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A Change Analysis on BMW



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EXECUTIVE SUMMARY

This report analyses BMW's transition to electric powertrains using Lewin's Force Field Analysis and Kolb's Learning Cycle. The analysis identifies key driving and restraining forces impacting BMW's transition to electric powertrains and highlights the challenges and opportunities presented by the transition.

Despite the challenges associated with transitioning to electric powertrains, BMW has several strengths that it can leverage to lead the way in this transition, including its brand reputation for quality and innovation, its technological expertise, and its commitment to sustainability. To successfully navigate the transition, it is recommended that BMW develop a comprehensive strategy, focusing on innovation, educating consumers, and collaborating with stakeholders. These actions will help BMW address the challenges associated with transitioning to electric powertrains and capitalize on the opportunities presented by this new era of transportation.

Overall, BMW's transition to electric powertrains presents both challenges and opportunities for the company. By implementing the recommendations, BMW can establish itself as a leader in the electric vehicle market and continue to build its reputation as a leader in the automotive industry.

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CHAPTER I - INTRODUCTION

BMW, one of the world's leading luxury car manufacturers, has been at the forefront of innovation in the automotive industry for over a century (Faria, 2023). Originally known as Rapp Motoren Werke, they supplied aircraft engines during the First World War. Since then, the company has built a reputation for producing high-performance vehicles that combine cutting-edge technology, sleek design, and superior driving experience. The BMW Group is one of the most successful German automotive firms, with Rolls-Royce posting record figures. (Campbell, 2023)

In recent years, BMW has recognized the need to address the growing concerns about the environmental impact of fossil fuel vehicles and has taken steps to transition to electric powertrains. This transition is driven by a variety of factors, including increasing consumer demand for electric vehicles, regulatory pressures to reduce carbon emissions, and competitive pressures from other automakers. However, the transition to electric powertrains also faces a number of challenges, including high initial costs, limited charging infrastructure, and consumer preferences for traditional fossil fuel vehicles.

In this report, BMW's transition to electric powertrains will be analysed using two key frameworks: Lewin's Force Field Analysis and Kolb's Learning Cycle. Through the use of these frameworks, the driving and restraining forces impacting the transition will also be identified and develop recommendations for how BMW can successfully navigate this transition. Furthermore, conclusions will be based on the analyses and formulate recommendations to best tackle the issues for a smooth transition from fossil fuel vehicles to electric driven ones.

CHAPTER II – DEFINITIONS

2.1 Change Management

Change management is the process of overseeing organisational change from its first phases of conception and planning through execution and resolution. A solid management strategy is necessary to ensure that businesses successfully transition and adapt to any emerging changes (Miller, 2020). Change management is the comprehensive technique used in an organisation to move from the current state to a desired future state using a coordinated and structured approach in collaboration with stakeholders. To keep a firm relevant or even survive, managing change is frequently important. When change management and project management are coupled, there is a greater likelihood of obtaining new results and capabilities, successfully integrating the change, and delivering the required benefits (Association for Project Management, 2019). The strategy-to-execution, deployment-to-operation, and eventually the attainment of anticipated advantages are all connected by the change management process. Change management is the process of developing and implementing strategies and tactics to help firms move from their present state to a desired state. Change management frequently deals with incremental change, also known as first order change, and revolutionary change, also known as second order change (Wang and Sun, 2012).

2.2 Organisational Change

The term "organisational change" refers broadly to the steps a company takes to modify or change an important part of its structure. This could be the corporate hierarchy, company culture, internal procedures, underlying technology or infrastructure, or another crucial element (Miller, 2020). Alternatively, a major firm or

organisation may modify its goals or methods of operation, for instance, to adapt to and deal with novel conditions or markets. This process is known as organisational change (Cambridge Dictionary, 2019).

