

BMSW6103, Leading and Implementing Workplace Change

Student Name: Andrey Nieche

Executive Summary

This report aims to the change management process of a selected organization. Tesco has been selected to accomplish the aim of this report. COVID-19 and Brexit have influenced Tesco to make changes in its online operations, products, pricing strategy, level of sustainability, recruitment efforts, and delivery systems. While applying Kotter's 8-step change model, Tesco has to follow 8 steps of change management whereas the application of Lewin's change management model influences it to manage desired changes by completing three stages. The organizational culture of Tesco focuses on adaptability, innovation, customer needs, positive working environment, sustainability, and collaboration. The change management plan of Tesco includes proposed changes, stakeholder analysis, financial plan, communication plan, training and support plan, implementation plan, and evaluation plan.

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Introduction

With the passage of time, various changes occur in the environment that can affect all the components in the environment. Business is one of the components of the environment. Changes in different environmental factors may affect the success or failure of businesses. Business organizations that can quickly identify the changes in the environment, understand the impact of these changes on their activities, and make required modifications in their strategies and processes according to these changes are more likely to be successful (Marcon et al., 2022). The business sector has become more competitive with the introduction of different technological advancements. To sustain in this competitive sector, businesses must adapt to new market trends created due to various environmental changes (Marcon et al., 2022). As strategies implemented to complete necessary business activities may become obsolete over time as well as the needs of customers may also change with the changing environment, businesses have to make relevant changes in their activities based on the changes in their external environment in order to complete the activities more efficiently. All these issues have made change management an important aspect of business management. The procedure of planning, implementing, and monitoring changes in an organization to facilitate its growth and success can be defined as change management (Hayes, 2022). This report is going to analyse the change management process of a selected organization. The ways changes in the external environment have influenced the operations of the selected organization, issues of strategic changes in the organization, and the impact of organizational culture on the change management program of the organization will be explored in this report. Relevant change management models will be evaluated critically and an appropriate change management plan for the organization will be developed in this report. This report will be completed by focusing on Tesco.

Current State of Tesco

Tesco is a British retail company that primarily serves customers with groceries and general merchandise (Tesco, 2024). Tesco is a multinational retailer that has started its journey in 1919 as a market stall selling groceries only and currently, it is one of the largest retail companies around the world and operating in 12 countries including Ireland, Thailand, Poland, Japan, India, Malaysia, and Hungary (Tesco, 2024). The core mission of Tesco is to ensure higher customer satisfaction by offering them improved products, services, and purchasing experiences consistently (Tesco, 2024). Its main vision is to develop and maintain the relationships of trust with its employees and customers, create a positive working environment within it, and establish as a preferable brand to global customers (Tesco, 2024). In the first half of 2024, the revenue of Tesco was £34.77 billion which is 6.93% higher compared to its earned revenue in the first half of 2023 (Stock Analysis,

2024). Due to the expansion in international markets, Tesco is facing intense competition from different local and multinational retailers. Some of the main competitors of Tesco in the UK retail industry are Sainsbury's, Asda, Aldi, Lidl, and Morrisons, and its competitors in the global retail industry are Walmart, Amazon, Carrefour, Costco, and Target (Tesco, 2024). To compete with these local and global retail companies and secure the position of market leader, Tesco has specifically implemented strategies focusing on improved customer experience, innovation, and growth. Some of the current strategies of Tesco are a customer-centric approach, digital transformation, cost leadership and efficiency, sustainability practices, product and service innovation, and market expansion (Chen, 2022). The customer-centric approach of Tesco influences it to modify its products and services based on the changing needs of customers so that higher customer satisfaction can be achieved (Chen, 2022). Considering different technological advancements and the impact of these technological advancements on the efficiency of its activities and overall performance, Tesco has implemented a digital transformation strategy (Chen, 2022). To attract customers who mainly consider the price of any product or service while making purchasing decisions, Tesco has adopted a cost leadership and efficiency strategy which allows it to offer budget-friendly but high-quality products and services to the customers (Meng, 2024). To satisfy environment-conscious customers, Tesco has focused on sustainability practices. It has set specific sustainability goals for itself. Tesco has the goals of becoming carbon neutral in terms of its group operations by the year 2035 and ensuring net zero carbon emission by the year 2050 (Tesco, 2024). To be differentiate from the competitors and meet changing customer needs, Tesco has implemented the strategy of product and service innovation which enables it to develop new products and services for its customers (Chen, 2022). By adopting a market expansion strategy, Tesco makes efforts to increase its presence in the local and global retail industries (Chen, 2022). While implementing all these strategies, Tesco has followed specific change management programs as it may face several challenges in implementing these strategies if specific change management programs have not been followed such as confusion among the employees regarding changed strategies, resistance to change, and reduced efficiency of operations (Hayes, 2022).

