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Y Drindod Dewi Sant  
**University of Wales**  
Trinity Saint David

BA (Hons) Leadership and Management Skills for the  
Workplace

Leading and Implementing Change (LCLM 6003)

Assignment Title: A Strategic Change Plan

Individual Report

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Submission date: Individual Report 30<sup>th</sup> August 2026

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## **Executive Summary**

The purpose of this report is to investigate the strategic position of MINI Cooper by using change management theories and strategic management models. Using SWOT and PESTEL analysis and Porters Five Forces, the report will identify internal strengths and weaknesses along with external opportunities and threats that affect the company. The report will also assess change management models and then propose a strategic change plan for the MINI to remain competitive in the global automobile industry.

## **Introduction**

The Mini Cooper position is globally unique within the automotive industry. It has established its position with a blend of Innovative engineering, premium quality, iconic British heritage, customer-focused design and a recognisable brand design. Introduced as a solution to the late 1950's fuel shortages, its innovation has evolved more diversification, and more models since becoming part of the BMW Group in 1994. Now, the portfolio includes the Aceman and Countryman followed by a range of fully electric vehicles made to meet the changing expectations of customers (BMW Group, 2025).

MINI differentiates itself by using its distinctive design and emotional branding, creating a loyal customer base, unlike other manufactures who compete on performance and price. The heritage of the company gives an important competitive edge, because customers are loyal to the brand, its association with individuality, quality and innovation. With the industry as a whole experiencing major changes, maintaining this position is becoming more challenging. The internal combustion engine is being replaced with electric functioning while digital technology, artificial intelligence, connected vehicle systems, automation and online retail facilities shape customer experience and manufacturing processes. At the same time stringent environmental regulations designed to move towards transport sustainability are being introduced by European governments and other major markets. The consequences being that the industry must constantly adapt strategic priorities to remain competitive in a rapidly evolving business environment (Porter, 1980).

These developments present strategic challenges and opportunities. The company must invest in digital innovation and electrification while maintaining the characteristics of MINI. Advancement in technology is not enough, keeping a balance requires organisational flexibility, strategic leadership that is effective, change management that can align employees, dealers, customers and suppliers with a shared vision of the future. Rather than optional, this is essential. Managing this transition successfully will need structured strategic planning supported by effective leadership practices and recognised change management models (Kotter, 1996).

## Recent History

The development of the MINI's organisation reflects the changes taking place throughout the automation industry. Over the past few years, the BMW Group has invested heavily and shown commitment to electrifying the MINI with research development, modernising manufacturing and its capabilities. There has been a £600 million investment in the Oxford plant to produce fully electric vehicles thus highlighting the importance of BMW's long term manufacturing strategy of electrification within the United Kingdom (BMW GROUP, 2023).

Expansion and modernisation of its portfolio is the intention of the investment programme, preparing for the changes in customer preferences and global demand for electric vehicles while adhering to regulatory requirements and reducing emissions. At the same time enabling MINI to effectively compete in the growing market segments (BMW Group, 2026).

Regardless of these progressive movements, there are challenges to be faced. In 2025 there was an announced delay in planned expansion due to uncertainty in market conditions around the world and other developments within the industry. Concerns regarding supply chain instability, changing customer demand, uncertainty regarding government policies and inflationary pressures are highlighted by the decision to delay (BMW Group, 2026). It also shows the complexity of managing strategic change when large investment must be weighed against evolving technology and changing economic environments

Postponement could be seen as a setback but it shows how organisational resilience is important and must be maintained in the implementation of large-scale transformation programmes. Rarely does strategic change follow a straight path especially in industries that have fast development in technology. The leadership of MINI has shown versatility by adapting implementation timelines while maintaining its commitment to electric transformation.

Continuity of leadership has been important to the Mini brand in its recent transformation. The former head of MINI Stephanie Wurst is recognised for cementing the identity of the brand while accelerating the transition of MINI towards digital innovation and electrification (Autocar, 2024). Balancing future technological advancement with the rich heritage of the company was emphasised by her leadership. Making sure that innovation complimented but did not replace the brand values and traditions of MINI.

