



LEADING AND IMPLEMENTING WORKPLACE CHANGE

MODULE CODE: BMSW6103



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Tesco PLC, founded in 1919, has grown from a market stall to a leading global giant retail. By the 1990s, Tesco diversified into various sectors and introduced the Tesco Clubcard, which significantly enhanced customer loyalty. As of 2024, Tesco remains dominant player in the UK market, maintaining strong financial performance despite challenges like Brexit and the COVID-19 pandemic. The company is committed to sustainability, aiming for carbon neutrality by 2050, and continues to innovate through investments in AI and data analytics to improve supply chain efficiency and customer experiences. As Tesco's Change Management, I, Artiola Stana, lead strategic initiatives aimed at enhancing operational efficiency and customer satisfaction. In response to increasing competition and economic challenges in the early 2000s, Tesco implemented a comprehensive change management plan focusing on leadership commitment, cost reduction, customer engagement, employee participation, and technological integration. A PESTLE analysis reveals that Tesco's performance is influenced by political factors such as regulatory compliance and public health policies, economic factors like consumer spending and inflation, social factors including shifting consumer preferences and sustainability concerns, and technological advancements in online shopping. Legal and environmental factors also play significant role, particularly in employment regulations and carbon footprint reduction. To manage change, Tesco employs models such as Lewin's Three-Step Model, Kotter's Eight-Step Model, and ADKAR Model, which focus on the human aspect of organisational change. These models help guide the company through transitions, ensuring alignment with its strategic goals. Leadership style, particularly transformational leadership, is crucial in effectively managing change by fostering innovation and addressing resistance. Tesco's organisational culture is deeply committed to diversity, inclusion, and aligning with the UN's Sustainable Development Goals (SDGs). Initiatives include gender equality targets, inclusive policies, and multi-skills training for staff. These efforts enhance innovation, improve employee engagement, and contribute to Tesco's overall performance.

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Introduction

Tesco PLC, established in 1919 by Jack Cohen, adopted its name from TE Stockwell and Cohen's initials. Originating as a market stall, Tesco rapidly expanded post 1940, transitioning to physical stores and solidifying its presence in the UK retail sector by the 1960s through aggressive acquisitions. (Zhao, 2014) The 1990s marked a pivotal era with Tesco diversifying into clothing, electronics, and pioneering the Tesco Clubcard, enhancing customer loyalty through personalized rewards. (Zhao, 2014)

As of 2024, Tesco stands as a global retail powerhouse, leading the UK market alongside competitors like Sainsburys and Asda. Despite challenges such as Brexit and COVID-19 pandemic, Tesco has maintained robust financial performance by focusing on efficiency and expanding its online retail capabilities. (Zhao, 2014) The company is committed to sustainability, aiming for carbon neutrality by 2050 and actively reducing plastic usage and food waste. Strategic alliances, including the acquisition of Booker Group in 2018, booster

Tesco's wholesale distribution network. Innovation remains a cornerstone with investments and AI and data analytics to optimize supply chains and customer experiences complementing its enduring customer engagement strategy through the Tesco Clubcard. (Zhao, 2014)

My role

I am Artiola Stana, serving as the change manager at Tesco, tasked with driving organizational transformation and implementing strategic initiatives to enhance operational efficiency and customer satisfaction. My role as a change agent involves leading cross-functional teams in navigating complex challenges and fostering a culture of innovation and continuous improvement.

Tesco's Change Management Plan

In the early 2000s, Tesco encountered various hurdles such as rising competition, shifting consumer preferences, and economic uncertainties, all of which profoundly influenced its growth trajectory. Recognising the imperative to reclaim its market leadership, Tesco's management identified the necessity for a comprehensive change management initiative aimed at transforming the company. (Abbas, 2023)

Here are the key changes and steps that Tesco took:

1. **Leadership Commitment:** The senior management of Tesco was totally dedicated to the reform initiative, providing clear direction and support throughout. (Abbas, 2023)
2. **Communication:** To guarantee that every employee was aware of the rationale behind the modifications and how their roles were being implemented, a thorough communication plan was created. This includes training sessions, town hall meetings, and frequent updates. (Abbas, 2023)
3. **Expense Reduction:** Tesco renegotiated supplier contracts streamlined its supply chain, and lowered productivity and profitability. (Abbas, 2023)
4. **Focus on Customers:** Through loyalty programs and customised marketing, a new approach to customer service was implemented, resulting in improvements to in-store experiences, product quality, and customer engagement. (Abbas, 2023)

5. **Employee Participation:** Acknowledging the critical role that workers play in providing high-quality service, Tesco implemented steps to enhance staff morale, including training, recognition programs, and better working environments. (Abbas, 2023)
6. **Technology Integration:** To improve operational efficiency and consumer experience, investments were made in new technologies such as self-checkout devices, mobile payments, and online shopping platforms. (Abbas, 2023)
7. **Evaluation and comments:** Tesco developed measures to monitor the achievement of their initiatives and actively sought feedback from both employees and customers to continuously refine their approach. (Abbas, 2023)

These changes collectively aimed to reposition Tesco amidst competitive pressures, changing consumer behaviours, and economic uncertainties of the time, reinforcing their market leadership through strategic adaption and operational improvement.

According to Tesco's website, several significant management changes have been implemented and are planned. Over the last couple of years, a new management structure was rolled out in approximately 350 smaller Superstores, reflecting the specific needs of these stores. (Tesco Plc, 2023) Approximately 1,800 new shift leader posts will be created as part of this expansion to oversee daily operational tasks on the factory floor. The business will also reorganise manager responsibilities to ensure that they are equally complicated and sized, with an emphasis on overall store success and assisting colleagues in providing better daily services to customers, communities, and the environment. Nevertheless, these modifications will result in fewer Lead and Team Managers in major stores, affecting about 1,750 coworkers. (Tesco Plc, 2023) Those affected will have the option to move into the new Shift Leader roles with financial support or take redundancy. Furthermore, to support colleagues impacted by these changes, a consultation process with USDAW (Union of Shop, Distributive and Allied Workers) will be initiated. (Tesco Plc, 2023)

Pestle Analysis

Definition

The PESTLE Analysis is a method for identifying and examining significant factors that drive changes within an organization's environment, centring on the external elements. (Buye, 2023) Originating from Aguilar's 1967 ETPS model, it acts as an organizational audit to recognise external factors that affect success. Continuous environmental scanning enables organizations to gain a competitive advantage, predict future changes, and boost performance. (Buye, 2023) Often incorporate into the SWOT analysis, PESTLE is especially useful for new product launches, as it helps identify opportunities and challenges, facilitating strategic planning and improvements. (Buye, 2023)

TESCO Pestle Analysis

POLITICAL FACTORS

Tesco's performance is heavily influenced by international political factors, given its extensive operations across various countries. These factors encompass legislation, taxation, and the overall stability of the nations where it operates. In response to ongoing global economic uncertainty, many governments encourage retailers to prioritize local employment. By creating job opportunities, Tesco not only diversifies its workforce but also enhances demand for its products. (Jim Makos, 2019)

- **Adherence to regulations:** Tesco operates in several nations, each of which has laws of governing retail operations in its own unique way. This covers tax legislation, employment regulations, and food safety guidelines. In addition to being required by law, compliance is a fundamental aspect of Tesco's business responsibility. (Jim Makos, 2019)

- **General health policies:** As demonstrated by the COVID-19 pandemic, public health policy can significantly influence consumer behaviour and shop operations. Tesco needed to respond rapidly to changing standards, such as adding social distancing measures, improving online shopping platforms, and controlling supply chain interruptions. (Jim Makos, 2019)