Recent History and Impact of External Environment

Recent history of Tesco

COVID-19 has been one of the biggest events that has influenced the operations of organizations in almost all industries around the world. The world has witnessed the rapid and uncontrollable spread of COVID-19 in 2020 which almost stopped global activities (Mele et al., 2021). Significant changes occurred in the lives of people such as increased focus on healthy lifestyles, higher

preferences for flexible working options, improved environmental awareness, and increased demand for online shopping (Azzouzi et al., 2022). People also faced financial strain as their earning capability was lower due to job cuts or reduced working hours during the COVID-19 period. Changes in the lifestyles of people have caused changes in their demand for products and services. Online shopping services, healthier food, sustainable brands, remote working, and home delivery services have become more preferable to people in the post-pandemic period (Azzouzi et al., 2022). Considering these changes in the demands and preferences of people, Tesco has made different changes in its operations and strategies such as increasing online operations, adopting health and safety measures, building effective relationships with suppliers, and supporting local communities (Catalão, 2022). The overall revenue of Tesco was £63.9 billion in the year 2019 which decreased to £57.9 billion in 2020 due to the closure of many of its stores during the lockdown period and a significant reduction in the sales of its non-food items (Catalão, 2022). Though Tesco experienced lower in-store sales, the online sales of Tesco increased by 77% in 2020 (The Guardian, 2024). It recruited 50000 worker on a temporary basis during the COVID-19 period to meet the increased demand of customers for online shopping and home delivery services (The Guardian, 2024). Till 2021, Tesco could not ensure significant growth in its revenue but the adopted strategies have helped Tesco to grow stably and recover the losses it faced during the COVID-19 time. The overall revenue of Tesco was £61.34 in 2022 and £65.32 in 2023 (Stock Analysis, 2024). Another mentionable event that has affected the performance of Tesco in recent times is Brexit. Brexit occurs on 1st February 2020 when the UK officially leaves the European Union (EU) (Gao, 2022). Huge changes were made in trade policies between the UK and member countries of the EU which caused £230 million additional supply and custom-related costs for Tesco in 2021 (Tesco, 2024). The supply chain operations of Tesco were disrupted due to Brexit as it experienced a 13% decrease in available EU workers in the logistics sector (Tesco, 2024). Though all these challenges, the overall sales of Tesco increased by 2.3% in the year 2021 as it focused on performing its operations efficiently after Brexit (Tesco, 2024).

Impact of external environmental changes on Tesco

The world population has faced the problem of economic uncertainty in recent times after the COVID-19 pandemic as business operations were disrupted, inflation rates increased, and unemployment rates increased (Fang et al., 2022). Higher economic uncertainty has influenced the spending patterns and purchasing behaviour of people which has affected the operations and strategies of Tesco. Different technological advancements like AI, automation, mobile applications, social media, and digital payment systems have enhanced the expectations of customers from

brands in terms of online shopping services. The increased demand of customers for online shopping has also impacted the activities of business organizations. Along with economic uncertainty and technological advancements, there are various external environmental changes that have impacted the operations, profitability, sales, and overall performance of Tesco such as changed trade regulations due to Brexit, sustainability trends, increased health and safety concerns among customers, changed customer behaviour, and labour shortage (Sharmaa et al., 2022). The impact of all these changes in the external environment on Tesco is analysed below:

Improving online operations: The increasing demand of customers for online shopping services has influenced Tesco to improve its online operations by utilizing different technological advancements. Tesco has established its own website and mobile application using which customers can easily order their desired products from Tesco, track their ordered products, make payment through digital payment methods, and get the delivery of the products by sitting at home or collect the products from specific pick-up points (Chen, 2022).