2.3 Lewin's Change Model

Kurt Lewin's model is one of the earliest, most basic theories of planned change that explains the forces that work to uphold the status quo and urge change (Lewin, 1947). One can alter the "quasi-stationary equilibrium" stage by boosting the forces that work towards change, reducing the forces that maintain the status quo, or combining the two forces to work towards both proactive and reactive organisational change through knowledge-sharing of individual willingness with the aid of leadership that encourages change.

2.4 Force Field Analysis

Kurt Lewin developed the Force Field Analysis in the 1940s. In his early work as a social psychologist, Lewin first applied it. To make and communicate go/no-go judgements in business, it is now also utilised. According to the theory of force field analysis, conditions are preserved by an equilibrium between forces that promote change and those that thwart it, as seen in figure 1 below. The opposing forces must be diminished, or the driving forces must be increased in order for change to occur (MindTools, 2020).

2.5 David Kolb's Learning Cycle

David Kolb's learning cycle is a model that describes how individuals learn and acquire knowledge through a cycle of experiences, reflection, conceptualization, and experimentation (Kolb, 1984). The model is based on the idea that learning is a

continuous process of adapting to new experiences and developing new skills and knowledge (Mcleod, 2023).

The cycle consists of four stages:

- **Concrete Experience:** This stage involves actively experiencing an activity or situation. It is the stage where individuals engage in a new experience, and it serves as the foundation for the learning process.
- **Reflective Observation:** This stage involves reflecting on the experience and observing the reactions, thoughts, and feelings that arose during the experience (Chapman, 2019). This stage helps individuals to examine and understand their experiences and how they relate to their existing knowledge and understanding.
- **Abstract Conceptualization:** This stage involves using logic and reasoning to create new concepts and ideas based on the observations made during the previous stage. This stage helps individuals to create theories and frameworks to explain the experiences they have had.
- **Active Experimentation:** This stage involves testing new concepts and ideas through experimentation and practical application (Expert Program Management, 2020). This stage helps individuals to test and refine their ideas and to develop new skills and knowledge based on their experiences.

David Kolb's learning cycle further suggests that learning is most effective when all four stages are engaged in a continuous and iterative process, with each stage informing and building on the others. It is a flexible model that can be applied to various learning situations, from formal education to workplace training and personal development.

2.6 Kotter's 8-Step Change Model

Kotter's theory for change management, also known as the Kotter's 8-Step Change Model, is a framework that outlines a series of steps that organizations can take to effectively manage and implement change (Mind Tools Content Team, 2022).

The eight steps of Kotter's change management theory are:

- Establishing a sense of urgency: This step involves creating a compelling reason for change and communicating it effectively to the organization.
- Forming a powerful coalition: This step involves identifying and enlisting a team of influential stakeholders who can help drive the change effort forward.
- Creating a vision for change: This step involves developing a clear and compelling vision of what the organization will look like after the change has been implemented (LAPAAS, 2020).
- Communicating the vision: This step involves communicating the vision effectively and regularly to all members of the organization.
- Empowering others to act on the vision: This step involves giving people the tools and resources they need to take action and make the change happen.
- Creating short-term wins: This step involves celebrating and recognizing small successes along the way to keep people motivated and engaged.
- Consolidating gains and producing more change: This step involves building on the momentum of early successes and making further changes to reinforce the new behaviours and ways of working (ToolsHero, 2021).
- Anchoring new approaches in the organization's culture: This step involves embedding the new ways of working into the organization's culture and making them the new normal.

Kotter's theory for change management emphasizes the importance of leadership, communication, and engagement in successfully managing change. The model suggests that change efforts are most successful when they are approached as a continuous process of engagement and improvement, rather than a one-time event.

CHAPTER III – MAIN BODY

3.1 Lewin's Change Model

This change model was successfully applied on the organisation chosen for this report. It has analysed the unfreezing, changing and refreezing stages.

3.1.1 Unfreezing:

The organisation acknowledges the need for change at this stage and starts to get ready for it.

