



Leading and Implementing Workplace Change (BMSW-6103)

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Executive Summary

The following report has been underlined and executed with the study of one of the leading brands in the United Kingdom Tesco.

It has included an overview of the current state of the organisation also highlighting its key weakness and problem which is supply chain and related disruption. Moreover, the recent and current initiatives within the organisation were considered which has been summarised to be adopted by the organisation to bring visibility, transparency, effectiveness, automation, and so forth in the process of the supply chain. Regarding these, it has been understood that the organisation has used the approaches of technological implementation, collaboration, and many more to reduce and maintain balance and efficiency in the process of the supply chain.

The discussion has also included the recent history of Tesco regarding its change management aspect. It has highlighted the princess through which the changes have created an influence focusing on digital disruption and economic uncertainty. Digital disruption is caused due to cyber security threats and economic uncertainty is caused due to hikes in the exchange rate and inflation rate.

The evaluation of the change management models has been highlighted including “Lewin’s Change Management Model” and “Kotter’s 8-Step Change Management Model”.

The discussion also included the method in which change was effectively managed in the organisation by incorporating participative and transformational leadership styles. The culture of Tesco which relies on the value and sense of teamwork along with Innovation aids the process of supply chain management by fostering a great fostering a great level of contribution and support from the organisation’s employees, members as well as suppliers. The discussion has also included a change management plan for the future which highlighted the proposed change, development plan, staff training, communication, development and evaluation plan for Tesco’s supply chain disruption.

Table of Contents

Introduction	3
a) Current state of the company	4
b) Your involvement /relationship with the company.....	5
c) An outline of a recent/current change initiative that you will investigate for the report.....	5
d) Analysis of the organisation's recent history and how changes in the external environment have impacted the company	8
e) Evaluation of different change management models, identification of issues related to strategic change how it was managed and what leadership styles were used	10
f) Evaluate the impact of organisational culture on the change management programme and develop a suitable change management plan for the future for the concerned organisation.....	13
Conclusion	15
References	16
Appendix.....	20
Appendix 1: Staff Training Plan	20
Appendix 2: Development Plan.....	21
Appendix 3: Communication plan	22
Appendix 4: Evaluation Plan	23

Introduction

The report will be focused on the aspect of leading and initiating changes within the workplace by following the criteria of change management. It will be focused on Tesco's change management aspect and the different change management strategies that are implemented within the organisation that create an influence on their operations in the workplace.

a) Current state of the company

Tesco was founded and launched back in 1919 and 1920 in London (Tesco plc.com, 2024). Since its initiation, Tesco has created a dominating presence in the UK-based retail segment. With some of the effective measures and developments in recent years, Tesco has evolved as a prominent part of the market. One of the major factors the organisation Tesco has a great grid and hold of its market share. The share of the market achieved by the organisation Tesco in the year 2023 was 26% which is the most against any leading retail operations in the country (Statista, 2023). It has become an exceptional strength of the organisation framing and helping the organisation become one of the leading brands. Additionally, it has brought in some of the major benefits to the organisation such as in the form of great image and reputation in the market.

Furthermore, in the account of Tesco's current state, the organisation has one of its major power and dominance regarding the range and number of its operations. For context, the organisation is currently operating within the likes of different markets which involve markets in Slovakia, Ireland, Hungary, Czech Republic and the United Kingdom itself. Altogether, Tesco has around 4169 stores across these locations (Statista, 2023). It also has been involved in the addition of different stores and different locations as a part of its operations. With these, the organisation in its current state is also one of the most profitable retail brands in the country. Throughout recent years the organisation has been able to withdraw a huge growth of revenue and their profit. The operating profit of the organisation in 2023 was 2,821 million pounds which was 1410 pounds in 2022 (Tesco plc.com, 2023).

Apart from these, the organisation Tesco has been widely considered to be one of the most sustainability-conscious brands in the country. For the sustainability of the organisation, Tesco has involved and initiated a diverse range of sustainability approaches such as in terms of actions against climate change, waste management, contribution to the development of the community and society and many more.