Producing healthier products: After COVID-19, customers have become more conscious about their health and prefer healthier products only. The changed preferences of customers have encouraged Tesco to produce healthier products such as plant-based products, organic products, and low-fat products (Mayasari et al., 2020).

Introducing affordable products: Economic uncertainty during the pandemic period has influenced people to become cost-conscious and make their purchase decisions by prioritizing the prices of the products or services (Fang et al., 2022). Considering this changed buying pattern of customers, Tesco has introduced affordable products like budget-friendly food items which can ensure cost-efficient purchases for customers.

Expanding home delivery services: Tesco expanded its home delivery services in 2020 considering the increasing demand of customers as people were not allowed to go outside without any emergency at that time and they had to purchase necessary products by sitting at their homes. It has increased its delivery slots, introduced click and collect services, appointed additional employees, and created partnerships with third-party delivery service companies (Catalão, 2022).

Focusing more on sustainability: Higher preferences of people for sustainable brands have encouraged Tesco to focus on sustainability. It has developed sustainability goals and designed its activities for achieving these goals successfully (Tesco, 2024).

Encouraging innovation: Increased competition and the introduction of different technological advancements in the retail industry have influenced Tesco to adapt to these technological

advancements and generate innovative ideas for products and services. Tesco has increased its investment and incorporated digital technologies into its activities like automation systems for self-checkout service, mobile applications, digital payment systems, and social media marketing (Meng, 2024).

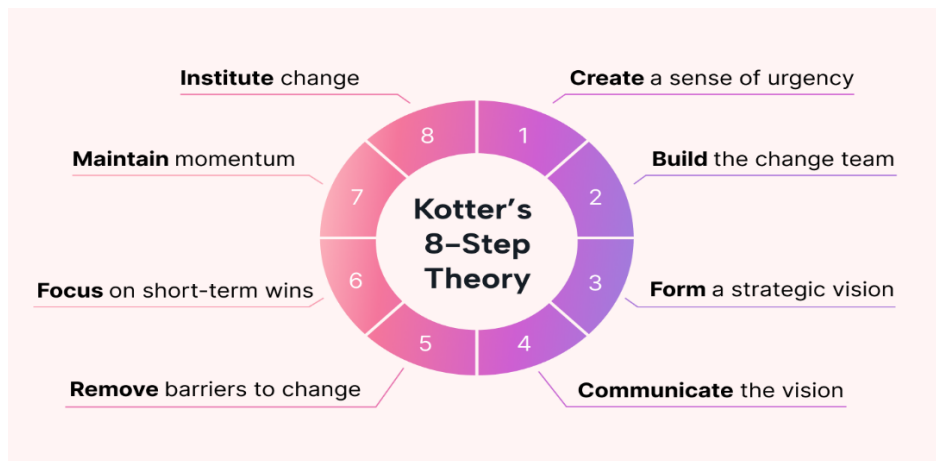
Increasing recruitment efforts: The labour shortage issue due to Brexit has influenced Tesco to increase its recruitment efforts and appoint local employees through attractive compensation and benefits, career development, and other opportunities (Ghauri and Ott, 2022).

Change Management Models

Change management models indicate the frameworks that enable individuals or organizations to implement planned changes and manage implemented changes in a structured way (Phillips and Klein, 2023). The use of different change management models helps individuals and organizations to implement and manage desired changes efficiently by identifying and minimizing resistance to change, engaging relevant individuals in the change management process, reducing operational disruption in organizations during change, and presenting clear guidance for change (Phillips and Klein, 2023). By evaluating different change management models, issues related to the strategic changes in Tesco can be identified including resistance to change, applied leadership style in the change implementation process, and change management process.

