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**Programme : BA Leadership and Management Skills for the
Workplace**

Module code : BMSW6103

Leading and Implementing Workplace Change

Name of Lecturer : Mr Sayed Jaffery

Assignment Title : Managing Change

Submission Deadline : 12th April 2021

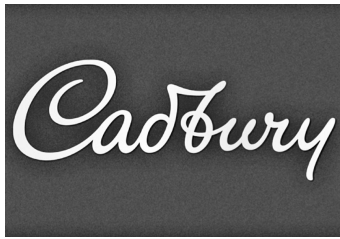
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Introduction

The following report is concentrated around the concept of change and change management. The aim of the report is to give an understanding of how the external environment of an organisation can lead to change, and how the change can be implemented effectively while mitigating any risks that may arise. The report is centred around the chocolate manufacturing company Cadbury. The report will start with a brief overview of the company, its recent history, and some of the risks elements faced by the company. The report will go on to conduct an external environmental analysis using PESTLE and Porter's Five Forces Model to highlight the need or drivers for change. The report will then use a model for change based on the Kotter's 8 step theory. The report will also recommend a leadership style needed for the change process, examine how organisational culture can impact change, and furthermore explore the resistance the change process may face. Also included in the report is a change management plan.

Company Overview



Cadbury is among the most recognisable chocolate manufacturing companies in the world. According to Nieburg (2012) Cadbury is the second largest chocolate manufacturing after the Mars chocolate company. Cadbury has been at the heart of chocolate manufacturing in the UK since the nineteenth century and has its headquarters in London, England. Cadbury was founded in Birmingham from which it still operates. The company currently has over 4,000 employees across the UK, with 1,300 at its Bournville site in Birmingham (Dijkstra, 2020). Cadbury uses state-of-the-art automotive machinery to produce its chocolates (Humphries, 2017). Because of its rich heritage and proud history, Cadbury's products are easily recognisable in the UK. Its most popular products include Cadbury's Dairy Milk chocolate bar, the Cadbury's cream Egg and Cadbury's Roses selection box.

Cadbury's Recent History

In 2010, Cadbury was subject to a hostile takeover from the American company Kraft Foods. In 2012, Kraft Foods was split into two separate companies, as a result, since 2012, Cadbury has been owned by the American multinational company Mondelez (Statista Research Department, 2020). Because of the recent Covid19 pandemic, and subsequent lockdowns, Cadbury's has seen a surge in sales because its products are seen as comfort food (Selwood, 2020).

Cadbury's Risk Elements

The UK is seeing a surge in obesity levels among adults and children (NHS Digital, 2020). This is a risk because it could affect future sales of chocolate because Cadbury's chocolates are high in fat and sugar. This could lead to people avoiding Cadbury's products. The UK government is also looking at taxing products with high fat and sugar to combat the rise of obesity levels which may also affect Cadbury's products (Wood, 2018). These elements will be further elaborated and scrutinized in the next section using PESTLE and Porter's analysis.

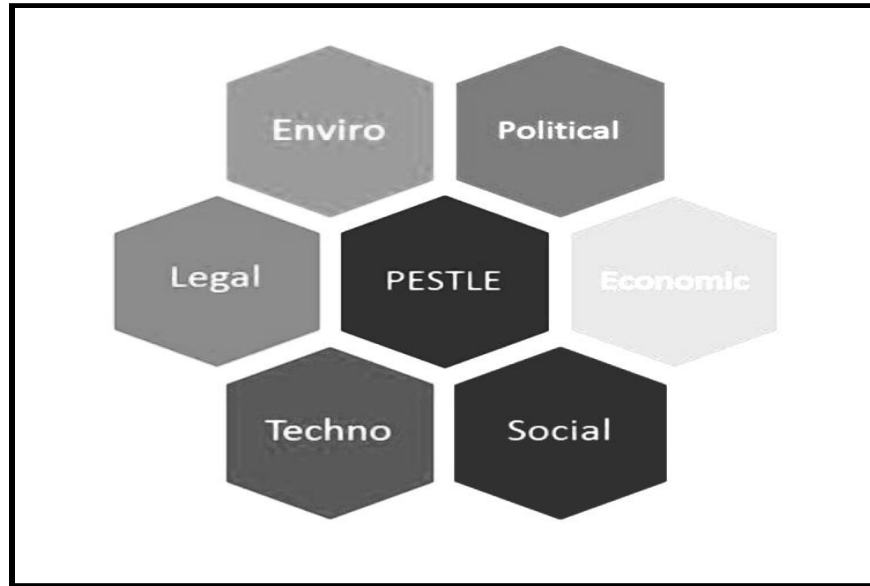
Section 1: External Environment Analysis

The environment of an organisation can be complex and subject to rapid change because of a wide range of factors such as globalisation, intense competition, technological advances, sociological factors and changes in customer expectations. According to Liao and Wu (2010) organisations need to stay up to date with a rapidly changing environment, adapt to changes in the external environment, and create adaptations by learning new business forms so that they can sustain their competitive advantage. One of the ways to examine an organisation's external forces is to carry out a PESTEL analysis. It is of high importance for an organisation to have an understanding of its external environment, so it can know to which extent it must adapt and prepare to face the pressures that come from elements of its external environment (Morden, 1993).