Through the means of these effective approaches, the organisation has been able to find itself having a medium ranking in the ESG risk rating. The organisation holds a rate of 21.3 medium which is suitable considering its vast and enlarged operations (sustainalytics.com, 2021). Additionally, it also ranks 86 out of 201 brands within the industry of UK retail and grocery. Similarly, it also holds a great reputation for being a diversified organisation considering the range of products and services it is offering to the buyer and customer. Apart from the retail store, banking and mobile facilities or services are also offered within the organisation that acts and

works as a major that it possesses in the current terms of its operations. Diversifying its service range, the organisation has established its own subsidiary operations named Tesco Bank (CSCB, 2022).

However, there are also some major challenges to being part of the organisation in its current state. These challenges have been formed and become the major weaknesses that the organisation is dealing with in the current scenario. One of the most negative aspects that have hindered the success of the organisation in the current terms is the disruption that the organisation is facing within its supply chain. Supply chain instability has hampered the company's capacity to provide high-quality goods. Most importantly, it has hurt the company's profit margin (Davey, 2021). These caused the company's pre-tax earnings to plummet by half to 1 billion pounds. Most importantly, a manpower shortage in the supply chain causes the problem. The supply chain procedure has been delayed due to insufficient staff. Most importantly, Tesco's shops and shelves were empty due to managerial and supply chain concerns (Clayton, 2021). Furthermore, the organisation faced a situation where its products and offerings were considered out of stock. Thus, these are some of the current state of organisations like Tesco which are in the form of some of its major strengths as well as some of the critical and must-be-considered weaknesses. These serious issues and problems have promoted a negative influence on the operation and efficiency of the organisation in the market.

b) Your involvement /relationship with the company

For the following study, Tesco has been identified as the most suitable brand within the United Kingdom due to its large number of operations and its size. In regard to my relationship with the company, TESCO had organised an educational program as part of its CSR initiatives, "The Eat Happy Food Education project" in which I had also taken part.

The project revolved around educating the children regarding healthier eating and gathering insight into the process. This initiative helped me to understand the vision of the company which aligned with my goals as well as leading me to choose the company for the current project. Furthermore, it has also been selected and chosen with the possibility of gaining and retaining a wide range of information and details about the challenges of the supply chain. Additionally, the transparency of the information about the organisation Tesco has also been a major reason for it being selected and chosen for the analysis and for the report.

Most significantly, the organisation and its recent initiatives also indicate a notable use of a change management system that highly relates and aligns with the core subject of the study.

c) An outline of a recent/current change initiative that you will investigate for the report

The following section of the report will outline various types of approaches and initiatives that have been prioritised by the likes of organisations such as Tesco in dealing with the challenges in terms of supply chain in the current and recent years. It is evident that organisations like Tesco have undergone some mega and essential changes considering the issues and difficulties it has come across in the present day. Regarding the disruption, one of the initiatives that the organisation has fostered is to provide sufficient support for the farmers who are their primary suppliers. Regarding the support, the organisation has focused on allowing and making sure farmers have an efficient practice of farming and tools. This has been done to encourage the motivation and relationship with the supplier which has created a major shift in the effectiveness of the supply chain in the organisation (Tesco plc.com, 2024). Concerning these, Tesco took the initiative to reduce and ensure a living pay or wage gap to the primary product supplied by farmers. Additionally, the organisation also surveys their sources of supply. This was initiated to aid and create an action plan for the development and reduction of challenges. The new initiatives such as training for the farmer and suppliers were taken into account by the organisation.

The next initiative that has been used and taken by the likes of organisations such as Tesco was joining and partnering with the IDH Steering Committee. Themis was considered and utilised or initiated by the organisation to ensure sustainability within the range of its supply chain. The main purpose of the organisation regarding the initiatives was to gain visibility (Perry, 2023). This was the most prominent priority of the organisation to bring in efficiency and sustainability within the process and management of the supply chain process. It was done to improve, transform and advocate long-term positive impact on the organisation.

Similarly, the initiatives of the organisation regarding the issue of supply chain can also be seen in the form of a programme named Innovation connection with the partnership and assistance of WWF. Concerning these, the organisation has focused on and implemented the approaches of collaborating with innovative businesses and suppliers in terms of delivery and supply of food systems (Tesco plc.com, 2022). Furthermore, within these programmes, the organisation has also focused on the integration of various tools and techniques of technology and digital transformation.

The organisation has entailed the use of AM Fresh and AgriSound for the suppliers of fruit products. These tools compromise monitoring measures that measure and ensure the visibility of pest levels and pollinators. In addition to these, the organisation also contributed 10 million

pounds as support for the pig industry in the UK to enhance their performance which in return directly impacted the supply chain performance of the organisation itself (Tesco plc.com, 2022).