Stefan Richmann took leadership of the MINI brand in August 2024, which continued BMW Group's strategic emphasis on international expansion, digital transformation and sustainable mobility (BMW Group, 2025). This leadership demonstrates the organisational continuity and simultaneously introducing fresh perspectives that can guide the company through increasingly complex marketing conditions.

MINI's recent history shows how an organisation can be actively responsive to technological disruptions while preserving a distinctive market identity. Instead of representing operational changes that are isolated, these developments form part of

a broader strategic transformation, which is designed to ensure the brand continues to be competitive within an automotive industry that is increasingly recognised by electrification, sustainability and digitalisation.

## **SWOT Analysis**

A SWOT analysis provides a structured assessment of the internal strengths and weaknesses of MINI while external opportunities and threats that effect the company are identified. In a dynamic industry addressing these advantages and vulnerabilities allows the company to develop and build effective strategies.

### **Strengths**

One of MINI's greatest strengths is their brand identity. Combining premium quality alongside distinctive styling to create strong emotional connections with consumers has been established successfully by the company over numerous decades. MINI differentiates itself through its heritage, driving experience and individuality whereas competitors focus on performance and price. This unique position within the market, enables the company to maintain a loyal customer base, whilst commanding premium prices (BMW Group, 2025).

Being part of the BMW Group provides MINI with a further competitive advantage, financial and engineering resources, globalised research and development capabilities, alongside internationally established supply networks. Reducing the risks associated with developing new technologies is allied to these resources. (BMW Group, 2025).

MINI is committed to moving towards sustainable mobility. The increasing proportion of fully electric vehicle sales shows that customers are willing to support the company in this transition. The Government continues to encourage electric vehicles through legislation and financial incentives. MINI has demonstrated resilience through strong global sales performance (BMW Group, 2025).

### **Weaknesses**

Regardless of these strengths MINI faces numerous internal challenges. The identity of the company is associated strongly with compact premium vehicles which limits opportunities to diversify into potentially more profitable segments of the market. The MINI is significantly more dependent on a relatively narrower market segment than many global competitors even though the introduction of Countryman model has widened the product range.

The move towards electrification exposes operational weaknesses. Delays to the plans of electric vehicle production at the Oxford facility demonstrates how external uncertainty interferes with long term investment plans. Such delays may reduce flexibility of production while costs associated with adapting manufacturing facilities are increasing over time (BMW Group, 2025).

The premium pricing strategy of the MINI is a further weakness. Consumers often become increasingly price conscious in times of rising inflation and economic uncertainty, making premium pricing difficult to justify. As a result, MINI must consistently deliver superior product quality, customer satisfaction and technological innovation to sustain its competitive position.

## **Opportunities**

The transition to electrification presents considerable growth opportunities for MINI. As governments continue introducing policies aimed at reducing carbon emissions, global demand for low emission vehicles provide conditions that are favourable for expanding the range of MINI's electric products. Manufacturers who can deliver electric vehicles that are attractive are more likely to experience sustained market growth (BMW Group, 2025).

Opportunities to strengthen customer relationships are created by digital transformation. Customer engagement beyond the purchase of the initial vehicle is vital in developing long term customer engagement, using artificial intelligence, predictive maintenance, software updates and connected vehicle technologies. The presence of these technologies also creates opportunities for recurring revenue through subscriptions services as well as improving customer experience.

With a continued change in consumer demographics, there are additional opportunities for manufacturers for example, younger consumers are increasingly valuing sustainability, connectivity, digital expediency and vehicle performance. Youthful image is important to MINI, as well as innovative design philosophy, to ensure that the company is well positioned to attract emerging customer groups whilst strengthening brand loyalty long term.

## **Threats**

MINI operates within one of the worlds most competitive industries. Traditional automotive manufacturers are continually investing heavily in electrification, while new entrants specialise in electric vehicles, challenging established manufacturers through technological innovation and competitive pricing. This increasing competition places pressure on MINI to accelerate product development while controlling production costs (Porter, 1980).