Kotter's 8-Step change model

Kotter's 8-step change model describes 8 necessary steps of implementing and managing changes in an organization (Trawick and Carraher, 2023). Change management steps that have been discussed in Kotter's 8-step change model are creating a sense of urgency, forming a powerful coalition, developing a vision for change, communicating the vision, empowering actions, creating short-term wins, reinforcing changes, and anchoring the changes in organizational culture (Trawick and Carraher, 2023). While guiding efficient change management, this change management model emphasizes effective leadership, clear communication throughout the change process, and active engagement of employees (Trawick and Carraher, 2023).



Source: Trawick and Carraher, (2023)

The strategic changes of Tesco are evaluated below with the application of Kotter's 8-step change model:

Creating a sense of urgency: The necessity of making changes is explained to the people who are related to the changes by mentioning the problems that need to be addressed or the opportunities that need to be utilized (Trawick and Carraher, 2023). The authorities of Tesco have explained the need for making changes in its operations to address the increasing demand for online shopping and home delivery services, changed purchasing behaviour and product preferences of customers, and labour shortage.

Forming a powerful coalition: A team of skilled and efficient leaders has to be developed who can make effective decisions and influence the behaviour of employees to make necessary changes (Trawick and Carraher, 2023). Tesco has formed a group of senior management and relevant stakeholders to implement decided changes.

Developing a vision for change: Organizations and individuals have to develop a clear vision for change to guide the team toward the correct path of implementing changes successfully (Trawick and Carraher, 2023). Tesco has specified its commitment to innovation, affordable products, and effective online shopping services. It has developed specific sustainability goals for it.

Communicating the vision: Through continuous communication, the organization has to ensure that its developed vision for change is well-understood by the employees and they have clearly defined their roles in the change management process (Trawick and Carraher, 2023). Tesco has applied a transformational leadership style to communicate its commitment and goals related to the changes with its employees. By applying a transformational leadership style, the leaders of Tesco

have successfully motivated and supported their subordinates to embrace the changes positively (Usman, 2020).

Empowering actions: Organizations can encourage employees to contribute to ensuring effective change management by empowering them with decision-making authority (Trawick and Carraher, 2023). The practice of transformational leadership has influenced the leaders of Tesco to decentralize their decision-making power and enable the employees to make necessary decisions for eliminating potential barriers in the way of implementing its determined changes successfully (Usman, 2020).

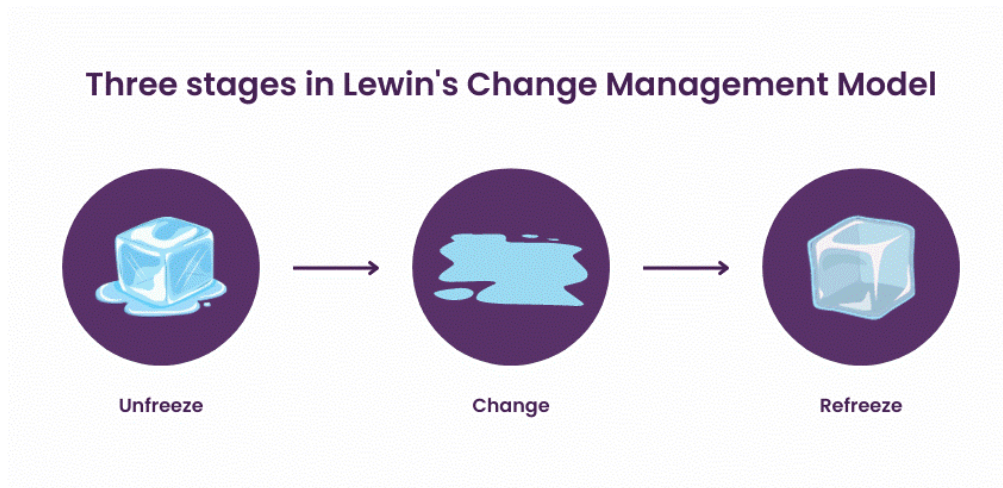
Creating short-term wins: Through identifying effective progress in the change management process can encourage the change team to continue their efforts (Trawick and Carraher, 2023). The successful expansion of Tesco's home delivery services and online presence can impact the motivation level of its employees for effective change management.

