

Organisational Change Case Study

CATL Change Management Report - Navigating Industry Challenges

Full Name:Naiquan Gui

Student ID:2231251

Programme:MBA

Module: Change & Stability Management

Module code: BMMB7000

Assignment Title: Organisational Change Case Study

Date:2023/7/13

Executive Summary

CATL, a multinational company specializing in lithium-ion batteries for energy storage and electric cars, has achieved rapid growth and a significant market share. This report examines the importance of change for CATL and its change management strategies in response to challenges such as increased competition, geopolitical shifts, and environmental demands. Two key change management models, planned change and emergency change, are evaluated in relation to CATL's needs. The hybrid approach, combining both models, enables CATL to effectively navigate the complex battery industry. The company successfully applies these models in various change initiatives, using emergency change for incremental improvements and planned change for major projects. Key driving factors for CATL's transformation include culture, leadership, power, digitization, and competitiveness. The company manages resistance to change through open communication, providing resources and training, and involving employees in the process. CATL ensures the timeliness and effectiveness of change plans by setting SMART goals, establishing key performance indicators, and conducting regular evaluations. To sustain its position in the industry, CATL should invest in cutting-edge technology, strategic alliances, and environmental management. Cultivating a culture of flexibility, creativity, and innovation is recommended. By embracing deeper levels of change and remaining adaptable, CATL can thrive in the evolving renewable energy revolution.

Contents

Introduction	1
Key change management models	2
CATL change management models application	5
Driver factors for CATL change	7
CATL identifies and addresses resistance factors to change	10
Timeliness and effectiveness of change plans.....	12
Conclusion and recommendation	14
References	16

Introduction

CATL is a major multinational firm that specializes in the research and development of lithium-ion batteries for use in energy storage devices as well as electric cars. These batteries are also marketed and sold by the company. Since its founding in 2011, the company has through a period of rapid expansion, rising to become one of the leading battery producers in the world (Chen, 2022). It currently holds a market share of more than thirty percent and offers a wide range of high-end and dependable goods in order to satisfy the increasing demand of the electric car sector. The rise of this market is primarily being driven by a number of causes, the most important of which are the global promotion of sustainability, the reduction of greenhouse gas emissions, and the transition towards renewable energy (Bezio, 2018). CATL has been able to keep its position as the industry leader in the market for lithium-ion batteries because to the application of cutting-edge technology, excellent research and development capabilities, and smart relationships with other market participants (Pundziene and Granskas, 2006). Because it offers a better energy density, a longer cycle life, and improved safety features, the cutting-edge battery technology that the firm utilizes distinguishes it from its rivals and contributes to the growth of its already substantial market share (Bradsher & Forsythe, 2021). Nevertheless, despite CATL's success and dominant position in the market, the corporation is currently working to solve several problems that call for change. These challenges include an increase in the number of competitors fighting for market share in the lithium-ion battery industry, shifts in geopolitical and economic situations that have an effect on the global supply chain, and demands made by various areas for

stronger environmental standards to be obeyed(Burnes, 2004). For instance, it is anticipated that the worldwide demand for batteries used in electric vehicles would rise by a factor of ten by the year 2030. This is projected to stimulate competition and bring about increasing demands for the development and adaption of CATL.

This study will focus mostly on discussing the significance of change for CATL as well as delving into the change management methodology currently in place at the organisation. This research will emphasise how CATL can build on its existing advantages and overcome current challenges to sustain growth and success in the fast-changing battery sector. Specifically, the study will focus on how CATL can expand on its existing advantages and overcome current obstacles.

Key change management models

Change management in an organization refers to the process of planning, implementing, and managing changes in order to achieve desired outcomes and successfully navigate transitions. It involves identifying the need for change, understanding the impact it will have on the organization and its stakeholders, and taking appropriate actions to ensure the change is effectively implemented and adopted (Hayes, 2010). In the context of CATL requiring change, evaluate the main change management models, especially planned and emergency changes, to understand their relevance and application to the company environment (Duan, Gan and Chen,

2023). This report will focus on these two models, discussing their respective advantages, disadvantages, and practical applications of CATL in their operations.