ECONOMIC FACTORS

- **Economic Growth and Consumer Spending:** the essence of Tesco's success is in its consumers' wallets. Economic downturns, recessions, and even a thriving economy can all have a significant impact on how much money consumers are ready to spend. Tesco must keep an eye on these trends and alter its product offerings and price tactics to fit consumer confidence and discretionary income levels. (Jim Makos, 2019)
- **Stability of prices and inflation:** rates of inflation have a direct repercussion on Tesco's expenses and client buying ability. As cost escalation, Tesco faces increased costs for inputs, which can disrupt its supply chain and profitability. Meanwhile, consumers may find their purchasing power diminished if wage increases lag inflation. Tesco must meticulously adjust its pricing strategy to maintain a proportion that considers both cost impacts and customer affordability amidst inflationary pressures. (Pereira, 2023)

An example is when Tesco faced significant challenges when entering the Argentine market, primarily due to high inflation rates. This volatility made it difficult to maintain stable pricing, leading Tesco to adopt flexible pricing strategies. Additionally, managing supply chain costs and ensuring profitability in such conditions necessitate Tesco to implement strong budgeting and risk management approaches. (Pereira, 2023)

SOCIAL FACTORS

- **Shifting Consumer Tastes and Preferences:** customers preferences and tastes are in a constant state of change, influenced by elements like health awareness, sustainability, convenience, and demographic shifts. Tesco needs to adjust its product range to align with these evolving preferences. For instance, the growing interest in plant-based and organic items prompted Tesco to enhance its plant-based and eco-friendly goods selections, such as launching the “wicked kitchen” line. (Pereira, 2023)
- **Environmental and Sustainability Issues:** younger generations are becoming more conscious of ecological concerns and anticipate businesses to implement eco-friendly practices. Tesco has responded to these concerns by creating challenging objectives, including cutting down food waste, lowering carbon release, and minimizing plastic use. This dedication to sustainability appeals to consumers who prioritize social responsibility. (Pereira, 2023)

TECHNOLOGICAL FACTORS

- **Growth of digital retail and online shopping:** the rise of internet-based sales has significantly altered the sales industry. Tesco has acknowledged this shift by making substantial investments in its digital platforms. Customers can easily shop from home using Tesco’s website and mobile apps, which provide a broad selection of products and various delivery options. (Pereira, 2023) This robust online presence has been crucial in maintaining customer loyalty and expanding Tesco’s market reach. An example is when COVID-19 pandemic hastened the move towards online shopping. Tesco saw a significant increase in online orders as customers preferred contactless shopping solutions. Thanks to its well-developed e-commerce system, Tesco was able to quickly respond to and meet the heightened need for online grocery delivery services. (Pereira, 2023)

LEGAL FACTORS

- **Employment Regulations and Worker Rights:** Tesco must adhere to employment regulations concerning job contracts, work hours, minimum wage laws,

and worker rights. Balancing labour expenses with employee well-being is vital for effective workforce management at Tesco. (Pereira, 2023)

A case study shows that in the UK, Tesco previously faced criticism for payroll mistakes that resulted in some employees being underpaid. The company addressed the problem and took measures to comply with minimum wage laws. Adhering to employment regulations is crucial for maintaining Tesco's image as a responsible employer. (Pereira, 2023)

ENVIRONMENTAL FACTORS

➤ **Climate Impact and Carbon Footprint / Tesco's Environmental**

Responsibility: Tesco's activities, including its logistics, operations, and supply chain, significantly contribute to its carbon emissions, influencing climate change. Cutting greenhouse gas emissions and managing climate risks are essential for Tesco's sustainability objectives. The company has committed to ambitious targets aimed at reaching net-zero emissions, aligning with global climate initiatives. (Pereira, 2023)

A clear example of this is Tesco's pledge to lower its carbon emissions in accordance with the Science-Based Targets initiative, which strives to keep global warming below 1.5 degrees Celsius compared to pre-industrial levels. By embracing these scientifically grounded targets, Tesco showcases its commitment to addressing climate change. (Pereira, 2023)

Models for Managing Change

Change Management Definition

Change management is an organized approach to creating and implementing strategies for organizations moving from their current state to a desired future state. It encompasses both

gradual, or first order, changes and radical, or second order changes. First order changes typically involve adjustments in policies, procedures, individual needs, tasks, and skills without disrupting the overall structure and context of the organization. (Wang and Sun, 2012) These incremental changes are also known as transactional changes. In contrast, second order changes entail fundamental shifts in the organization's core assumptions, vision, values, culture, beliefs, and essential processes, making them transformational in nature. (Wang and Sun, 2012) The primary focus of change management is to address and manage the human aspect of these changes.