Disruptions by supply chains represents another threat. Electric vehicles rely heavily on batteries, semiconductors and advance electronic components. These remain vulnerable to shortages, geopolitical pressures and fluctuating product prices. Continued disruptions increase manufacturing costs while delaying vehicle production.

Regulatory change creates ongoing challenges. Government emissions standards, vehicle safety regulations and data protection legislation requiring compliance requires continual investment in technology, manufacturing processes and procedures and organisational competencies. Failure to respond could result in both damage to financial performance and corporate reputation.

The SWOT analysis overall clearly demonstrates that while MINI is in a strong position, possessing significant competitive advantage and strength, maintaining long-term sustainability and success will depend on effectively managing technological transformation, whilst responding to external uncertainty and continuously increasing investing in innovation.

## **PESTEL Analysis**

A PESTEL analysis examines external macro-environmental factors that effects organisational strategy. It is important for MINI to understand these broader environmental forces is essential because many of the drivers of change are initiated outside organisational control.

### **Political Factors**

Government policy plays a crucial role in shaping how the automotive industry is set up and operates. In the UK, across Europe and other major markets, governments continue to promote the adoption of electric vehicles through environmental legislation, infrastructure investment and financial incentives. Simultaneously trade policies, geopolitical developments and international tariffs proceeds to influence manufacturing costs and global supply chains.

The Oxford manufacturing facility possesses extensive political significance due to its contribution to UK manufacturing, employment and industrial development. Investment is encouraged by Government support for domestic automotive production, however political backing alone cannot eliminate wider market uncertainty or international competitive pressures (BMW Group, 2023).

### **Economic Factors**

Both consumer purchasing behaviour and organisational investment decisions are directly influenced by economic conditions. Rising inflation, fluctuating interest rates and increasing production costs have reduced consumer spending power across many global markets. MINI and other premium automotive brands must therefore balance maintaining profitability with offering products that customers continue to distinguish as representing good value.

Effective financial planning and operational efficiencies remain essential components of MINI's long-term competitiveness. This is due to electrification increasing financial pressures as a result of developing electric vehicle platforms which requires substantial long-term investment in manufacturing technology, battery systems and research and development (BMW Group 2025).

### **Social Factors**

Many consumers have increasingly prioritised environmentally responsible transport together with technological innovation and digital convenience. Changing consumer attitudes towards being more sustainable has significantly influenced vehicle purchasing decisions. Moreover, younger consumers expect seamless integration

between vehicles and digital lifestyles through smartphone connectivity, personalised services and intelligent navigation systems.

MINI's younger generation brand image aligns well with these evolving preferences. Although, maintaining necessary relevance requires continual innovation to ensure that customer expectations are continually met in terms of technology, sustainability and convenience.

## **Technological Factors**

Perhaps the most significant driver of strategic change that affects MINI is technological innovation. Advances in artificial intelligence, battery technology, automation, connected vehicles and software defined mobility continue to transform both manufacturing operations and customer experiences.

Digital technologies enhance customer engagement through personalised services, online purchasing platforms and connected vehicle ecosystems. At the same time, artificial intelligence can improve production efficiency through predictive maintenance, quality control and intelligent manufacturing systems. Organisations capable of integrating these technologies effectively are likely to achieve sustainable competitive advantage (BMW Group, 2025).

## **Environmental Factors**

Governments, investors and consumers progressively expect manufacturers to reduce carbon emissions throughout the production and operations of new vehicles. Environmental sustainability has become central to strategic decision making throughout the automotive industry.

MINI ensures that their investment in electric vehicle production supports global sustainability objectives while consolidating corporate reputation. However, it is not hassle free achieving environmental targets, as it requires careful management of battery sourcing, renewable energy usage, recycling initiatives and supply chain sustainability. Therefore, environmental performance has become both a regulatory responsibility and requirement and an important source of competitive distinction.