At this stage, BMW would have to admit that switching from internal combustion engines to electric ones is necessary. Researching consumer preferences, market trends, and legal requirements may be necessary in this situation. In order to facilitate the transformation, BMW may also need to evaluate its current capabilities and pinpoint the areas where it needs to invest in new equipment and personnel (BMW, 2023).

3.1.2 Changing:

In this stage, the organization implements the change. For BMW, this would involve investing in new electric vehicle technology, retraining employees, and redesigning production processes. BMW would need to work closely with its suppliers and partners to ensure a smooth transition to electric powertrains. The company would also need to develop a marketing strategy to promote its electric vehicles to customers.

3.1.3 Refreezing:

In this stage, the organization solidifies the change and ensures that it becomes a permanent part of the organization's culture and operations. For BMW, this could involve developing a long-term strategy for electric vehicles, integrating electric vehicle

production into its existing production lines, and continuing to invest in electric vehicle technology research and development.

It is worth noting that Lewin's Change Model is a simplified framework, and the actual change process can be much more complex and iterative. However, using this model can provide a useful starting point for planning and implementing change within an organization.

3.2 Force Field Analysis:

3.2.1 Driving Forces

- Government incentives: Many governments similar to the UK government (GOV.UK, 2022), offer incentives to consumers and manufacturers for the purchase and production of electric vehicles. These incentives can help drive demand for electric vehicles and encourage companies like BMW to invest in electric powertrains. Furthermore, governments around the world also offer incentives to consumers to purchase electric vehicles, such as tax credits or rebates. They also offer incentives for manufacturers to produce electric vehicles, such as grants, loans, or tax breaks. These incentives can help increase demand for electric vehicles and further encourage companies like BMW to invest in electric powertrain research. For example, in the United States, the federal government offers a tax credit of up to \$7,500 for the purchase of an electric vehicle, which can make electric vehicles more affordable for consumers (IRS, 2023).
- Environmental concerns: There is growing concern about the environmental impact of fossil fuels and the need to reduce emissions (Hausfather, 2019). This concern can drive consumer demand for electric vehicles and encourage BMW

to transition to electric powertrains. The negative impact of fossil fuels on the environment, including air pollution and climate change, has become a growing concern worldwide. The use of electric vehicles, which produce fewer emissions than fossil fuel vehicles, can help reduce the negative impact on the environment. As consumers become more environmentally conscious, there is growing demand for electric vehicles, which can drive BMW's transition to electric powertrains.

- **Technological innovation:** Advances in electric vehicle technology are making electric powertrains more efficient and affordable, which can help drive the transition to electric vehicles (Crownhart, 2023). Advances in electric vehicle technology are making electric powertrains more efficient and affordable. Improvements in battery technology, for example, have increased the range of electric vehicles and reduced charging times (Dyer, 2016). As the technology continues to improve, electric vehicles are becoming more viable for everyday use, which can similarly help drive the transition to electric powertrains.
- **Competitive advantage:** BMW's competitors, such as Tesla and Volkswagen, have already made significant investments in electric vehicle technology. By transitioning to electric powertrains, BMW can maintain its competitive edge and appeal to environmentally conscious consumers (Mihalascu, 2022). The transition to electric powertrains can also position BMW as an innovator and leader in the automotive industry.
- **Consumer demand:** As more consumers prioritize sustainability in their purchasing decisions, there is growing demand for electric vehicles. By transitioning to electric powertrains, BMW can meet this demand and capture market share. Additionally, as electric vehicles become more popular,

consumers may prefer to purchase electric vehicles over fossil fuel vehicles due to their lower operating costs and environmental benefits.

- **Brand image:** BMW has a reputation for innovation and sustainability. By transitioning to electric powertrains, BMW can reinforce this image and maintain its brand reputation. The transition to electric powertrains can also help BMW attract new customers who prioritize sustainability and environmental responsibility.
- **Long-term cost savings:** Electric vehicles can have lower operating costs and require less maintenance than fossil fuel vehicles (Anderson, 2023). By transitioning to electric powertrains, BMW could save on long-term costs and increase profitability. For example, electric vehicles have fewer moving parts than fossil fuel vehicles, which reduces the need for maintenance and repairs. Electric vehicles also require less frequent oil changes, which can save costs for both consumers and manufacturers (Minos, 2022).