Lewin's three-step managing change model

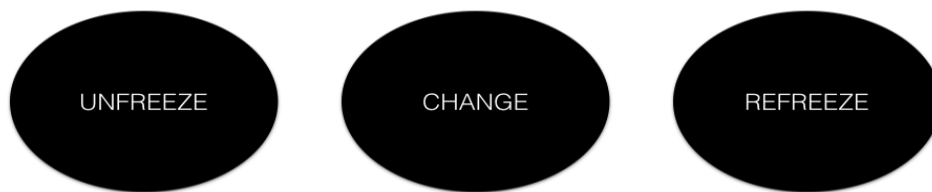


Figure 1. Kurt Lewin's Change Management Model

In 1947, social psychologist Kurt Lewin presented a model for the change process consisting of three stages: unfreeze, change, and refreeze. He suggested that the initial step involves breaking down the current state. In this phase, employees start to notice the new change in their work environment. (Sheikh Hamdo, 2021) Managers should highlight the importance of change through announcements, meetings, and other forms of communication. The second phase involves employees actively engaging in the change. (Sheikh Hamdo, 2021) Managers need to ensure that employees are effectively involved to support the transition. The final phase focuses on solidifying the change. Managers must make sure employees are fully integrated into the new way of working and that the change is firmly established. (Sheikh Hamdo, 2021)