First, the logical process from diagnosis to implementation and evaluation is planned in a series of stages, which is an organized and planned change management method. This approach is often used when an organization needs to solve a clearly defined problem or achieve a specific goal. For CATL, the planned changes are very helpful in addressing issues such as increasing production capacity, entering new markets, and complying with regulations. In order to increase its manufacturing capacity, CATL has developed a strategic plan to invest in new production sites in China and Europe. By using a planned change approach, companies can systematically assess the market, identify opportunities, allocate resources, and implement expansion measures to achieve the desired results (Lewis, 2023). The disadvantage of the planned change model is that it may fail to take into account unanticipated circumstances or rapid changes in the external environment, which may have an impact on the success of the change effort. However, a limitation of this model is that it assumes that planned changes can be fully predicted and implemented. The emergence of the Internet of Things and technology has put forward higher requirements for the company's agility and adaptability. In the fast-growing market, this brings the company the ability to predict changes and respond to all complex variables up the challenge (Chen, Ouyang and Pan, 2013).

Secondly, emergency change is a more adaptable and flexible strategy that emphasizes

continuous learning and flexibility in responding to constantly changing environments.

Considering the risks of global supply networks, rapid technological improvement speed, and continuously upgrading competitiveness, this model is particularly suitable for CATL (Chaising and Haasis, 2020). In order to cope with the damage of the COVID-19 epidemic to the supply chain, CATL ensured other raw material suppliers and strengthened the vertical integration within its supply chain (Nikbakhsh, 2020). The company is able to quickly adjust and reduce the risks brought by the epidemic by using emergency change methods. However, if handled improperly, the emergency change model may not provide a clear path of change, leading to confusion and low efficiency. However, one limitation of the urgent change model is the lack of clear guidelines and corresponding risk assessments. Therefore, in terms of management and change, companies should consider both change models (Cameron and Green, 2020).

In order to manage the complexity of the battery industry, CATL has actually developed a hybrid strategy that combines planning and emergency change methods as part of it. For example, the company seeks to establish strategic alliances with important automakers such as Tesla and Volkswagen, using a planned change approach to establish alliances and joint ventures (Edwards et al., 2020). In addition, CATL has demonstrated its flexibility and responsiveness to constantly changing market demands by creating new battery technologies, such as sodium ion batteries, which is a typical example of emergency change methods. The success of CATL's change management initiatives depends crucially on finding a balance between the structured approach to planned changes and the flexibility of emerging

changes(Sihgh, Schneider and Baazouzi, 2022). This enables enterprises to formulate precise strategies and goals while maintaining adaptability to unexpected difficulties and possibilities. By doing so, CATL can leverage the advantages of these two models and reduce their drawbacks, ensuring its long-term resilience and competitiveness in the rapidly developing battery industry.

Both planned change and emergency change models have their advantages and disadvantages, and their applicability in CATL environments depends on the specific difficulties and goals that the organization attempts to solve. By adopting a hybrid strategy that combines the flexibility of emergency change with a planned change structure, CATL is able to successfully address the challenges posed by the battery industry and maintain its leading position. The company has successfully put this combination strategy into practice, which indicates the need for a critical evaluation of the change management model and adjustments based on the specific requirements and environment of the organization(Harrison, 2022).

CATL change management models application

Whether considering incremental (small-scale) or large-scale change plans, both planned and emergency change models can be successfully applied in CATL. The correct model must take into account the nature and scope of change, as well as the specific obstacles and goals that enterprises must overcome. The paradigm of sudden changes may be more suitable for gradual or small-scale changes, such as process improvement, technology adoption, or employee skill upgrading (Edwards, Pratorious and Nielsen, 2022). With this approach,

CATL is able to modify its business processes based on constantly changing market and technological conditions while maintaining competitiveness and seizing new opportunities. The continuous improvement of CATL battery production process is an example of gradual change. By using Industry 4.0 technology and continuous process optimization, CATL increased its battery manufacturing efficiency by 10% in 2020 (CATL Annual Report, 2020). Organizations can continuously improve battery performance and cost efficiency by utilizing the adaptability of emergency change models, thereby gaining a competitive advantage. On the other hand, the planned change approach is particularly suitable for major change projects, such as facility expansion, entry into new markets, or strategic alliances (Clarke and Luna-Bazaldúa, 2021). This model provides a systematic approach that enables CATL to establish goals, develop action plans, allocate resources, and thoroughly evaluate results. For example, CATL's plan to expand into Europe requires a thorough analysis of market potential, regulatory compliance, and supply chain logistics. The company invested 1.8 billion euros in Erfurt, Germany to build a new production facility with an annual capacity of 14GWh (CATL Annual Report, 2020). CATL can ensure the success of its growth projects and gain a solid foundation in new areas through the use of planned transformation methods.