The approach of digital transformation in the form of online sales has also been a major response of the organisation to the issues and impacts of supply chain disruption. The organisation increased the capacity of its online orders by 1.5 million in one week (Harvard Business Review, 2021). This has been the result of the challenges and losses that organisations have faced during the period of the pandemic in terms of disruption and difficulties within the process of supply chain.

Furthermore, the initiatives of the organisation as a response to the disturbance in the supply chain have also come in the form of integration of AI as well as voice picking (Week, 2023). This was the addition of the organisation to reduce the time of delivery of supplies. Additionally, the use of modelling techniques has also been indulged by the organisation Tesco to forecast weather data and patterns of sales to predict the demand for products. This in return helps and supports the organisation in stocking products and materials that have the highest possibility of being sold which further aids the organisation in maintaining waste prevention. In recent days, the company has also used Glo technology for virtual collaboration with Globality. Organisations may simplify different supplier processes by replacing RFPs with technology. The company invested around 2 billion pounds in Glo technology (PASA, 2023).

Moreover, the organisation also initiated the initiative of diversifying the range of its suppliers. In this initiative, the organisation focuses on building and expanding its reach and access to a wide range of suppliers. For instance, in the current state, Tesco has around 2,500 suppliers within the United Kingdom (The Grocer, 2019). Similarly, global sources have also been identified by the organisation.

d) Analysis of the organisation's recent history and how changes in the external environment have impacted the company

Tesco has been implementing effective changes within its market operations that have also helped the brand offer great support to the market customers. The annual revenue of Tesco in the year 2023 was 60.25 billion GBP which accounts for an increase of 14 times their growth (Statista, 2023). The change initiation in Tesco is effectively led through the initiation of different change management strategies that helped in fostering the aspect of the organisation. Tesco in the marketplace has adapted to create automation within the business so that operational efficiency and shopping experiences of the customers are enhanced.

The organisation has led in implementing automated checkout systems from their stores to ease the method of technological usage so that changes are ensured in the organisation. In the recent history of Tesco, the organisation incorporates using computer vision technology while focusing on the frictionless store that helps in advancing and changing the criteria and innovation in the business. The wider development of the organisation on the digital ground has led to an increase of 77% to enrich e-commerce sales and boost the IT remediation plan through the fostering of technological usage (Mari, 2021). Change regarding digital aid has led Tesco to cater for a large proposition of interest in the marketplace. As a part of mitigating the supply chain disruption in Tesco, the organisation has implemented effective digital transformation so that it helps in the proper supply and merchandising of their products. The supply chain disruption was sustained which led to an increase in online orders through the incorporation of technological usage leading to over 1.5 million within a week.

Since COVID-19, Tesco faced the issue of supply chain disruption which led the organisation to support boosting the use of online mediums to enrich the sales of the business. The change initiative in the organisation was ensured by implementing omni-channel retail operations and boosting the capabilities of digital sales. The change regarding the implementation of IoT and AI has helped to cater to transformative technologies that help sustain the demand of the supply method and also focus on the on-going trends of supply (Khang *et al.*, 2023). The change regarding such aspects was fostered by Tesco by focusing on digital supply chain investors by incorporating collaboration, visibility and planning. The organisation has also led in implementing cloud-based supply chain platforms to effectively control the supply chain disruption in the business.

The dilemma of **economic uncertainties** has also led Tesco to initiate the changes within the organisation. As of 2022, the inflation rate in the UK was 11.1% creating economic uncertainty in the organisation and leading to the implementation of effective changes (Price, 2024). These changes required a high investment within their core operations in Tesco. The hike in the inflation rate has led Tesco to initiate in reducing their price by over 2500 times on their products (Kollewe, 2023). The economic issue of exchange rate can also create an impact on the function of the organisation leading to effective change initiatives. The transformations in the exchange rate created an impact for Tesco to deal with other suppliers from international borders leading to a hike of prices in the organisation. These impacts can reduce the organisation's focus on investment for the digital transformation to mitigate the digital disruption in the supply chain process. The changes in the economic condition of the country have influenced the organisation to implement effective aspects of changes so that the sales and revenue generation of the organisation is boosted (Alkaraan *et al.*, 2023). The economy certainly also impacts the organisation due to the reduction in the supplier's stability within their financial criteria. Supplies of Tesco face the impact of production disruption and cash flow challenges that lead to supply chain disruption. This was supported by Tesco's change management initiative regarding a cloud-based supply chain which will initiate the automation process effectively.