## **Legal Factors**

There is a legal requirement for manufacturers to placate legislation relating to vehicle safety, emissions, cybersecurity, employment practices as well as consumer protection and data privacy. Legal compliance within the automotive industry continues to become increasingly complex.

Effective governance, organisational risk management and compliance systems should form key integral components of a company's overall change management strategy. As MINI expands in both areas of digital services and connected vehicle capabilities, it is crucial to protect customer data and ensure software security becomes increasingly high priority and importance (BMW Group, 2025).

Undertaking this PESTEL analysis validates that MINI's future on going success will not only depend on their internal organisational capability but a significant emphasis

needs to be placed on its ability to anticipate and proactively respond to external environmental changes.

## **Porters Five Forces Analysis**

Porters Five Forces is a framework that is useful for understanding the competitive pressures that shape MINI's strategy in the long term and its profitability. These pressures have become stronger due to digital technology, electrification, changing customer expectations and global competition in the automotive industry (Porter, 1980). Identifying where the strongest threats come from and where the strategic response can be focused for MINI.

### **Competitive rivalry**

Competition in the premium compact car market is extremely strong. MINI competes with long established brands such as Mercedes-Benz, Volkswagen, Audi and Volvo, while also facing growing pressure from electric vehicle specialist which include Tesla, Polestar and BYD. These manufacturers compete on design, price, technology, sustainability and customer service, making the market very difficult to dominate.

The move toward electric vehicles has made rivalry even more intense as manufacturers are investing heavily in new platforms, production expansion and battery development. This approach shortens product life cycles and forces companies to keep improving their vehicles and services. As a result MINI must continue to innovate if it wants to protect its competitive position while still preserving the distinguishing character that makes it different from its rivals (BMW Group, 2026).

Although MINI has strong brand recognition and customer loyalty, these alone are not sufficient to guarantee future success. The brand must combine innovation with premium design, efficient operations and digital services if it is to remain competitive over the long term.

### **Threat of New Entrants**

Previously the automotive has had very high barriers to entry because new competitors needed huge amounts of money to build factories, create distribution networks whilst meeting strict regulations. However, electric vehicle technology has reduced some of these barriers as a new firms can enter market without first developing complex internal combustion engine systems.

Electric vehicle focused companies have shown that direct to consumer sales, software-based platforms and innovative business models can challenge established car manufacturers. Technology companies are also moving into mobility related services, which increases pressure on traditional manufacturers.

MINI benefits from BMW Group's financial strength, engineering expertise and global reputation but cannot rely on heritage alone to keep out competitors. It must keep

investing in digital innovation, product differentiation and customer experience to maintain its position in the market (Porter, 1980).

## **Threat of Substitutes**

The threat from substitutes has grown as people's attitudes toward mobility has changed. More consumers have turned to using public transport, ride sharing apps, cycling, car sharing or subscription services instead of purchasing a private vehicle. Across cities, this trend has become stronger and especially among young consumers who are more aware of environmental and sustainability issues.

Digital technology has also made substitution easier because customers can compare vehicles, their prices and ownership costs promptly online. This makes comparison and switching between products much simpler than previously.

To reduce this evident threat, MINI needs to offer more than just transportation. It must deliver a comprehensive ownership experience through premium quality, distinctive design, connected technology and beneficial digital services (BMW Group, 2025). That broader value proposition can encourage their customers to stay loyal even when alternative product and services are available.

## **Bargaining Power of Buyers**

Buyer power is strong in the automotive industry because customers now have access to a large amount of information. They can compare performance, prices, customer reviews and finance options online before making a decision. This makes them more informed and gives them more negotiating power than in the past.

Digital retailing has also made buying easier and reduced reliance on traditional dealerships. As a result, customers now expect greater convenience, better service and a smoother buying experience. Brand loyalty is still important but no longer guarantees repeat purchases. MINI must therefore continue to offer excellent value through strong product quality, advance technology, personalised experiences and premium after sales support. Connected vehicle services and digital ecosystems can also help build stronger longterm relationships and reduce the ease with which buyers switch to competitors (BMW Group, 2026).

