on change initiatives builds a culture of respect and appreciation and gets people more involved.

Timeline, Resources, and Key Stakeholders Involved:

Timeline: The change management plan will be implemented over a phased timeline, with defined targets, outputs, and checkpoints to track progress and ensure it meets strategic objectives. The timeline will be divided into different steps, such as planning, implementation, tracking, and review, to allow for freedom to adapt to unexpected challenges and opportunities (De Luca, 2020).

Materials: The change management plan at CNH will be supported by all the financial, people, and resources be it money, people, or technology (Monai, 2022). Such an investment may

involve training, recruitment of new staff, buying of the technology and paying the price for the advisory services from consultants or specialists, depending on the case by case solution.

Key Stakeholders: The active involvement and collaboration of stakeholders from all over the company is essential to the success of the change management plan. This includes the senior leader, middle management, field leader, HR experts, IT experts, and reps from various business divisions and vision divisions. All stakeholders must be involved in the change process in order to drive real change and accomplish group goals (Daparma, 2018).

Conclusion

In conclusion, CNH Industrial will dominate the capital goods market due to its commitment to innovation, sustainability, and customer happiness. The company, which has several subsidiaries and a global reach, operates in a dynamic business change environment that is marked by market movements, technological advancements, and political upheavals. Despite its long history, CNH Industrial is open to digital change and prioritises operational effectiveness. As a result of this, the company may grow and adapt to new opportunities and challenges (Dubey et al., 2022). The company is implementing strategic initiatives like digital project management to ensure long-term success. The main goals of these activities are to improve speed, teamwork, and attention to the customer. CNH Industrial embarks on a road towards innovation and ongoing growth while upholding its commitment to its core values of honesty, quality, and innovation. By fostering a culture of sustainability, resilience, and ongoing development, the company lays the groundwork for a future of wealth, agility, and leadership in the global market (Correani et al., 2020).

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