Given the dynamic and fast-changing nature of the industry, a hybrid strategy that combines planning and emergent change models is likely to be more successful. By flexibly responding to unexpected obstacles and opportunities in small-scale projects, specific strategies and goals can be developed for large-scale change efforts (Duan et al., 2023). CATL's strategic alliances with automakers such as Tesla and Volkswagen demonstrate the effective use of this hybrid

strategy (Livne-Tarandach and Bartunek, 2009). While the company has built these partnerships and joint ventures using a planned change model, it has also utilized emergent change strategies to adapt to the changing needs of its partners and the larger market. For example, the agreement with Volkswagen to supply batteries for 10 million electric vehicles in 2025 is one of the important supply contracts that CATL was able to secure as a result (Chen, 2022).

Both the planned change and emergency change models can be successfully applied when considering CATL's progressive or broad change programs. Companies are able to use these models strategically, depending on the type and scale of change, to effectively address the opportunities and difficulties presented by a dynamic renewable energy industry (Mullins, 2013). By combining the structure of planned change with the flexibility of urgent change, CATL ensures long-term competitiveness and adaptability in the rapidly changing battery industry. The company's successful experience in implementing incremental and major changes is backed up by financial data that is a testament to the effectiveness of this strategy. However, in terms of assessing the limitations of these models, its inherent biases and assumptions may also hinder their effectiveness in certain situations.

Driver factors for CATL change

The key determinants of CATL transformation initiatives include culture, leadership, power, digitization, and competitiveness. These key factors are the key driving forces behind CATL change, and they have a significant impact on the organization's change efforts and long-term

strategy (Hayes, 2010). CATL can effectively respond to the challenges brought by rapidly changing businesses and maintain its global leadership position in the lithium-ion battery industry by embracing these elements and leveraging their advantages. Supported by real-world examples and supporting data, the company is able to drive change and adapt to the constantly changing environment of the renewable energy industry, as it is committed to innovation, strong leadership, market power, digital initiatives, and competitive advantages (Bezio, 2019).

Firstly, in terms of culture, CATL is able to maintain its competitive advantage by encouraging innovation and a strong adaptive corporate culture(Pundziene & Granskas, 2006). According to the company's active investment in research and development, this sector accounts for approximately 5% of annual sales (CATL Annual Report, 2020). Due to this obsession with invention, advanced battery technology has been created, and by the end of 2020, more than 4000 patents will be granted globally. In order to maintain its competitiveness in the battery market in the long term, CATL may continuously improve its processes and products by cultivating a culture that welcomes change and technological development.

Secondly, in terms of leadership, CATL's leadership has played a crucial role in guiding business towards international growth and technological progress. Under the leadership of its founder and CEO Robin Zeng, CATL has expanded its manufacturing facilities, entered new markets, and established strategic partnerships with major manufacturers such as Tesla,

Volkswagen, and BMW (Schirmer, 2007). Due to its outstanding leadership, the company was able to cope with the difficulties of rapidly changing markets, enabling CATL to continue to expand and achieve success.

Thirdly, in terms of Power, as a top battery manufacturer, CATL has a significant market share and influence that can be used to influence change. According to SNE Research, in 2020, CATL had 28% of the global electric vehicle battery market. Due to its dominant market position, the company may influence industry standards, encourage environmentally responsible behavior, and advocate for favorable regulations (Moe, 2016). In order to promote change efforts that align with its strategic goals and advance the larger goals of sustainable development and renewable energy, CATL must effectively utilize its position and influence.

Fourthly, in terms of digitalization, CATL has been able to optimize its manufacturing processes, improve product quality, and simplify supply chain management by adopting digital technologies including Industry 4.0, artificial intelligence, and the Internet of Things.

The company adopted a cutting-edge digital strategy in 2020, increasing battery manufacturing efficiency by 10% (CATL Annual Report, 2020). Due to CATL's ability to quickly respond to constantly changing market demands and possibilities, it has a competitive advantage in the rapidly changing battery business.