Reinforcing changes: Leaders have to support the employees consistently to keep them committed to the changes and make the changes permanent within the organizations (Trawick and Carraher, 2023). Tesco has continued its investment in technologies, innovation, and sustainable practices to integrate its short-term wins and facilitate long-term success from desired changes.

Anchoring the changes in organizational culture: This is the last step where organizations have to incorporate the changes into organizational culture (Trawick and Carraher, 2023). To incorporate the changes, Tesco has included digital transformation and sustainability practices in its business strategy.

Lewin's change management model

Lewin's change management model discusses three key stages of ensuring effective change management such as unfreeze, change, and refreeze (Cone and Unni, 2020). This change management model focuses on preparing employees or relevant individuals for change and sustaining implemented changes for long-term success (Cone and Unni, 2020).



Source: Cone and Unni, (2020)

Lewin's change management model is explained below to evaluate the strategic changes in Tesco:

Unfreeze: In this stage, organizations are prepared for the changes by identifying potential resistance to change and eliminating the resistance to change (Cone and Unni, 2020). Some employees in Tesco resisted its technological changes as they found these changes complex and not creating any value for them. The leaders of Tesco have used transformational leadership to communicate the value of determined changes for the employees and customers to eliminate their resistance to change (Usman, 2020).

Change: New processes, practices, or behaviours are implemented in this stage to address identified challenges or utilize identified opportunities (Cone and Unni, 2020). Participative leadership has been applied by Tesco in this stage to incorporate new technologies, products, and delivery systems into its existing operations with the active involvement of its employees (Wang et al., 2022).

Refreeze: Organizations have to reinforce the implemented changes in this stage (Cone and Unni, 2020). Tesco has practiced a transactional leadership style to install new practices in its systems. Leaders have used rewards to make the employees committed to the implemented changes.

Impact of Organizational Culture on Change Management

Organizational culture means the set of beliefs and values which shape the behaviour and actions of the employees in an organization (Isensee et al., 2020). The ways employees in an organization interact with each other and the management, make decisions to perform their job responsibilities effectively, and feel about their workplace are also influenced by organizational culture (Isensee et al., 2020). As organizational culture can influence the activities and behaviour of the employees in

an organization, the change management process of the organization may be impacted significantly by organizational culture. The impact of organizational culture on the change management of Tesco is evaluated below:

Adaptability: The organizational culture of Tesco is adaptive which enables it to adapt to market trends quickly and effectively (Abdelazim, 2022). This adaptive organizational culture of Tesco has encouraged it to make changes in its production, marketing, delivery, and other business operations to meet changed customer needs and compete in the global market (Abdelazim, 2022).

Innovation: Tesco's organizational culture is innovation-focused where employees are encouraged consistently to generate innovative ideas for serving customers with unique products and services as well as gaining a higher competitive advantage (Abdelazim, 2022). The innovative nature of Tesco's organizational culture has enabled it to adapt to different technological advancements and develop innovative ideas for improving its online operations and home delivery services.

Supportive working environment: The organizational culture of Tesco focuses on developing a supportive working environment for its employees where the employees are treated with respect and their well-being is ensured (Abdelazim, 2022). In such a supportive working environment, employees are likely to be highly motivated to make necessary efforts for implementing required changes within the organization successfully. This nature of Tesco's organizational culture may facilitate effective recruitment efforts to attract talented employees from local markets.

Commitment to sustainability: The commitment of Tesco's organizational culture to sustainability may encourage its employees to make required changes in its systems and strategies to achieve its developed sustainability goals and become a sustainable retail brand in the global market (Abdelazim, 2022).

Collaboration: Tesco's organizational culture encourages collaboration among the employees of different departments to achieve shared goals (Abdelazim, 2022). Its culture also supports third-party partnerships for improving the competitive advantage and ensuring the growth of the organization. To implement planned changes successfully, this nature of Tesco's organizational culture encourages cross-departmental collaboration among its employees. The partnership of Tesco with third-party home delivery services may also bring positive outcomes for it due to its supportive culture for third-party partnerships.