PESTLE Analysis

PESTLE analysis is a framework which can be used to analyse the external environment from which an organisation operates. According to Kolios and Read (2013) the PESTLE framework can be used for strategic planning, or the planning and development of new products or services by analysing elements of the external environment which include:

- Political factors
- Economical factors
- Social elements
- Technological factors
- Legal requirements
- Ecological or environmental factors.

Figure 1.1: PESTLE Analysis Categories

Source: (Murphy Marketing, 2015).

Table 1.1 is an analysis of the external environmental factors of Cadbury, for which a matrix of low, medium and high will be used for the level of chance it may occur.

Table 1.1: PESTLE Analysis of Cadbury

External Element	Factor	Chance	Threat
Political	Government legislation. Government policies on certain products. Government taxation legislation. Post Brexit.	High.	Government tax on high sugar and fat foods (Butler, 2015). This is a threat because it could mean higher costs that may affect sales. Legislation that requires adjustments to ingredients such as sugar or fat is also a high threat because it may alter tastes resulting in a fall in sales.

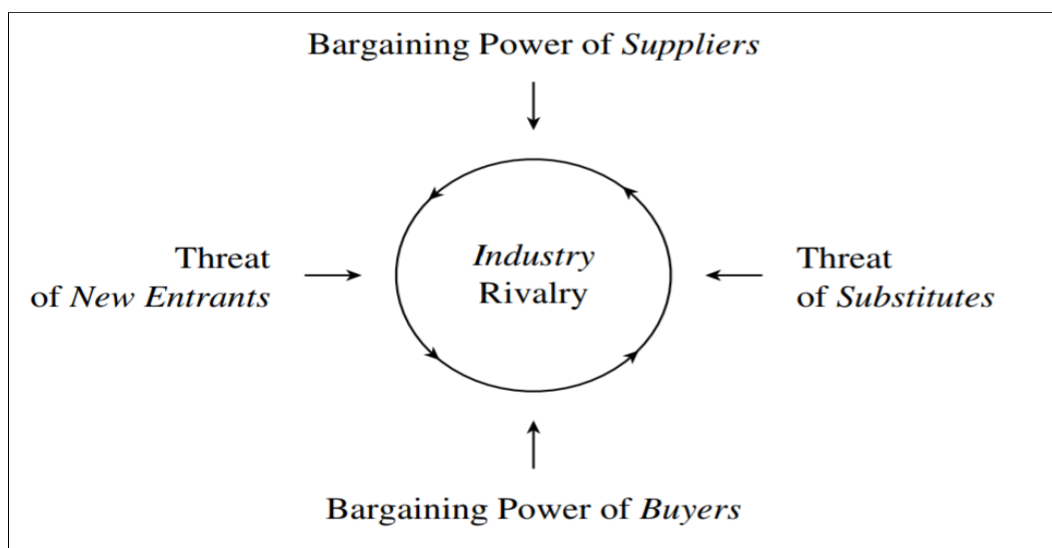
			Brexit is also a threat to Cadbury because of costs associated with new tariffs when importing/exporting goods from European companies. This will increase production costs.
Economical	Times of austerity or recession Lockdowns.	Low	Times of austerity or recession may lead to a fall in sales because of lower disposable incomes. In times of downturn or recession because of factors including Covid19 lockdowns, the risk is low because chocolate is seen as a comfort food, so sales can increase because people are feeling depressed (Butler, 2020).
Social	New trends in people wanting healthier lifestyles and food, (Public Health England, 2021). Rise in obesity levels (NHS Digital, 2020). Unethical public image.	High	Because of the rise in obesity levels, people are looking for alternative products based on health and nutrition. This could lead to a fall in sales. High sugar products are seen as treats, meaning few people will be eating chocolate on fewer occasions. This will lead to a fall in sales. Companies with high sugar and fat products will be seen as unhealthy and unethical.
Technological	New high tech machinery	Low	Cadburys is at the forefront of advanced high tech machines which it regularly updates to keep a competitive advantage, so this is a low threat.

Legal	Legal requirements for labeling of ingredients, calorie information and nutrition facts.	High	This is a high threat because labeling of high fat and sugar contents will mean people are put off purchasing products of Cadburys displaying low nutritional value or high sugar/fat content.
Environmental	Recyclable packaging. Low carbon footprint. Sustainable ingredients.	Medium	This can be a threat because not being environmentally friendly will give a bad image to the company. Cadbury is committed to reducing waste and reducing its carbon footprint. Cadburys has many products which are Fairtrade certified (Fair-trade.org, 2009). This shows that it is buying raw materials from sustainable sources, which gives it a good public image.