## **Bargaining Power of Suppliers**

Supplier power remains high in the automotive sector, especially for batteries, semiconductors, rare earth materials and advanced electronic parts needed for EVs. Recent global shortages have shown how supplier problems can disrupt production, increase costs and delay deliveries.

As electrification continues to grow, competition for these materials is likely to become even more stronger. This means manufacturers need reliable supplier relationships and diverse procurement strategies so they are not too dependant on just one supplier in one region.

MINI should work closely with BMW Group to improve supply chain resilience through long term contracts, strategic partnerships and sourcing sustainable

initiatives. Good supplier management will be essential for keeping production stable whilst supporting future growth (BMW Group, 2025).

## **Summary of Five Forces**

Overall, Porter's Five Forces shows that MINI operates in a highly competitive industry with strong rivalry, powerful buyers and significant supplier influence. Although entry barriers are still relatively high, new competitors continue to appear because of technological change. At the same time substitute mobility options are becoming more attractive to potential customers.

To keep its competitive advantage, MINI must keep investing in innovation, electrification, customer experience, digital transformation and operational efficiency. These priorities will help the brand respond to market change while also protecting its premium identity (Porter, 1980).

## **Change Management Models**

Change management requires a structured way of managing people, culture and long-term implementation. This is important for many because the transformation of MINI involves digitalisation, electrification and organisational restructuring.

### **Kotter's Eight Step Change Model**

This model is a well-known approach to large scale organisational change. It explains change begins with urgency and ends with new ways of working becomes part of the structure (Kotter, 1996).

The first step is creating a sense of urgency by highlighting why the current situation cannot continue. Stricter environmental rules, change in technology, strong competition and changing customer expectations create this urgency. Change could be necessary rather than optional.

The second and third steps is building a coalition and creating a clear strategic vision. This group should include MINI leaders, BMW executives, engineers, digital specialists, production managers, key suppliers and employee representatives. Commitment is built with a broad coalition and ensures important stakeholder views are included in making decisions.

Subsequent steps focus on communicating the vision, creating short term wins, empowering employees, building on progress and embedding change into organisational culture. This approach suits MINI because transformation is not just technology, it is also effects customer engagement, manufacturing, organisational behaviour and leadership (Kotter, 1996).

### **Lewin's Three-Stage Change Model**

This model gives simple but useful view of organisational change, describing change as three connected stages, unfreezing, changing and refreezing (Lewin, 1951).

In **unfreezing** the organisation challenges, existing habits and belief to prepare for change. This means helping employees understand that old business models and manufacturing methods must evolve to support digital innovation and electrification.

The **change** stage is where new systems, behaviours and technologies are introduced. This includes advance manufacturing tools, AI, electric vehicles production, digital customer platforms and new cultures. Strong leadership is required in communication and training because resistance and uncertainty are generally higher in these areas.

The **refreezing** stage is making new ways of working part of daily routine. This means aligning leadership behaviour, performance systems, employee development and organisational culture with the aims of the transformation. If not completed effectively, falling back into old habits can weaken the longterm impact of change (Lewin, 1951).

## **Employee Participation and Organisational Learning**

Research shows that change is more likely to succeed when employees are actively involved. People are usually more committed when they understand why change is happening and can contribute to decisions, rather than feeling that change is forced.

MINI has already shown the value of collaboration and employee involvement. It's earlier experience of bringing together different organisational cultures and using continuous improvement programmes provides a useful future base.

Because of this MINI should use a participative leadership style that encourages consultation, teamwork and organisational learning throughout the change process.

## **Leadership and Resistance to Change**

Strong leadership is required in implementing organizational change especially when all main components are undergoing change. Leadership must do more than manage day to day. Energy must be created to build confidence, uniting employees, encourage innovation around clear organisational vision. A transformational leader's style is suitable because it motivates people and supports teamwork though a strong vision and learning through uncertainty (Kotter, 1996).

