

UNIVERSITY OF WALES TRINITY SAINT DAVID

BA (Hons) Leadership and Management Skills for the Workplace



A Strategic Change Plan

Leading and Implementing Transformational Change

at Aston Martin Lagonda Global Holdings plc

Module Code	LCLM6003
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Module Leaders	Nadeem Mirza / Sujeewa Herath
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Introduction

Aston Martin Lagonda Global Holdings plc (LSE: AML) is an ultra luxury British car manufacturer, which was founded 113 years ago, and is listed on the London Stock Exchange. During financial year 2025, the Company sold 5,448 cars in four regions, recorded £1,258 million in revenue, which was 21 percent less than the previous year, an operating loss of £259 million, and a net debt of £1,380 million (Aston Martin Lagonda, 2026). In February 2026, the Company announced a second restructuring wave, involving as much as 20 percent of its workforce, that is expected to result in annualised savings of up to £40 million (Investing.com, 2026). Executive Chairman Lawrence Stroll and Chief Executive Officer Adrian Hallmark, who was hired from Bentley Motors in September 2024 (CNBC, 2024), are behind the wheel of the business.

Most recently I have taken up the role as Senior Strategic Manager in the Aston Martin Transformation Office reporting to the Executive Committee. My task is to assess the Company's reaction to the digital, geopolitical and consumer challenges that are reshaping the ultra luxury automotive sector and to propose a costed change management plan for the 2026-2028 time frame that will help it become sustainably profitable.

The six pillar business transformation programme announced in 2025 and reiterated in February 2026 regarding market demand, product creation, culture and change, quality, operations and cost optimisation are the change initiative under investigation (Aston Martin Lagonda, 2026). This programme has been introduced as a direct reaction to the 27.5 per cent automotive tariffs imposed on the UK by the USA – over the 100,000 unit limit – and the increased Chinese luxury car tax applied at the Q4 2025 launch of the Valhalla plug in hybrid super car (GB News, 2026). The programme will be critically assessed using the Kotter, Lewin and the ADKAR framework and an Ultra Luxury Digital First Excellence plan is suggested for 2026 to 2028.