Competitive Environment Analysis

The Porter's Five Forces model is a framework that allows analysis of an organisation's competitive environment. According to Porter (2008) by analysing and evaluating certain aspects of the competitive environment, threats can be identified, for example from substitute products, which can aid in identifying where necessary change will be needed to sustain a competitive advantage. The elements of the Porter's framework are illustrated in *figure 1.2*:

Figure 1.2: Elements of the Competitive Environment



Source: (Porter, 1985, pp. 22-23).

Power of suppliers.

This is a high threat. Cadbury's key ingredient for producing chocolate is cocoa, which is only available from certain sources. This makes it extremely difficult for Cadbury to switch suppliers. Any disruption of its supply chain will mean higher prices or lower productivity. So this means Cadbury is hugely dependent on suppliers of raw materials. Suppliers increase their prices consistently which means Cadbury needs to increase its prices of chocolates (BBC, 2013).

Power of buyers.

This threat is low. Because Cadbury's products have a unique taste which can not be easily replicated. This means that Cadbury has a loyal customer base. There are similar products available but because of Cadbury's image and long reputable history, it can lower this threat. Cadbury's products are seen as quality products, so consumers will prefer to pay the extra price rather than purchase supermarket alternatives. This can be observed with the increase in sales of Cadbury products even through lockdowns due to Covid19 (Selwood, 2020). Cadbury also offers a wide range of products, which reduces the need for consumers to switch.

Industry Rivalry

This is a high threat because of the high congested chocolate market. Major competitors include Mars, Nestle and Hershey chocolates (Katje, 2019). Any price wars between competitors will lower profits for Cadburys. To limit this threat from competitors, Cadbury is constantly investing in marketing and promotional activities to achieve product differentiation. This includes using unique packaging, for example the signature colour of the Dairy Milk chocolate wrapping.

Threat of Substitutes

This is a high threat to Cadbury. There are many different products available in the market, e.g. from supermarket own makes. One of the highest threats is from alternative confectionery that are healthier or have a higher nutritional value such as cereal or fruit bars. There has been a growth in such products in recent years (Research and Markets, 2020). Change initiatives will be needed to tackle these threats head on, or Cadbury faces a fall in sales in its long term future.

New Entrants

This threat is relatively low. This is because the market or chocolate industry is dominated by large and well established companies. So for any new company to make any sort of impression in the chocolate market, high investment will be needed. This is because of the cost of high tech machinery, high costs of advertising that will be needed, and high costs of distribution networks needed.

Analysis of Cadburys External Environment

The following factors have been highlighted by the PESTLE and Porter's Five Forces analysis:

- Government policies such as the sugar tax, which is in essence a levi paid by organisations whose products contain high sugar/fat content, may affect future production costs. This will lead to high prices of chocolate products, which inturn may affect sales.
- Social changes in people wanting healthier lifestyles and food (Public Health England, 2021). This may affect Cadbury's sales figures because Cadbury's products are widely seen as a luxury comfort food which is high in sugar/fat content, and considered generally unhealthy to consume.

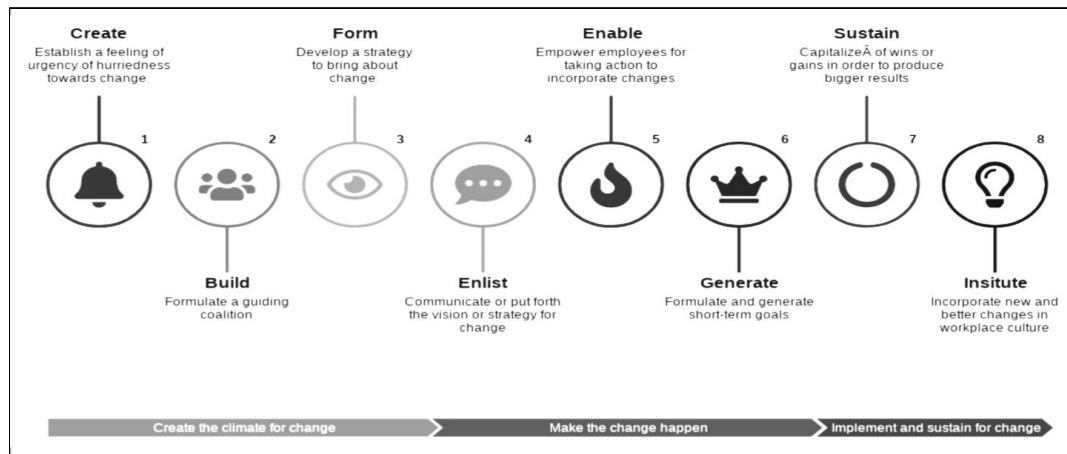
- High threat of substitute products that are healthier, such as cereal bars from competitors may affect future sales.
- Covid19 pandemic and the subsequent lockdowns have seen a surge in sales of Cadbury's products. This can be a double edge sword because an increase in people eating chocolate could lead to even higher levels of obesity. This will mean an exacerbation or acceleration of government policies such as the sugar tax.