Customer-centric culture: The organizational culture of Tesco is completely customer-centric and encourages the leaders of Tesco to develop personalized products and services to meet the diverse needs of its customers (Abdelazim, 2022). Being a customer-centric culture, Tesco's organizational

culture always encourages it to change its activities and processes according to the needs of its customers. This nature of the culture of Tesco may facilitate the effective implementation of necessary changes in its online operations, budget-friendly and healthier product production, home delivery services, and sustainable operations considering the changed needs of customers.

Change Management Plan

A change management plan refers to a document which includes all the necessary actions for identifying, implementing, and sustaining necessary changes in an organization or environment (Hayes, 2022). Generally, a change management plan includes proposed changes, the expected results of proposed changes, required resources, communication, training, and support for implementing these changes, ways of measuring the effectiveness of the implemented changes, and ways to incorporate these changes in the daily practices of the organization (Hayes, 2022). Developing an appropriate change management plan may facilitate effective implementation and management of required changes in an organization (Hayes, 2022). However, an organization has to invest significant time and resources in developing such a plan. An appropriate change management plan for Tesco is presented below:

Proposed changes: Considering the changes in different external environmental factors, the leaders of Tesco have proposed to make changes in its online operations, product offerings, pricing strategy, delivery services, sustainable practices, and technological aspects. Tesco has proposed to make all these changes in order to achieve higher customer satisfaction by meeting their needs effectively, gain a higher competitive advantage in the market, and ensure its growth (Phillips and Klein, 2023).

Stakeholder analysis: A number of individuals and organizations are associated with the proposed changes of Tesco. Individuals or organizations who may be influenced by the proposed changes of Tesco can be identified as the stakeholders of these changes (Hayes, 2022). These stakeholders can be divided into two groups, internal stakeholders and external stakeholders (Hayes, 2022). The internal stakeholders of its proposed changes include its employees, team of leaders, and HR department. External stakeholders of its proposed changes are suppliers, customers, and local communities.

Financial plan: Tesco has to upgrade its technologies for improved and engaging online platforms, more efficient automated self-checkout service, and smooth digital payment systems. It has to increase its investment in employee training for making its employees capable of managing these changes successfully. It also has to increase its investment in producing healthier and affordable

products. Tesco can arrange necessary finance for implementing proposed changes effectively from internal sources like reallocation of profit and external sources like government grants, and investors (Hayes, 2022).

Communication plan: To maintain continuous communication with the employees throughout the change management process, Tesco may arrange team meetings regularly (Phillips and Klein, 2023). With external stakeholders, it may communicate through its website, mobile apps, and social media platforms (Phillips and Klein, 2023).

Training and support plan: Training has to be provided to the employees to increase their capability of using new technologies, processes, and strategies. Relevant workshops and mentorship programs can be arranged to support the employees in adopting the proposed changes (Phillips and Klein, 2023).

Implementation plan: Newly developed products or online shopping services can be implemented in some selected areas experimentally (Hayes, 2022). The results of these implemented services in these areas can be evaluated to determine the effectiveness of changed products or services.

Evaluation plan: The leaders of Tesco can use different Key Performance Indicators (KPIs) like customer satisfaction, sales, revenue, employee retention, and competitive position to measure the outcomes of implemented changes (Hayes, 2022).

Reinforcement plan: Tesco can recognize the efforts of its employees for successful change management by providing them with rewards. It has to ensure continuous skill development of its employees so that they can adapt to the implemented changes efficiently (Hayes, 2022).

Conclusion

This report has been completed by focusing on Tesco which is a global retail company. The external environmental factors of Tesco have changed significantly because of COVID-19 and Brexit in recent times. Due to various changes in the external environment, Tesco has identified the need for making changes in its operations and strategies. The ways of implementing and managing identified changes within Tesco have been explored with the application of Kotter's 8-step change model and Lewin's change management model. The organizational culture of Tesco has been evaluated in this report and it has been found that its organizational culture can impact its identified changes positively. A change management plan has been developed in this report for Tesco by following which it can implement necessary changes effectively and efficiently.

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