Finally, in terms of competition, established battery manufacturers and new entrants face fierce competition in the battery industry (Singh et al., 2022). CATL is facing pressure to continuously innovate, expand its product line, and develop strategic alliances to maintain its

market dominance. Due to fierce competition, CATL has made significant investments in research and development, creating cutting-edge battery technology, including battery pack to battery pack (CTP) systems, which have an energy density increase of 10% compared to traditional battery pack designs (CATL Press Release, 2020). CATL can keep ahead of the competition through innovation and Business alliance, thus ensuring its long-term success in the global battery industry. However, it is also necessary to consider resistance to change.

CATL identifies and addresses resistance factors to change

In order to successfully implement CATL's transformation efforts, it is necessary to effectively manage opposition opinions. Enterprises can quickly identify and eliminate the reasons for resistance, ensure a smooth transition, and improve the overall effectiveness of change activities (Nikbakhsh, 2015).

Firstly, early detection of potential resistance requires open and honest communication. Due to concerns about environmental impact and resource use, local residents in Erfurt, Germany oppose CATL's plan to build battery production facilities there in 2018. To alleviate these concerns, CATL held discussions with regional stakeholders, sharing details of its environmental commitments and the advantages that the factory will provide to the region. The reason why the company was able to advance its growth plan is because open communication has eased the tension between CATL and the community, increasing trust (Johannessen, 2021).

Secondly, providing workers with the necessary resources and training can help overcome obstacles caused by ignorance or future concerns. As CATL deploys advanced automation and digital technology on its manufacturing site, some employees are concerned about their ability to adapt to new programs and keep their jobs. To alleviate these concerns, CATL provides comprehensive training programs and assistance to help workers acquire the knowledge and abilities necessary to succeed in a constantly changing workplace. In addition to reducing resistance to change, this investment in employee development can also help improve productivity and work happiness.

Thirdly, one way to reduce resistance is to encourage employees to participate in the change process. CATL launched a companywide cost reduction plan in 2019, aimed at improving operational efficiency (Chen, 2022). The company involves employees in decision-making and invites them to provide ideas and suggestions on cost reduction methods to ensure employee recognition. This participatory approach promotes employee ownership and commitment, and also helps reduce resistance to cost reduction plans, improving their overall effectiveness (Contemporary Amperex Technology, 2023). In addition, addressing the concerns of those who may not be willing to change in order to establish a supportive environment and increase trust. When CATL finds it difficult to implement new battery technology, some employees are unwilling to accept these changes because they are concerned about increased workload and unfamiliarity with the program. CATL's management takes time to listen to and recognize these concerns, provide comfort and assistance, and help employees overcome their fears. Employees can more easily adapt to

change because CATL promotes a culture of transparency and trust by demonstrating empathy and understanding (Cameron and Green, 2019).

Finally, by continuously tracking the development of change projects and receiving feedback, new resistance reasons can be identified. In order to improve the sustainability of its supply chain, CATL launched an effort in 2020, including collaborating with suppliers to ensure ethical procurement of raw materials (Bradsher and Forsythe, 2021). Throughout the entire implementation process of this initiative, CATL regularly evaluates progress and collects feedback from suppliers, enabling businesses to address any new difficulties or concerns. CATL is able to effectively implement its sustainable development strategy and maintain strong relationships with suppliers, thanks to its proactive monitoring and modification methods. However, it is also important to evaluate its change.

Timeliness and effectiveness of change plans

To determine the success and effectiveness of change plans, CATL must employ an organized and comprehensive strategy that incorporates relevant change management theories. This approach entails setting clear goals, establishing key performance indicators (KPIs), and conducting regular evaluations. By utilizing established change theories, CATL can enhance its evaluation of the change process.

In the context of CATL's change initiatives, it is crucial to apply both planned and emergent change theories to assess their impact. Planned change theories provide a structured approach to address defined problems or achieve specific goals (Burnes, 2003). CATL can utilize these

theories to guide its transformation efforts, such as expanding production capacity or entering new markets. On the other hand, emergent change theories emphasize adaptability and flexibility in response to rapidly evolving environments (Livne-Tarandach and Bartunek, 2009). CATL can leverage these theories to address unforeseen circumstances or external shifts, such as changes in regulations or market demands.

By integrating these change theories, CATL can establish SMART goals that are specific, measurable, achievable, relevant, and time-bound (Singh, Schneider, and Baazouzi, 2022). Clear goals will serve as guidelines for implementing the change plan and evaluating its progress. For example, CATL may set a goal to reduce production cycle duration by 15% within one year as part of their efficiency improvement initiative (Parmenter, 2015).