These factors will mean that Cadbury will need to make changes of its products or development of new and more healthier products. This can be viewed as transitional change. Transitional change is necessary as a more significant response to environmental changes (Susanto & Mulyono, 2017). The environmental scanning has also shown that Cadbury will need to adapt to social changes by adopting new strategies or strategic changes based on healthier products. If they do not change strategies, or they do not develop new products, they face government policies surrounding high fat and sugar content foods. They also face social changes of people eating healthier food, thus avoiding Cadbury's products because of health issues. Cadbury may need a strategic change such as diversification of products or a partial diversification of products based on sugar and fat content. Any strategic changes will mean new production processes and procedures, as well as a different marketing approach.

Any change identified will need careful implementation because of the many factors surrounding change and resistance to change. The next section will focus on a model for change, which is needed for the change management and implementation of changes.

Section 2: Model for Change

Models of change such as the Kotter's 8 step model can be used by organisations for successful implementation of changes. Kotter's 8 step process model is one of the most highly recognised models of change which is seen as a compelling formula for success in change management and is seen as a well known approach to leading or creating change (Mento *et al.* 2002). The elements of the Kotter's model is illustrated in *Figure 2.1*:

Figure 2.1: Kotter's 8 Step Model

Source: (Lynch, 2020).

Step 1: Create sense of urgency

This is the first and a critical step for successful implementation in the change management process. This step is about creating an urgency within the organisation that change is needed. This step is about selling the idea of change within the organisation by elaborating the data, or giving examples to raise awareness of what may occur if change is not implemented.

The aim here is to reduce compliancy or the status quo and to motivate organisational personnel to invest their time and effort into the change management programme (Ansari & Bell, 2009).

To create a sense of urgency, Cadbury will need:

- share more data and information about the social changes taking place. The cultural change on people's eating habits and how it may affect sales of Cadbury products.
- Communicate about the problem in Cadbury's company website and newsletters.
- Inundate people with information about the future opportunities that change will bring and the rewards for capitalising on those opportunities.
- Hold regular meetings with top and mid management about the current sales of chocolate and highlight the reasons of the stagnated chocolate market. Use articles such as that by Wunsch (2020) which highlights the market stagnation of chocolate manufacturing.

Step 2: Build Guiding Coalition

This step is about creating a team of people who share the vision of change. According to Kotter (2012) a strong guiding coalition is essential at the early part of implementation for any effort to restructure or retool a set of strategies. The coalition will need the right composition, high level of trust between the team and a shared objective. Change is difficult to accomplish because of the many resistance it may face, so a strong, powerful force will be needed to sustain the process. This means Cadbury will need support from higher management in order for changes to take place. Cadbury will need:

- A strong coalition of mid and senior managers who have authority and strong leadership qualities.
- Coalition of mid management and human resource management will be needed to share the vision of change and filter that shared vision down to lower management.
- Effective communication from the leadership will be required. The leadership will need high credibility and good reputations, which will mean any announcements about the change vision would be taken seriously.
- The coalition will need proven leaders with expertise who can drive the change process. These can be people from the recent history of Cadbury, who led the company through change from the takeover of Cadbury by Kraft Foods (Hughes, 2019).

Step 3: Developing a Vision and Strategy

This step of the process is about creating a vision and strategy. The vision should convey a picture of what the future will look like, furthermore it should be desirable, feasible, focused and easy to communicate. This will increase motivation to achieving change and provide direction to the change programme (Kotter, 2012). The role of the guiding coalition and leadership is integral in developing vision. Cadbury can develop an effective vision and strategy by firstly highlighting the problem facing the company which is social changes of consumers. People want healthier products, because of the rise in numbers of obesity, Cadbury needs to develop and produce healthier confectionery. The vision should be that of having a future where Cadbury's products are not seen as unhealthy, but are seen as comfort food that does not adversely affect health.

Step 4 : Communicating the Change Vision

A common understanding of the vision, direction and objectives must be achieved for successful implementation. Effective communication of the vision is never an easy task. This is because of the many channels of communication, number of people who need to know and sometimes the messaging can become inconsistent. Communication of the vision should be simple and jargon free. Communication should be carried out in multiple forums, inconsistencies be addressed, leadership should lead by example and communicating in a two way process. Ways forward for Cadburys to communicate the vision can be to:

- Have regular meetings with senior management and lower management.
- Intranet updates on a regular basis and ensure the vision is kept consistent in messages.
- Presentations with PowerPoint slides to articulate the change vision.
- Coaching sessions to investigate any work related issues that may arise because of the change.
- Stakeholder analysis to identify all stakeholders who may be affected and having two way communication with those stakeholders.
- Having channels for receiving feedback to address any issues that may arise.
- Repeated communication of the vision through different channels for example intranet or company newsletters. People's memory of the message and message retention can be achieved through diffusion and repetition of the vision through different media (Bachrach & Aiken, 1977).

Step 5: Empowering Employees

Employees who feel powerless generally won't or can't help towards the change programme. Environmental changes such as social factors demand organisational change, but change rarely can take place until many people are empowered to assist in that change. Thus empowering employees is greatly important. As a way forward Cadbury should:

- Remove barriers to the change, human or other obstacles.
- Provide training of employees for their needs. People without the necessary skills set feel disempowered.
- Hire change agents whose role is only to deliver change.
- Recognise and reward individuals that make change happen.
- Identify people who are resistant to change and offer coaching sessions.

