

Q1. By using a PESTLE Analysis to examine influences outside of BPE during the acquisition, I chose to focus on social and technological (CIPD, 2025b). These two external key factors are likely to have a significant impact when BPE, a person-centre family culture pharmacy acquires Emrosu, a national chain pharmacy business (Waite et al., 2021, pp.7–9).

Social challenges involve how Shiva will integrate Emrosu pharmacies into BPE's existing business structure. Shiva will be responsible for managing the process of change for Emrosu's employees, whose work ethics, attitudes and values will differ from BPE'S. This will require effective communication, employee engagement, training to ensure all staff are onboard with the change and embrace BPE'S values. At the same time, this could lead to resistance and anxiety about job security amongst Emrosu employees. Looking at a broader social impact involving customer behaviour, our population is now more informed about health conditions and more health aware. A survey carried out by The Consumer Healthcare Association in 2024 found that 9 out of 10 adults felt confident using OTC medicines to manage their symptoms (The Consumer Healthcare Association, 2024). This could mean an increase in sales of pharmaceutical products for BPE, supporting business growth (CIPD, 2025c). At the same time, these health conditions treated with OTC products could develop into chronic or long term illnesses which require GP appointments and prescriptions, meaning a threat in reducing pharmacy product sales and possible consolidation (CIPD, 2025c).

The first technological challenge for BPE would be how Shiva plans to integrate their pharmacy management, patient record database and stock control with Emrosu, who is likely to have a digital system in place. Merging these two systems is essential for efficient operations and remaining compliant with data protection regulations. During this merge there could be implications such as software errors, data loss, insufficient training for BPE employees who currently have no online presence. Another technological influence is the growth in digital healthcare. Emrosu already has an online presence for customers to request their medicines online and offer in-store collection or home delivery. This is an opportunity for BPE as this provides a ready-made platform for BPE to introduce to existing pharmacies in the 20 mile radius with the potential of increasing customer population and growth in product sales. There is also potential nationwide to offer a wider range of online services like self-diagnosis apps, online consultations, enhancing customer experience and increasing productivity (CIPD, 2025a). This online presence can open additional services; however, BPE must prioritise data security, risk management and be compliant with regulations to avoid data breaches which may have a negative impact on the business.

Q2. After the acquisition of Emrosu has been completed, Shiva might set SMART business goals to ensure the merger of the two companies provides achievable growth and long term success. Two likely goals would be increasing BPE's online presence and increasing online services. The Emrosu pharmacies which BPE has taken over, already have an online presence and offer online services. This said, by using the SMART goal structure, BPE could introduce an online presence by 5% over 2 years to the 5 local pharmacies so that it is measurable and timebound. At the same time, BPE

might want to increase the number of online services by introducing 1 new service such as online consultations over a 2 year period so that the goal is relevant to the consumer needs and achievable. It is important that BPE makes certain the business goals are specific, measurable, achievable, relevant and time-bound to provide structure, clearness and focus. This will help monitor the progress of the goals. It is also important for BPE to carefully plan these goals to achieve them. The planning of the goals will provide clarity of how the goals are to be met, who is responsible; Shiva, managers, employees and what software systems, apps and other resources are needed. This will also provide direction and help communicate the goals to BPE employees to understand what is required of them and why. This might then trickle down into their own objectives, improving levels of motivation and engagement because employees can see how they can provide something to the goals (Waite et al., 2021, pp.12–16).

Q3.

- A. To gain an insight on how BPE and Emrosu will merge together and identify where the opportunities for growth are, it is important to understand what they both offer and who their main customer is. BPE and Emrosu both offer a variety of non-prescription & prescription medicines and health & beauty products. These could be products such as pain relief, cold and flu medicine, vitamins and skincare range. BPE currently provides a wide range of services such as health advice, blood pressure checks, consultations and vaccinations. Emrosu currently provides delivery and collect in person services.
- B. From the information provided in the case study the main customer for BPE is likely to be business to consumer. BPE has 5 stores in a local area and has a reputation for a personal service to their customers. This would give the assumption that there is a strong customer loyalty with more returning customers than new customers. As the main type of customer is local to BPE, the customer profile might be from an older population with long term health conditions and with a higher need for regular blood pressure checks. Emrosu is a nationwide business offering delivery and collection services. The main customer for Emrosu might be business to consumer. A customer from a younger population, living anywhere, who would like to make a quick online purchase with a delivery service. This could show a strong customer loyalty with returning customers. Emrosu might also have business to business customers such as Care Homes, Residential schools, Clinics, GP Surgeries where they deliver large quantities of stock. BPE and Emrosu both have similar business to consumer customers but also have some business to business customers (Waite et al., 2021, pp.16–19).

Q4. After the acquisition of Emrosu by BPE, technology could be used to align people's practices, employees and processes across the organisation. There is a wide range of technology such as databases, spreadsheets, social media, business systems, management systems and video conferencing available. As a smaller business, BPE is likely to have outdated database systems than Emrosu who potentially have advanced software systems for people practices, employees and

processes. As a national business, Emrosu has a larger people presence and is likely to have a core people practice system to look after the employee life cycle.

To improve collaboration of BPE and Emrosu a management performance system could be used to centralise employee data, keep people practises and policies consistent to reduce disputes and enable employees to update personal information and request leave saving admin time. A management performance system could also include the same training for all employees within the organisation as they are all spread throughout the country.