In addition to setting goals, CATL should establish KPIs that align with the project objectives. These KPIs should be measurable and directly related to the outlined goals. For instance, CATL can track KPIs such as production cycle duration, defect rate, and overall equipment efficiency to assess the progress of their efficiency improvement plan. Regular performance evaluations, data analysis, and progress reports will enable CATL to monitor the implementation of the change plan and identify areas for improvement (Contemporary Amperex Technology, 2023).

To critically evaluate the effectiveness of change plans, CATL must consider both quantitative and qualitative factors. While quantitative data, such as KPIs, provides tangible evidence of success, qualitative factors such as stakeholder participation and employee satisfaction also play a crucial role (Chaising and Haasis, 2022). By analyzing both types of

data, CATL can gain comprehensive insights into the overall performance of the change plans and identify areas that may require further improvement. In cases where the change plan is not as effective as anticipated, CATL should be prepared to identify variables that may hinder its success. This may involve reviewing goals, reassessing strategies, or adjusting resource allocation to strengthen the foundation of the project (Howieson, 2023).

By adopting a proactive approach to address potential areas of ineffectiveness, CATL can ensure the ongoing success of its change projects. This rigorous evaluation process will enable the company to adapt to the evolving lithium-ion battery market and maintain a competitive edge (Duan, Gan, and Chen, 2023).

To address the feedback provided, it is crucial for CATL to apply relevant change management theories, such as planned and emergent change, to evaluate the impact and effects of change. By incorporating these theories, setting clear goals, establishing KPIs, and conducting regular evaluations, CATL can enhance the effectiveness of its change initiatives and sustain its growth and competitiveness in the industry.

Conclusion

In conclusion, CATL's success as a multinational company specializing in lithium-ion batteries for energy storage and electric cars can be attributed to its effective change management strategies. The company recognizes the importance of change in responding to challenges such as increased competition, geopolitical shifts, and environmental demands. CATL has adopted a hybrid approach to change management, combining planned change and

emergency change models. This approach allows the company to navigate the complexities of the battery industry and achieve positive outcomes. By utilizing emergency change for incremental improvements and planned change for major projects, CATL ensures flexibility and adaptability in its operations.

Several key driving factors have influenced CATL's transformation. The company's strong corporate culture, effective leadership, recognition of power dynamics, focus on digitization, and commitment to competitiveness have all played integral roles in driving successful change initiatives.

CATL has managed resistance to change by fostering open communication, providing necessary resources and training, and involving employees in the change process. By doing so, the company has gained buy-in and commitment from its workforce, facilitating smoother implementation of change initiatives.

To sustain its position in the industry, CATL should continue investing in cutting-edge technology, forging strategic alliances, and emphasizing environmental management. By staying at the forefront of technological advancements, forming collaborative partnerships, and prioritizing sustainability, CATL can maintain its competitive edge in the evolving renewable energy revolution.

In summary, CATL's journey as a leading player in the lithium-ion battery industry highlights the significance of effective change management. Through a combination of planned change and emergency change models, the company has demonstrated its ability to adapt, innovate, and thrive in a dynamic business environment. By embracing change and remaining agile, CATL is well-positioned to shape the future of renewable energy solutions and continue its impressive growth trajectory

References

- 1) Bezio, K.S. (2018), 'Introduction to leadership, popular culture and Social Change', *Leadership, Popular Culture and Social Change*, 31 :3, pp. 350-365
- 2) Bradsher, K. and Forsythe, M. (2021), *Why a Chinese company dominates electric car batteries*, The New York Times
- 3) Burnes, B. (2004), 'Emergent change and planned change – competitors or allies?', *International Journal of Operations and Production Management*, 24 :9, pp. 886–902
- 4) Burnes, B. (2003), 'Managing change and changing managers from ABC to XYZ', *Journal of Management Development*, 22 :7, pp. 627–642
- 5) Cameron, E. and Green, M. (2019), *Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Chang*, Kogan Page Publishers.