The operations of Tesco are dependent on the digital scope that creates the challenge of **digital disruption**. The digital disruption was caused within Ttesco due to cyber security threats in 2021, as it created an issue for the customers to indulge in shopping and maintaining online orders (Kollewe, 2021). Tescvo beholds information of the customers in the organisation and the issue of cyber security threatens to create a challenge of digital disruption within the privacy of the customers. The cyber threat of customer's personal information creates an impact and reduces the value and trust of the customers while decreasing their buying behaviour. This led the organisation to effectively implement and promote digital transformations in the organisation. The issue that was caused due to digital disruption within their supply chain method was resolved through tracking software (Abdul, 2024). This was initiated so that effective online delivery of the customer's and retailers' orders is sustained while reducing the impact of supply chain disruption in the organisation.

e) Evaluation of different change management models, identification of issues related to strategic change how it was managed and what leadership styles were used

Change management is crucial as it helps enrich the innovation criteria within the organisation and in the workplace environment. The initiation of **“Lewin’s Change Management Model”** signifies the aspect of changes that understand individual behaviour and maintain operations within the business (Harrison *et al.*, 2021). The change management model highlights the three aspects of changes including unfreeze change and refreeze within the organisation. The model helps organisations like Tesco to initiate their change aspect in the workplace so that digital efficiency is developed. In the unfreezing phase, the business incorporates declining and developing new methods so that the operations are effective. The change stage signifies the procedure of aiming to deal with change initiative so that the new operations learning are developed. The stage helps the organisational employees to implement policies within the operations. The change management model also includes the refreeze stage that highlights the change reinforcement within the business operations (Burnes, 2020). The employees deal with the change initiation and focus on the logical aspect through the model. The change management model creates the disadvantage of simple-oriented structure and reduces the catering of information based on the change initiation aspect.

Another change management framework that is initiated to incorporate changes in the organisation is **“Kotter’s 8-step Change Management Model”**. The stage of urgency highlights the change commitment based on the changes that are processed by the coalition where the organisational stakeholders play their role regarding the change initiative (Alaimo, 2022). In organisations like Tesco, the leaders adapt responses for making potential changes with the ability of decision-making. The change vision focuses on the change standard and regulation so that positive feedback is obtained, and effective modes of communication are developed regarding the operational procedure. Organisations including Tesco deal with the decision-making aspect with the management, stakeholders and leaders while incorporating within the communication method. Kotter’s change model also deals with eradicating obstacles and strategizing short-term wins by focusing on the indulgence of the changes (Orr, 2021). The change is then implemented within the organisational culture to create a positive perspective. The model helps in advancing change management in the organisation through the application of

different criteria within the stakeholders that are focused on the change criteria. The model also creates certain issues and disadvantages as it reduces the capability of the change management procedure. This process also reduces the capability of employee participation within the organisation creating a negative impact.

The strategic changes incorporated by Tesco were initiated and the organisation witnessed issues in their supply chain disruption in the organisation. The aspect of strategic change by the organisation was implemented so that supply chain disruption within the quality and timely delivery of the products is controlled. The cause of high inflation rate in the country created a downfall in the supply chain method of the organisation (Comin *et al.*, 2023). The supply chain method of the organisation also witnessed disruption due to limited labour involvement within the process which resulted in delaying the supplying orders. The supply chain disruption also created the impact of empty shelves in their superstores which created a challenging situation. The analysis of Kotter's change model framework can aid in analysing the issues with the creation of the urgency phase as the challenges created a negative impact on the organisation. This was supported by implementing different strategies that focused on technologies, labour wages and collaboration.