- Align organisational structure to the vision.
- Identify and resolve systems or processes getting in the way of change.

Empowering employees, even small opportunities of empowerment, can have a positive effect on attitudes and behaviour providing a sense of involvement in the changes taking place. This will also help move the process of change forward (Kappelman *et al.*, 1993).

Step 6: Generating Short-term Wins

This step is about providing evidence that the changes are working and the sacrifices have been worth it. Short term wins help justify the short term costs involved in the change programme. At this step of the process Cadbury should:

- Provide evidence such as sales figures or customer satisfaction figures, so that people are kept on board with the change programme. This will undermine cynicism to the change programme, and make it difficult for people to resist the change needed.
- Celebrate short term wins and reward change agents which will improve morale, motivation, and build momentum. This will also provide people with reassurances that their efforts are on the right track (Marks, 2007).
- Reward and recognise behaviours that are in favour achieving the change vision.
- Set standards in behaviour and act as role models to be emulated by others at the company, which will have an institutionalization effect (Eisenbach *et al.*, 1999).

Step 7: Sustain Gains and Producing more Change

Resistance to change is always waiting to reassert itself so this step of consolidation of changes and producing more change is important. Managers at Cadbury must resist the temptation of declaring victory after the first signs of success from the changes made. Management and leadership should use short-term gains to address other issues not consistent with the change programme. They will need to keep the momentum going forward. This means using the credibility gained from short-term wins to take on other change initiatives. Additional people can be bought in or people in line with the changes can be promoted or developed to help with bigger change projects. Leaders or senior management at Cadbury must focus on keeping urgency levels up for the change programme and maintaining clarity of the shared purpose of the effort in bringing change. Senior management must also identify and eliminate unnecessary independencies to make the change process easier in both the short and long term (Kotter & Cohen, 2002).

Step 8: Anchoring new approaches in the Culture

The new approach and procedures must be embedded into culture or they will face degradation. They must be seen as the new norms of the organisation or the old approaches and methods will resurface. This can be done by clear communication and visualisation to show the new approaches as being far more superior than the old approach. To do this, Cadbury's senior managers will need to offer verbal instructions, communication and support for the change process to be sustained by:

- Coaching, mentoring and training to establish competency and commitment to new procedures.
- Remove people not adapting to the change. Sometimes the only way to change or adapt culture is to remove or change key personnel.
- Using different types of communication to show how the new changes are having a positive affect (Massey & Williams, 2006).

Leadership Style

The successful implementation of the change management programme, and ultimately the success of the organisation, is highly dependent on the leadership and Leadership styles of an organisation. Organisations require leaders with an effective leadership style that can act and motivate in a changing global environment. To mitigate any resistance to change, Cadbury will need a leadership style with the ability to motivate people with the vision of long term goals without compromising the human values and principles. The leadership style needed by Cadbury for the change management process will be a transformational leadership style. This is because a transformational leadership style can evoke a sense of empathy with a common vision or goal. Among the many positive qualities, transformational leaders are considered role models who have the ability to reduce the resistance to change (Mansaray, 2019). By adopting a transformational leadership style, Cadbury will;

- Build a strong sense of trust from employees.
- Installation of pride and confidence in followers.
- Empower employees.
- Meet organisational and employee objectives.
- Meet the psychological and emotional needs of employees.
- Achieve inspirational motivation.

- Convince people who are resistant to change on the need to change from the status quo (Oreg *et al.*, 2011).

In managing change and for successful implementation of change initiatives, a transformational leadership style has been found to be more effective than other leadership styles (Akinbode & Shuhumi, 2018). Thus for Cadbury, a transformational leadership will be a more appropriate leadership style in dealing with organisational change, help followers to cope with the change process, and enhance commitment from followers by empowerment (Holten & Brenner, 2015).

A transformational leader at Cadbury will;

- ☐ Create motivation by making people aware of how important the change is to the long term sustainability or success of the organisation.
- ☐ Induce people who are resistant to change to transcend their own self interests for the sake of the organisation's needs.
- ☐ Articulate a clear and appealing vision of what the organisation will accomplish by change.
- ☐ Create and communicate a clear strategy for fulfillment of the vision.
- ☐ Be a role model and lead by example.
- ☐ Convey confidence in subordinates that they have the ability to carry out the strategies for change (Mullins, 2010).