Kotter's eight-step managing change model

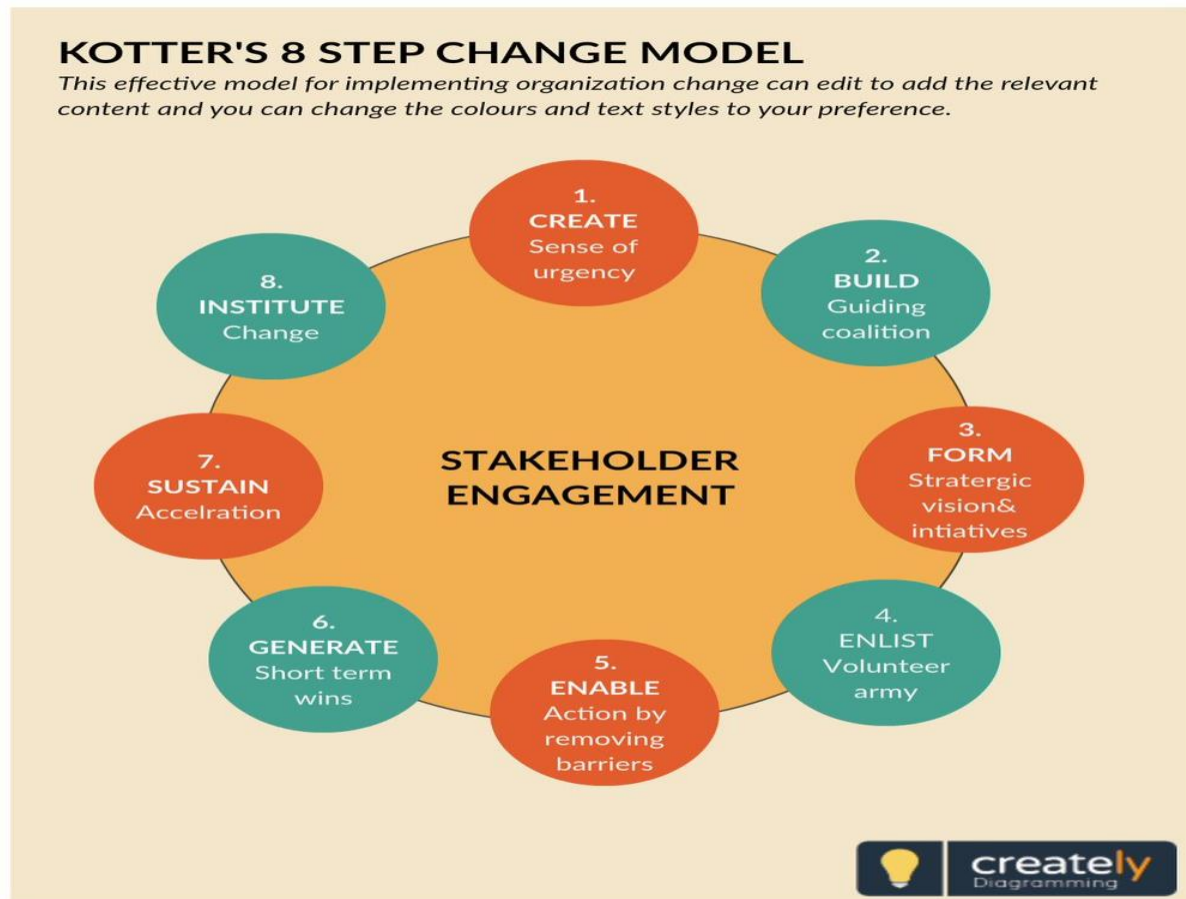


Figure 2. Kotter's Change Management Model

John Kotter developed an eight-step change management model. Managers should start by creating a sense of urgency among stakeholders, especially top and middle managers, to promote the change. (Aldemir, 2010) They should then establish a sharp vision and empower employees, rewarding those who contribute effectively. Finally, managers need to implement new systems to ensure the change is sustainable. (Aldemir, 2010)

ADKAR Managing change model



Figure 3. ADKAR Change Management Model

The ADKAR Model is a change management tool focused on individual change as a foundation for successful organisation change. ADKAR stands for Awareness, Desire, Knowledge, Ability, and Reinforcement, five key outcomes necessary for individuals to successfully adapt to change. (Prosci, 2024) Developed by Jess Hiatt, the model helps leaders to overcome challenges like employee resistance by providing strategies and tools to guide individuals through change. It is often used alongside the Prosci 3-Phase Process and is supported by the Proxima online tool to for effective planning and implementation. (Prosci, 2024)