Kotter's model aids in understanding the change initiative that was adopted by the organisation to support mitigating the supply chain disruption issue. Based on the **urgency** stage, the organisational management and employees are committed to implementing innovation and technologies. The technological change that was initiated by the employees in this stage was AgriSound and AM Fresh so that effective monitoring and visibility of the products are ensured (Tesco plc.com, 2020). In the **coalition stage** of the change management model, Tesco collaborated with innovative businesses and the IDH Steering Committee for the effective delivery of the products and ensured the timely delivery of the food systems by the suppliers. Within this stage, the organisation necessitated collaborating with the technological aspects by implementing Glo technologies for efficient virtual scope. The organisational leaders initiated the approaches of "Transformational Leadership Style" so that effective collaboration and innovation within the supply method is ensured (Crowley, 2022). The **vision stage** focused on the strategic change of reducing the labour shortage by reducing the cause of the wage gap to the products that are sourced and supplied from farms. This will help the organisation to necessitate an effective aspect of development towards managing the negative implications of supply chain management. The vision also detailed the enrichment of sustainability through sourcing ethical raw materials from the suppliers.

With the scope of effective **communication** methods, the stakeholders, management and leaders work towards implementing the changes. Communicating with the suppliers through the utilisation of technologies and collaboration helped in facilitating waste management and also climatic changes by supporting the suppliers (Okogwu *et al.*, 2023). Tesco's leader also implemented **building efficiency** based on the change management aspect by fostering the effort to improve sustainability, reducing delay time on supply orders and supporting the farmers and suppliers. The change was incorporated after positively motivating the **corporate culture** including organisational employees. The change led Amazon to effectively implement changes so that the workplace culture is positive while maintaining ethical sources. The leader of Amazon also incorporated the indulgence of the **"Participative Leadership Style"** by aiding the employees to make decisions regarding the management of supply chain disruption within the organisation (Dugan, 2024). This strategic change helped Tesco to effectively maintain its sustainable criteria and support for the suppliers.

f) Evaluate the impact of organisational culture on the change management programme and develop a suitable change management plan for the future for the concerned organisation

The aspect of organisational culture deals with the shared values among and within the organisation that are crucial and directly impact the overall environment and operations of an organisation. This further is termed to be essential in terms of the change management process which can determine the effectiveness of the process. The impact and influence of organisations in the process of change management can be further understood in organisations such as Tesco. Most significantly, the cultural values and beliefs of Tesco depend and rely on teamwork and a sense of innovation (Tesco Controls, 2023). Additionally, their culture is based on the environment and attributes that foster a sense of participation as well as collaboration. Considering these, the culture and value of the organisation can support the effective implementation of initiatives within the process of change management.

Significantly, the culture of innovation and teamwork supports the growth and streamlining of new ideas in terms of response to the challenges of supply chain disruption. For instance, with the help of innovative culture, the organisation has been able to create and add measures such as technological innovation. These innovations can be witnessed with the use of voice-picking systems as well as automation during the frame of supply and delivery (Week, 2023). On the other hand, the culture of teamwork also enhances the process of change management. Most significantly, it helps the organisation to reduce the existence of different resistance and further improve cooperation from different management levels as well as from workers. These aspects of the organisational culture of Tesco also imply and are maintained in the form of suppliers (Tesco-careers.com, 2024). This has further aided the organisation in implementing the initiatives of change management with effective collaboration and support from the suppliers such as farmers as well as from its key partners that help it to foster these changes. Thus, the innovative and teamwork-based beliefs of the organisation Tesco sufficiently support the enrichment of change management approaches and systems.

In the future, the scope of the **change management plan** can be particularly developed through implementing certain changes within the supply chain methods of Tesco that will assist the organisation in working towards fostering its growth scope within the business. Tesco can ensure the implementation of the concept of the change management plan by initiating further **digital**

transformation in the supply chain method. Through implementing digital scope in the supply chain method, the organisation will be able to track their orders and timely delivery of the products. This will also further incorporate maintaining visibility in the organisation. As Tesco already used IoT and AI, the supply chain method through digital integration can be further developed by necessitating cloud computing and automation within the operations. Innovation in the supply chain method will help with the integration of the change management scope within the organisation (Gupta *et al.*, 2020). Tesco can also ensure the development and improvement within their supply chain disruption by incorporating **staff training** that will be included in the supply chain management programme. The training will help the employees and suppliers to be aware of maintaining sustainability through the process and incorporate towards timely delivery of the raw materials. Staff training also helps in fostering communication and IT skills which will help the organisation to manage their supply chain process effectively.

Tesco's management can also include continuous learning which will help in minimising the skills gap of the individual staff.