MINI's recent leadership change shows consistency and continuity while adapting to new challenges (Autocar, 2024; BMW Group, 2025).

Change often creates resistance from different groups. AI may worry employees, around job reduction and role changes. Customers may worry about changing MINI's heritage, dealers may worry about on-line innovations.

To manage resistance a range of methods can be used by MINI. These include communication, employee participation in decision making, education, coaching support and avoidance of coercive methods.

Organisational culture has a major influence on whether change succeeds. Already moving towards collaboration and communication and continuous improvement, Mini has a strong foundation for transformation in the future but development must

continue while preserving the heritage and unique brand of MINI in the global market.

## **Strategic Change Plan**

To stay competitive MINI must have a broad strategic plan that is built around four linked priorities, strong digital transition, fast electrification, improved organisational capability and modernised manufacturing. As a long term goal Mini's aim is of a digitally enabled, electric-first premium brand that can respond to future markets effectively.

The first strategic plan is continued growth in electric vehicle production. Electrification should remain at the centre of MINI's strategy because customer demand and government regulation are both moving in favour of sustainable transport.

The second priority is digital transformation across customer journey. MINI should keep investing in digital retail platforms connected to car systems, AI, predictive maintenance and personalise customer services to ensure easy online experiences when they undergo research.

The third priority is modernising manufacturing operations through up to date industry technologies such as AI, robotics, predictive analysis and automated quality control systems.

The fourth priority is organisational capability and staff development. Successful technological change requires employees with the knowledge and skills to use advanced systems and support innovation. MINI will need to invest in continuous professional development to build employee capability.

Collectively these priorities create a balanced plan that links technology with people development.

## **Financial Plan**

MINI's transformation will require substantial long-term funding. Because the automotive industry is capital intensive, financial planning should be phased so that spending matches clear milestones and measurable outcomes.

Investment should focus on four main areas: electric vehicle manufacturing infrastructure, digital technologies, research and development and workforce development.

AI and advanced manufacturing systems should generate long term savings by reducing waste, improving predictive maintenance, increase automation and rising product quality.

Financial performance should be measured using both traditional indicators, such as profit, return on investment and operating margin, strategic measures including customer lifetime value.

## **Communication Plan**

Communication is one of the most important factors in successful organisational change. MINI should create a full communications strategy that promotes transparency, supports participation and maintains trust throughout the change process.

Internal communication should explain why change is needed, how it will happen and what support employees will receive. Ensuring consistent messaging by using several communications channels including leadership briefings, workshops, team meetings and workshops.

External communication should reassure the market that MINI's heritage will be preserved even as the company adopts new technology.

## **Evaluation Plan**

Change must be measured carefully so MINI can see both how implementation is progressing and whether the strategy is working in the long term. A balanced performance framework should include the following:

- Financial Measures – should include revenue growth, profit, return on investment and lower production costs.
- Customer Measures – should include customer satisfaction, digital engagement, electric vehicle adoption, repeat purchases and overall brand perception.
- Organisational Measures – should include employee engagement, leadership effectiveness, workforce capability, training completion and organisational culture.
- Quarterly strategic reviews – should be used to compare results with the plan and adjust where necessary.

## **Conclusion**

MINI is in a strong position in the premium automotive market because of its distinctive brand identity, engineering quality and connection with the BMW Group. It faces serious challenges from electrification, digital transformation, AI, environmental regulation and stronger global competition. These pressures mean MINI needs change that goes beyond new technology, leadership, organisational culture, employee capability and stakeholder involvement.

The SWOT, Pestel and Five Forces analysis show that MINI has important strengths, but long-term success will require continuous investment in innovation, flexibility and learning.

The change approaches considered Kotter's Eight Step model as it brings together leadership, stakeholder engagement, communication and culture change (Kotter, 1996).

MINI's future success will depend on how well it combines heritage with innovation. The company will be well placed to build a lasting competitive advantage in the changing global automotive industry.

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