- 6) Chaising, S. and Haasis, H.D. (2020), 'Cloud computing for Logistics and procurement services for smes and raw material suppliers', International Journal of Logistics Systems and Management, 1 :1, pp. 1-12
- 7) Chen, A. (2022). 'Catl Changes Top Management as its vice chairman exit and Chase for Personal goal' [online] Available: <https://en.pingwest.com/a/10576>, Accessed 2023, June, 25th
- 8) Chen, J.E., Ouyang, T.H. and Pan, S.L. (2013), 'The role of feedback in changing organizational routine', International Journal of Information Management, 33 :6, pp.971-974
- 9) Clarke, M. and Luna-Bazaldúa, D. (2021), 'How can effective communication of large-scale assessment results be ensured?', Primer on Large-Scale Assessments of Educational Achievement, 24 :3, pp. 83–93
- 10) Contemporary Amperex Technology Co., L. (2023), 'CATL and UL Solutions join forces to Advance Battery Safety and Performance', 25 :8, pp. 27-39
- 11) Duan, T., Gan, L. and Chen, Y. (2023), 'Analysis on sustainable development capacity of New Energy Enterprises: A case study of CATL', Frontiers in Business, Economics and Management, 8 :2, pp. 35–40
- 12) Edwards, K., Prætorius, T. and Nielsen, A.P. (2020), 'A model of cascading change: Orchestrating planned and emergent change to ensure employee participation', Journal of Change Management, 20 :4, pp. 342–368
- 13) González Muñoz, R. (2022), 'Change management models: Commonalities and key challenges in the industry', ENTRENOVA - ENTERprise REsearch InNOVation, 8 :1, pp. 239–247
- 14) Harrison. (2022), 'CATL powers ahead with a regional, Sustainable Supply Chain Strategy', Automotive Logistics, 12 :2, pp. 3-12
- 15) Hayes, J. (2010), *The theory and practice of Change Management*. New York: Palgrave Macmillan
- 16) Heath, T., and Bizer, C. (2022), *Linked Data: Evolving the Web into a Global Data Space*, Springer Nature.

- 17) Howieson, B. (2023), 'Mission leadership: A key enabler for an emerging leadership model, planned, and emergent change and ethical clarity', Organizational Change, Leadership and Ethics, 1 :13, pp. 51–66
- 18) Johannessen, J.A. (2021), 'How can we reduce resistance to changes within organisations?', Continuous Change and Communication in Knowledge Management, 2 :8, pp. 57–73
- 19) Livne-Tarandach, R. and Bartunek, J.M. (2009), 'A new horizon for organizational change and development scholarship: Connecting planned and emergent change', Research in Organizational Change and Development, 3 :4, pp. 1–35
- 20) Lewis, M. (2023), 'The world's largest EV battery maker will cut costs for Chinese automakers – but not for Tesla', Electrek, 31 :1, pp. 330-340
- 21) McCarthy, C. (2016), 'Implement practical strategies to successfully manage multiple challenges', College Athletics and the Law, 12 :10, pp. 12–12
- 22) Moe, E. (2016), *Governance, growth and Global Leadership*, Routledge
- 23) Mullins, L. J. (2013), *Management and Organisational Behaviour*, (Tenth Edition) Harlow: Pearson.
- 24) Nikbakhsh, E. (2015), 'Supply Chain Risk Management', Supply Chain Sustainability and Raw Material Management, 3 :12, pp. 176–204
- 25) Parmenter, D. (2015). *Key performance indicators: developing, implementing, and using winning KPIs*. John Wiley and Sons
- 26) Pundziene, A. and Granskas, J. (2006), 'Organisational growth: Planned or Emergent Change', The International Journal of Knowledge, Culture, and Change Management: Annual Review, 5 :8, pp. 1–8
- 27) Rocchetti, R. (2006), 'Leaders who work at change can change work', Employment Relations Today, 33 :2, pp. 7–18
- 28) Schirmer, J. (2007), 'Plantations and social conflict: Exploring the differences between small-scale and large-scale plantation forestry', Small-scale Forestry, 6 :1, pp. 19–33
- 29) Scott, R. J. (2000). Small-scale dynamics of large-scale processes. The American Historical Review, 105 “2, 472-479

- 30) Singh, S., Schneider, C., and Baazouzi, S. (2022), 'Digitalization — a driver for Circular Economy Solutions', Handbook on Smart Battery Cell Manufacturing, 5 :13, pp. 337–345
- 31) Van der Voet, J., Groeneveld, S., and Kuipers, B. S. (2014), 'Talking the Talk or Walking the Walk? The Leadership of Planned and Emergent Change in a Public Organization', Journal of Change Management, 14 :2, 171-191