3.2.2 Restraining Forces:

- **High initial costs:** Developing electric vehicle technology and transitioning production processes can be expensive. This may require significant investment and could impact BMW's profitability in the short term. For example, electric vehicle batteries can be expensive to produce, and the development of electric vehicle charging infrastructure can also be costly.
- **Range anxiety:** Some consumers may be hesitant to purchase electric vehicles due to concerns about range and the availability of charging infrastructure (Mildner, 2023). While electric vehicle technology has improved, many consumers still perceive electric vehicles as having limited range compared to

fossil fuel vehicles. This could impact consumer adoption of electric vehicles and limit BMW's market reach.

- **Battery technology limitations:** Battery technology has some limitations, including range and charging times, which could impact consumer adoption of electric vehicles and limit BMW's market reach. While electric vehicle batteries have improved in recent years, they still have lower energy density than fossil fuels, which can limit the range of electric vehicles (Deng et al., 2020). Additionally, electric vehicle batteries take longer to charge than it takes to refuel a fossil fuel vehicle, which can impact the convenience of electric vehicles for consumers.
- **Consumer preferences:** Some consumers may prefer the sound and driving experience of traditional fossil fuel vehicles, which could impact demand for electric vehicles and limit BMW's market reach (Miller, Cardell and Batra, 2022). Additionally, some consumers may have a limited understanding of electric vehicles and how they work, which could also impact demand.
- **Limited charging infrastructure:** The availability of charging infrastructure for electric vehicles is still limited, particularly in some regions (Department for Transport, 2022). This could impact consumer adoption of electric vehicles and limit BMW's market reach. Additionally, the installation of charging infrastructure can be costly, which could impact the profitability of electric vehicles for manufacturers.
- **Employee resistance:** Some employees may be resistant to change, particularly if it requires retraining or adapting to new technology and processes. This could impact the success of BMW's transition to electric

powertrains, as employees may be less motivated to invest in new technology and processes.

- Regulatory uncertainty: Government regulations and incentives for electric vehicles can be unpredictable, which could impact BMW's long-term planning and investments (Gov.uk, 2021). Changes in government policy could impact the demand for electric vehicles, as well as the availability of incentives for manufacturers to produce electric vehicles. This uncertainty could make it more difficult for BMW to invest in electric powertrains with confidence.

3.2.3 Ranking the Driving and Restraining Forces:

Both, the driving and restraining forces as analysed above are rated on a 5-point scale, with 5 being the most important and 1 being the least.

3.2.3.1 *Driving Forces:*

As mentioned in point 3.2.3, the driving forces are rated as follows:

- Government incentives: 5
- Environmental concerns: 2
- Technological innovation: 4
- Competitive advantage: 3
- Consumer demand: 3
- Brand image: 4
- Long-term cost savings: 3

These add up to a total of 24 points.

3.2.3.1 *Restraining Forces:*

Similarly, as mentioned in point 3.2.3, the restraining forces are rated as follows:

- High initial costs: 5
- Range anxiety: 2

- Battery technology limitations: 5
- Consumer preferences: 1
- Limited charging infrastructure: 3
- Employee resistance: 4
- Regulatory uncertainty: 5

These add up to a total of 25 points.

According to the author's perspective, the restraining forces have a higher point score.

However, it is clear that a further deeper analysis from the organisation's perspective might have revealed a higher score for the driving forces.

3.3 Kolb's Learning Cycle:

Listed below is how to apply Kolb's Learning Cycle to BMW's transition to electric powertrains based on the forces identified:

3.3.1 Concrete Experience:

This stage involves experiencing an event or situation. In the case of BMW's transition to electric powertrains, the concrete experience could be the current market conditions, including consumer demand, government incentives, and competitive pressures, which are driving the need for a transition to electric powertrains.