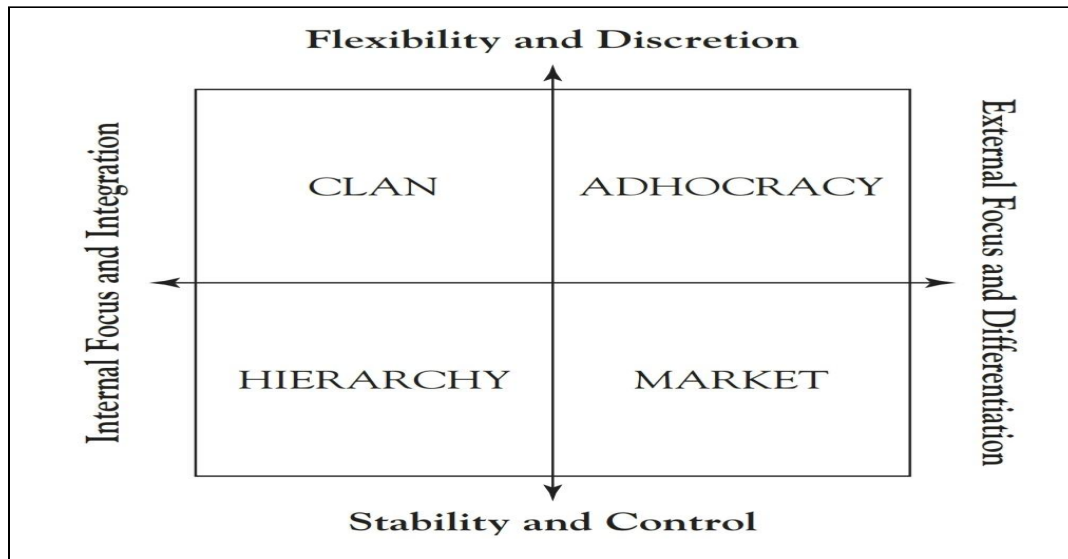
Section 3: Organisational Culture

The culture of an organisation is unique, and can be thought of as its personality or soul. It can be referred to as the norms or shared values, fundamental principles and beliefs of how things should be done (Chatman & Eunyoung, 2003). Organisational culture is among the most influential aspects that can impact and influence a company's ability to change. This is because culture can act as a barrier to change. People in an organisation will either support change with passion, be impassive, or actively be resistant to any change taking place because of cultural aspects.

Since the takeover of Cadbury by Mondelez (formally known as Kraft) the company has been under intense pressure from its shareholders to improve financial performance and increase market share (Bowers, 2009). According to Cameron and Quinn (2006) the four major types of organisational culture are Clan culture, Adhocracy culture, Market culture and Hierarchy culture.

The culture of Cadbury can be linked to a Market Culture. Each culture has its own characteristics and dimensions which it can be identified by, as illustrated in *Figure 3.1* below:

Figure 3.1: The Culture Values Framework



Source: (Cameron & Quinn, 2006, pp. 35-36).

What *Figure 3.1* indicates is that organisations associated with Market Culture are focused on external positioning with the need for stability and control measures. The attributes of organisations with Market Culture are:

- ❖ Results oriented environment.
- ❖ Getting the job right and attention to detail oriented.
- ❖ Competitive and goal oriented.
- ❖ Demanding leadership style.
- ❖ Reputation and success are the biggest concern.
- ❖ Achievement is measured by achieving goals and meeting targets.
- ❖ Enhancing competitiveness.
- ❖ Success is defined profit margins and what percentage the market share is.
- ❖ Improving productivity with stability and control.
- ❖ Hard driving and competitive work environment (Cameron & Quinn, 2006).

Cultural Impact on change

Table 3.1: Impacts of change

<u>Cadbury's Culture</u>	<u>Impact on change</u>
Stability or maintaining the status quo	This will have a negative impact on the change programme because of the change in strategies. This may mean adopting different processes or procedures.
Results oriented	This will have a negative impact because of the fear associated with changes in new development of products
Goal oriented	Negative impact because if goals are not met then people resisting will increase.
Reputation and prestige	Cadburys is considered the number 1 chocolate manufacturer in the UK. Any changes that might jeopardise its reputation and prestige will face high resistance from employees to senior management.

The values of an organisation are a reflection of its culture and can be seen by its underlying beliefs and vision. The values of an organisation can be shared throughout the organisation with its vision and values statement. Cadbury creates a sense of shared values through its vision statement which is:

'Working together to create brands people love' (Slideshare, 2020).

This cultural aspect can have a positive effect on the change programme. The external environmental analysis has indicated that Cadbury needs a change in products because of the social aspects of people wanting healthier products. The vision statement shows a shared culture of creating products people love, so any changes in developing healthier products will be aligned with the vision of change.

Basic assumptions are embedded in the culture of an organisation. Cadbury is a well established company with a rich history of chocolate manufacturing. Processes, systems and work practices at Cadbury have been in place for a long time which can be seen as their underlying basic assumptions.

When something works repeatedly, it is taken for granted and guides behaviour. This can have a negative impact on the change programme because it may lead to changes in these basic assumptions.

Any challenges or questioning of these basic assumptions will release anxiety and defensiveness resulting in resistance to change (Schein, 2004).

The reasons the change programme will face resistance include:

- Fear of facing unemployment: Employees may feel or have the belief that the change will lead to lower productivity leading to job losses.
- Fear of a new work environment: Employees may be tied to the cultural aspect of working in a certain way or specific environment. Any changes to the work environment because of the change programme will result in resistance because employees may be tied to doing things the old way or connected to the old ways.
- Change in routine: Any changes in the routine or rituals of Cadbury will face resistance. The change programme will need to be engaged with employees and promote or adapt around these routines and rituals.
- Fear of unknown: The change programme represents uncertainty so will face resistance. The human mind needs cognitive stability and certainty.