After the acquisition, BPE would benefit from using an organisation database system to manage people records as the company has grown considerably. This database system would be an effective and confidential process of storing all client information. This could also be a safe way of file sharing across different pharmacies within the organisation.

To help bring the 2 organisations together, video conferencing might be used for remote meetings between managers from different pharmacies. Video conferencing could also be used to improve communication lines and employee engagement throughout the organisation. One other benefit of video conferences would save time and money on traveling as the pharmacies are spread over the UK (Waite et al., 2021, pp.20–27).

Q5. Organisational culture is the core of an organisation. Organisational culture is made up of values, beliefs, attitudes, traditions and behaviours that influence how people within the organisation work together. Culture can also have an effect on decision-making, communication, leadership and how staff respond to change. Role culture is a type of organisational culture that can be seen within Emrosu where each department has a key role and each employee has a clear job description to follow including formal rules and procedures. Charles Handy writes about power culture and how one leader or a small group of individuals hold the majority of the power. In an organisation like BPE this can present as the one leader, Shiva making all the key decisions. This might change to a task culture after the acquisition, where employees based on their expertise could collaborate with Shiva to make decisions instead of Shiva making decisions independently.

After the acquisition it will be important to have a positive culture that could bring a wide range of benefits for all employees and organisation. A positive culture might create an environment where staff feel valued leading to high levels of motivation, engagement, productivity and performance. It is also important to foster an appropriate and effective workplace culture after the acquisition to maintain BPE's personal service that people are more likely to welcome and engage with the new strategies, particularly for existing employees at BPE who are not used to using an online pharmacy software system. If a high level of customer service is continuing and staff are on onboard with the new systems, this could secure ongoing sales and increase sales for BPE. This could also enhance the

organisation reputation, making BPE look more attractive as an employer. Therefore, BPE might have a lower staff turnover reducing recruitment and training costs (Waite et al., 2021, pp.28–31).

Q6. Organisations function as whole systems by all parts of the organisation interconnecting and working together to achieve a shared goal. For example, using the McKinsey 7-S Framework model represents that an organisation can interrelate their 7 elements; structure, systems, style, staff, skills, strategy and shared values to work effectively together to become the best pharmacy (Heery et al., 2017). BPE has a flat structure and Emrosu has a hierarchical structure and when the two merge this could present cultural, communication and decision-making challenges. Training BPE staff on different online systems and training Emrosu on BPE personal service processes could potentially result in a smoother transition and less errors. If people are moving into a new role, they might feel more confident leading to higher levels of performance. This could impact the levels of morale, meaning less disputes and higher productivity within the organisation. Negative impacts could be poor communication between the merging teams which could lead to negative workplace culture. To overcome this, they might run team building activities to help improve communication across the organisation (Waite et al., 2021, pp.32–36) .

Q7. Following the acquisition, BPE will experience structure, system, culture, processes and people changes. For any changes to be successful it is important they are planned and effectively managed. By planning change we can identify achievable milestones to provide a clear line of communication to employees. This helps to make employees feel part of that change and included rather than the change happening to them possibly creating employee resistance. By including all staff they can also see what is expected of them during the change and what they need to do. By planning, you could identify where and what resistance might take place and put measures in place to attempt to prevent or reduce the degree of resistance. Another purpose for planning change is to make sure the resources are in position to be able to complete the change and that an adequate amount has been assigned. By effectively managing the change after the acquisition, it will be more controlled and will help manage the people's morale and resistance. Another reason to manage the change is to check different phases to see if they are being achieved and give the chance to evaluate the plan. This allows BPE to continually liaise with employees how the milestones have been accomplished. All staff can see ongoing achievements and they might feel more involved in the process of the change. This is likely to result in a more positive response to the change if managed effectively and more likely to reach the milestones that have been set (Waite et al., 2021, pp.37–38).

Q8. During the acquisition people professionals are the hub to ensure that the merge of the two organisations is smooth, controlled, communicated efficiently and successfully. During the changes people professionals in BPE and Emrosu might adopt different roles. For example in BPE, Shiva might act as the change champion, motivating employees to welcome the combined culture of BPE and Emrosu and promoting the benefits of acquiring Emrosu. As a change champion, Shiva might want to arrange online meetings with managers from Emrosu to communicate the new structure and processes. By holding meetings with employees of BPE and Emrosu, this might increase staff buy-in

and reduce resistance. It is important to manage the people in the change for a successful change, making sure the employees are valued and supported. Staff are communicated with and they are completely aware of how the change will impact them (Waite et al., 2021, pp.39–41).

Q9. The changes could impact people working at BPE and Emrosu in a positive and negative way. The changes are likely to create waves for employees not knowing when and if the acquisition will take place. People working at BPE and Emrosu might react differently to the change. The impact on the people at BPE may experience changes in their job roles, reporting channels and responsibilities, location of job, working within a different team, new software systems and new processes. Previously, the people of BPE were used to a flat structure reporting to Shiva and they might be reporting to multiple hierarchical layers. BPE had 5 local pharmacies within a 20-mile radius of each other and after the acquisition, BPE became a national organisation. The impact on the people of Emrosu may need to adapt to a collaborative structure introduced by BPE. There may be emotional behaviour reactions to change in both sets of employees. People could be in shock, especially for people at BPE who are used to working for a small business and suddenly working for a national business. People may feel upset or angry as it is human nature to resist change. However, by acquiring Emrosu does present the people with better job opportunities (Waite et al., 2021, pp.39–41).

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