3.3.2 Reflective Observation:

This stage involves reflecting on the concrete experience and considering different perspectives (BMW, 2023). In the case of BMW, reflective observation could involve considering the potential benefits and challenges of transitioning to electric powertrains, including the driving and restraining forces discussed earlier.

3.3.3 Abstract Conceptualization:

This stage involves developing new ideas and concepts based on the reflective observation. In the case of BMW, abstract conceptualization could involve developing a strategic plan for transitioning to electric powertrains, including investment in research and development, production processes, and marketing.

3.3.4 Active Experimentation:

This stage involves testing new ideas and concepts in practice (BMW Group, 2023). In the case of BMW, active experimentation could involve implementing the strategic plan for transitioning to electric powertrains, including developing new electric vehicle models, investing in charging infrastructure, and promoting the environmental benefits of electric vehicles.

Overall, the use of Kolb's Learning Cycle can help BMW to approach the transition to electric powertrains in a holistic and structured way, by considering different perspectives, developing new ideas, and testing them in practice.

CHAPTER IV – CONCLUSION

Through the use of Lewin's Force Field Analysis and Kolb's Learning Cycle, the key driving and restraining forces impacting BMW's transition to electric powertrains have been successfully analysed. These analyses highlight the complex and multifaceted nature of the transition, which is being driven by a range of factors such as consumer demand, regulatory pressure, and competitive pressures.

Despite the challenges associated with transitioning to electric powertrains, BMW has several strengths that it can leverage to lead the way in this transition. These strengths include its brand reputation for quality and innovation, its technological expertise, and its commitment to sustainability.

Overall, BMW's transition to electric powertrains presents both challenges and opportunities for the company. While the transition will require significant investments in research and development, production processes, and marketing, it also presents an opportunity for BMW to establish itself as a leader in the electric vehicle market and differentiate itself from its competitors.

In conclusion, BMW can successfully navigate the transition to electric powertrains by developing a comprehensive strategy, focusing on innovation, educating consumers, and collaborating with stakeholders. By doing so, BMW can capitalize on the opportunities presented by the transition and continue to build its reputation as a leader in the automotive industry.

CHAPTER V – RECOMMENDATIONS

Based off the analyses and the conclusions further obtained, there are a few key recommendations that can be utilised by the organisation to establish a dominance in the electric automotive industry.

- **Develop a comprehensive strategy:** BMW should develop a comprehensive strategy that outlines specific goals and objectives for the transition to electric powertrains. This strategy should include investments in research and development, production processes, and marketing. The strategy should also consider factors such as consumer demand, regulatory requirements, and competitive pressures. By having a clear roadmap, BMW can ensure that it is aligned with its long-term goals and objectives for transitioning to electric powertrains.
- **Focus on innovation:** BMW should continue to invest in research and development to maintain its position as an innovation leader in the automotive industry. This includes developing new electric vehicle models, improving battery technology, and expanding charging infrastructure. BMW should also explore new technologies such as autonomous driving and connectivity to stay ahead of the competition.
- **Educate consumers:** BMW should invest in consumer education and awareness campaigns to promote the benefits of electric vehicles and dispel common myths and misconceptions. This includes providing information about the environmental benefits of electric vehicles, addressing concerns about

range anxiety, and highlighting the cost savings associated with electric vehicles.

- Collaborate with stakeholders: BMW should collaborate with government agencies, utilities, and other stakeholders to promote the development of charging infrastructure and support policies that encourage the adoption of electric vehicles. This includes working with governments to develop tax incentives and other policies that make electric vehicles more affordable and accessible to consumers. BMW can also partner with utilities to develop smart charging infrastructure that can help manage demand and reduce the strain on the electrical grid.

By implementing these recommendations, BMW can successfully navigate the transition to electric powertrains and continue to build its reputation as a leader in the automotive industry. These actions will help BMW address the challenges associated with transitioning to electric powertrains and capitalize on the opportunities presented by this new era of transportation.

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