Based on the change initiative **development procedure** regarding addressing the supply chain disruption can be ensured through the implementation of a **comprehensive strategy** that will help in controlling waste management, supporting suppliers, technological usage and collaboration with other key suppliers through a business plan. The thorough analysis of the business plan will highlight the required resources, budget, cost and time required for the implementation of the change in Tesco. This method can further be delivered and initiated within Tesco by fostering their operations through the use of technologies that will help the business to be more effective.

The change proposed by Tesco can be further improved by creating a **communication plan** while indulging the **partnership with stakeholders** based on the global aspect (Tapaninaho and Heikkinen, 2022). As Tesco already partners with a global company, Glo Technology and partnering with other multinational suppliers will also help the organisation to be able to initiate effective changes. Communication regarding the proposed change can be initiated through government roles and implementing policies. The **evaluation plan** of the proposed change can also be implemented by implying **Key Performance Indicators** that will help in measuring the supply chain process (Hegab *et al.*, 2023). The implementation of the KPIs will help Tesco to easily track its supply chain and the time required for the delivery of the supplies. By using Real-Time visibility, Tesco can ensure transparency with the incorporation of a user-friendly interface that will also help in sustaining the supply chain disruption and promoting an ethical environment and support to the suppliers.

Conclusion

The above-framed report has been carried away with a focus on understanding the process of change management within leading brands like Tesco.

Tesco sufficiently has one of the most crucial and powerful dominance over the retail industry of the nation United Kingdom. It has effectiveness in its product and service diversification, location, and revenue. However, against these, the organization is also bound and disturbed by the lack of a supply chain process and its management. This has been evident with incidents when the organisation has been facing the challenges of maintaining sustainability within the supply chain and management of stocks and inventory. Considering these approaches such as technological investment and adoption, support to suppliers, diversification of suppliers, and so forth have been initiatives fostered by the organisation.

The change management within the organisation has been also evaluated through various models such as Kotter's 8-step change management and many more to analyse the principles and foundation of the change imitated by the organisation.

The aspect such as organisational culture, communication, staff training and so forth also boost the change management process by effectively supporting the crucial members of the organisation and suppliers boosting their resilience during the initiatives approached by the organisation.

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Appendix

Appendix 1: Staff Training Plan

Stakeholder	Training	Training mode	Training provider	Time-required
Employees	Crisis management and supply chain assessment on risks	Workshops	External and internal professionals	2 months
Operations Team	Implementing planning and analysing supply chain issues	On-site training method	Internal and external training bodies	4 months
Customers	Meeting expectations and other alternative modes of sourcing	Customer Survey	Customer service department	3 months
Suppliers	Communication and resilience planning	Suppliers meeting	Supply chain management department	8 months
Investors	Analysing risks in the supply chain	Investor meetings	Board of Directors and CEO	10 months
Government	Regulatory standards	Workshops	Legal and finance department	1 year

Appendix 2: Development Plan

Stakeholder	Development	Delivery mode	Timeline
Employees	Understanding risks and supply chain methods	Workshops	2 months
Operations Team	Viewing on crisis management	Training and online learning	3 months
Customers	Alternative products and orders	Customer feedback and surveys	Ongoing
Suppliers	Partnering with suppliers	Supplier meetings	6 months
Investors	Analysing finances and risks in the supply chain method	Investor reports	8 months
Government	Implementing regulatory standards	Workshops and regulations	10 months

Appendix 3: Communication plan

Stakeholder	Communication objectives	Communication mode	Time-frame
Employees	To offer an update on the supply chain disruption impact	Team meetings and emails	3 weeks
Operations Team	To coordinate the responses to the change	Group meetings	3 months
Customers	To offer alternative mediums and boost expectations	Websites and emails	4 months
Suppliers	To manage product supply and timely delivery	Emails and website updates	2 months
Investors	To offer financial support	Email meetings	6 months
Government	To maintain regulatory compliance and standards	Direct mode of communication	7 months

Appendix 4: Evaluation Plan

Stakeholder	KPIs	Evaluation mode	Time-frame
Employees	Influence on financial performance within revenue	Financial reports	3 months
Operations Team	Response time	Performance metrics	4 months
Customers	Using Customer Satisfaction Score	Order tracking and surveys	6 months
Suppliers	Implementing Real-Time visibility	Supplier scorecards	7 months
Investors	Evaluating Return on Investment	Market analysis and investor reports	9 months
Government	Complying with regulations and standards	Regulatory analysis	10 months