The culture of Cadbury will have a detrimental effect on the change programme. There are many impacts the culture will have on the change management process. The change programme must be adapted so that it is aligned with the culture. Without a change in culture or cultural shift, the change initiatives will fall short (Cameron & Quinn, 2006).

Resistance to Change

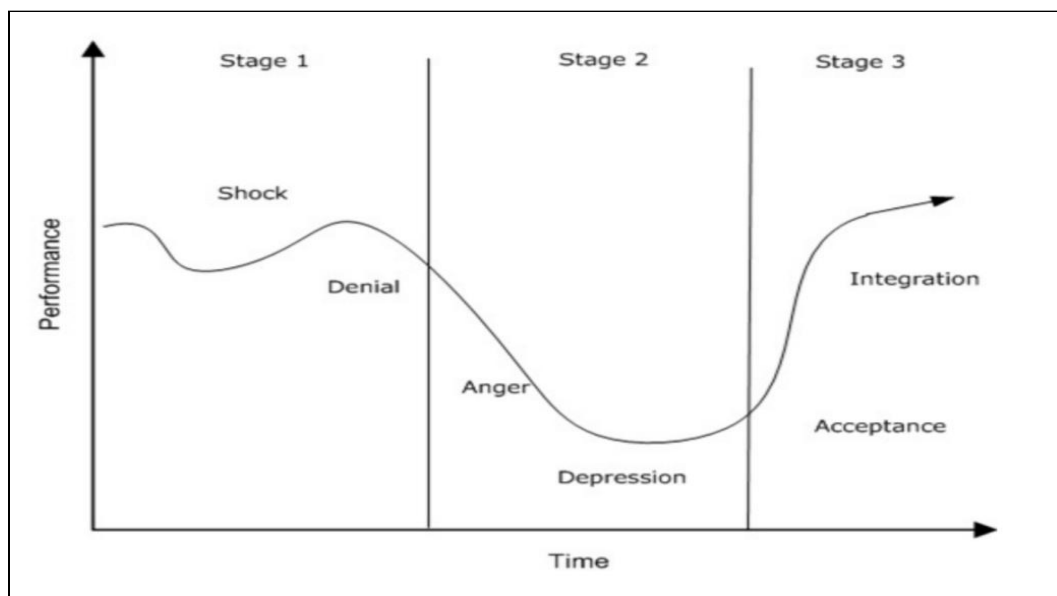
Any changes taking place will face resistance because of many factors that affect stakeholders of an organisation. According to Paton and McCalman (2000) no matter how hospitable an organisation is in regards to change, it will still face a level of resistance to change from employees, consumers, suppliers and distributors. The frequency and potency of the resistance may be managed or reduced but never eradicated because of the fear associated with change. People resist change because of the fear of the unknown and are comforted by similarities and routines. This is highly true of organisations such as Cadbury, successes and power bases are rooted in the past and present, not necessarily in the future. Cadbury has a rich heritage and is a powerhouse in chocolate manufacturing currently so any change will face resistance because of factors including:

- Shock of new routines, methods of working or working conditions,
- Economic fears,
- Job security,
- Uncertainty,
- Symbolic fears,
- Threat to status or skill,
- Competence fears,
- Inconvenience of changes that may make life more difficult,
- Low morale,
- Distrust in management,
- Complacency. (Armstrong, 2009).

The Change Curve

The Kübler-Ross Change Curve can be used to gain an understanding and predict the emotional aspects associated with organisational change (Malone, 2018). The change programme will go through various stages of employee emotions which can be related to *Figure 3.2*:

Figure 3.2: The Kubler-Ross Change Curve



Source: (Malone, 2018).

The Kubler-Ross Change Curve can be used to understand how employees at Cadbury will navigate through the change process, understand the emotional aspects and how to deal with these aspects. The stages of emotions are :

- **Stage 1- Shock and Denial.** At this stage individuals and teams at Cadbury will be surprised and overwhelmed by the announcement of the change. They will be feeling discomfort emotionally at the start of change because of a culture of following the status quo at Cadbury. This can be because of deep embedded cultural aspects of assumptions, beliefs or traditions. At this stage change agents or leaders at Cadbury must show empathy, respect and understanding of old traditions.
- **Stage 2- Anger and Depression.** At this stage, people will look for reasons why the change initiatives will not work or are not credible. Employees will feel angry and depressed if not engaged. Change agents at Cadbury will need to use clear and honest communication to show the logic behind the need for change.
For example, how the change will positively improve the company and how the old ways were harming the company. Coaching and training can also be used at the stage for employee engagement.
- **Stage 3- Acceptance and integration.** At this point the change has been largely accepted and integrated within the company. Cadbury can use systems of feedback and monitoring to further reinforce the change and add further credibility to the change process (Connelly, 2020).

Change Management Plan

A change management plan helps manage the change process by ensuring control on elements such as scope, communication, stakeholders, and resources. The aim is to minimise the impact the change can have on these elements. The following is a change management plan for Cadburys:

Introduction of change

Cadbury has been at the heart of UK chocolate manufacturing. Cadbury's chocolates are among the most recognised in the UK market. But because of the high fat and sugar contents, Cadburys products are considered unhealthy.

A change in strategic direction of producing, marketing and selling products that are significantly lower in sugar and fat will be required because of social and political factors.

Project Sponsors and Steering Group

Project Sponsor : Dirk Van de put (Chairman and CEO)

Project Steering Group:

- Trevor Bond (Managing Director)
- Gemma Maple (Marketing Manager)
- Amanda Ben-Mazwi (Production Manager)

Project Objectives

- To produce healthier confectionery
- To promote these products using appropriate advertising, packaging and incentives
- To gain a competitive advantage
- To increase market share in healthier products economy
- To reduce threats of political policies such as the do called sugar tax
- To increase the ethical image surrounding unhealthy products

- To incorporate new work processes as may be required.

Rationale for change:

- Social changes of people's eating habits
- Increase in demand for healthier confectionery
- Increase in substitute products
- Risk of taxation because of political policies surrounding products with high sugar and fat content

Risks associated with the change:

- Lack of support because of cultural background of Cadbury
- High costs of changes in technologies needed to develop new products
- High costs of promotions activities needed
- Negative reaction from consumers resistant to the change in products

Stakeholder Analysis and Communication Plan

Stakeholder	Power/Interest	Interests/Issues	Communication Method	Frequency
Employees	High	Working environment. Increase or decrease in working hours. Change in routine. Loss of employment fears. Training in new procedures.	Seminars. Coaching and mentoring sessions. Staff meetings. Company newsletters. One to one meetings. Intranet.	High frequency needed to keep employees informed and engaged.
Consumers	High	Loss of traditional products. Difference in taste and look.	Promotional advertising using television media, newspapers, billboards,	High frequency needed to keep consumers informed and reassured of

		Price difference.	Internet. Social media including Facebook and Twitter.	changes.
Suppliers	Medium	Loss of trade. Reduced purchases.	Company meetings. Formal letters. Email	Low Frequency
Government	Medium/Low	Contents of Fat and sugar. Sales figures.	Meetings when required.	Low Frequency
Shareholders	Medium	Sales figures Profits Share price	Shareholder meetings Email	As and when required

Assessment of Readiness to Change:

There is a strong infrastructure, technological aspects, good raw material supply and excellent distribution network in place for the change to be sustainable. A strong and committed workforce is also available to take on change. Cultural aspects may become barriers to change. Monetary funds are also available and are a critical factor.

Key Change Messages:

- New healthier products will mean a positive ethical image.
- It may lead to lower productivity and sales in the short term, but will be more ethical and sustainable in the long term because of social changes.
- New product development will lead to penetration of new markets.
- It will lead to a new customer base.
- Change will mean more training and new processes or procedures. This will lead to a better skilled workplace.

Project Communication

Communication Type	When	How	Who	Responsibility Of
Project Team meeting	Daily	Meetings	Project team. Senior stakeholders.	Project manager
Stakeholder Updates	Monthly	Email, Newsletters.	Second tier Stakeholders	Project manager
Board meetings	Every two weeks	Meetings. Zoom meetings	Shareholders	Project Sponsor
Employee engagement	Weekly	Team meeting, newsletters, intranet, seminars.	Workforce	Senior management

Evaluation

Evaluation of the change process can be assessed by asking a series of questions and receiving feedback.

Evaluation Question	Comments/Feedback
What were the key objectives of the change ?	
What was achieved once the change was implemented?	
Was the change effectively planned?	
What could be better planned next time there is need for change?	

How was the communication carried out?	
What can be done differently next time?	
What are the key lessons learned from the change programme?	

Conclusion

Change is something that affects all organisations. This can be because of various aspects such as globalisation, high competitive factors, economic factors, political factors, technological factors and social factors. By analysing the external environment of an organisation, the need for change can be established. Once established, change needs to be systematically managed for successful implementation. Developing a structured and systematic approach to change is crucial to help ensure successful transition during the change process, while mitigating any distribution caused by the change. Environmental scanning has shown how Cadburys faces threats if it doesn't change. Change is needed because of social changes of people eating healthier food and the increasing threat of healthier substitutes products. To tackle these risks, Cadbury will need a strategic change, also develop and manufacture healthier confectionery. One of the risk factors in the change required will be the cultural aspects. Cadbury has a rich history of chocolate manufacturing and its processes are deeply embedded in its values and traditions. This will require a cultural shift or adapting the change around its current culture. For Cadbury to ensure a successful change implementation, the factors that will be critical include the leadership style, communication of the change plan, engagement of stakeholders, and extensive promotional activities. By incorporating a transformational leadership style, and utilising an effective communication and change management plan, Cadbury will be able to create the necessary change for a successful implementation and mitigate any risks that occur.

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