McKinsey 7s Managing change model

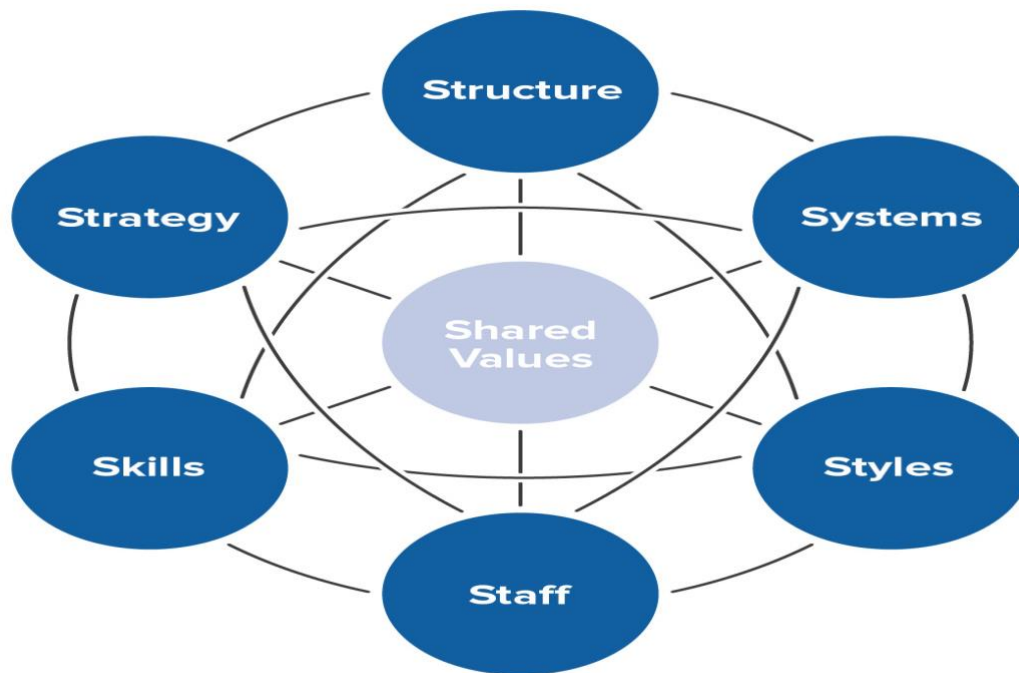


Figure 4. McKinsey 7s Change Management Model

The McKinsey model was developed in the early 1980s with the assistance of consultants Julien Philips and Anthony G. Athos, as well as Tom Peters and Robert Waterman, who were affiliated with the consulting firm McKinsey and Company. This model remains one of the most widely utilized strategic planning tools, both by academics and industry professionals, due to its dynamic role in structuring businesses. (Demir and Kocaoglu, 2019) Its implementation involves four key steps. The first step is to conduct a thorough analysis of the current structure, identifying deficiencies and ineffective elements within the processes, internal dynamics, shared values, vision, and mission. The second step involves setting goals for change and transformation that can be applied within the organization. (Demir and Kocaoglu, 2019) In the third step, an action plan is developed to meet these objectives, and the final step involves restructuring the organisation according to the plan. During this restructuring process, it is crucial to assess how potential changes in one aspect of the model might affect others. The McKinsey model is employed to help organisations adapt to both national and international competition, thereby facilitating their restructuring efforts. The model consists of seven interrelated factors, categorised into hard elements (strategy, organizational structures, and systems) and soft elements (management styles, shared values/corporate culture, human resources, and capabilities). Generally, the soft elements

are influenced by corporate culture, while the hard elements are shaped by management practices. (Demir and Kocaoglu, 2019)

Comparison of change management models

The McKinsey 7-S model is a vital analytical tool that allows managers to pinpoint areas where change is necessary. For a company to achieve its strategic objectives, all seven elements of the model must be aligned to ensure the necessary consistency. However, despite its focus on the human resources aspect of an organization, the McKinsey model does not provide a clear roadmap for managing change. (Sheikh, 2021) The elements of staff, skills, and style are particularly emphasized within the model. Additionally, the McKinsey 7-S model integrates both the soft and hard aspects of a company into one framework, highlighting the importance of managing change through a comprehensive, organizational approach. (Sheikh, 2021)

In contrast, change management models like Lewin's, ADKAR, and Kotter's models focus on three key stages of change management: recognising the need for change, the transition stage, and achieving and maintaining change. (Sheikh, 2021) As illustrated in Table 1, Kotter's model can be seen as a more detailed version of Lewin's model, with the "unfreeze" stage including elements such as creating a sense of urgency, forming a powerful coalition, and developing a change vision. The "change" stage involves sharing the vision, empowering employees, and achieving short-term wins. Finally, the "refreeze" stage is about consolidating and stabilizing the change. (Sheikh, 2021)

Kotter's Model	Lewin's Model
Urgency of change	Unfreeze
Effective Coalition	
Change Vision	
Vision Sharing	Change
Empowerment	Refreeze
Short run Wins	
Establish on Change	
Make Change Stable	

Table 1. Kotter's Model vs Lewin's Model

In reference to ADKAR and Kotter's Model, as illustrated in Table 2, awareness aligns with the urgency of change, desire corresponds to building a strong coalition, developing a change vision, and sharing that vision. Knowledge and ability relate to empowerment, while reinforcement parallels short-term wins, anchoring change, and stabilizing the change. (Sheikh, 2021)

Kotter's Model	ADKAR
Urgency of change	Awareness
Effective Coalition	Desire
Change Vision	
Vision Sharing	
Empowerment	Knowledge
Short run Wins	Ability
Establish on Change	Reinforcement
Make Change Stable	

Table 2. Kotter's vs ADKAR Change Management Model

Lewin's Model	ADKAR
Unfreeze	Awareness
	Desire
	Knowledge
Change	Ability
Refreeze	Reinforcement

Table 3. Lewin's vs ADKAR Change Management Model

In comparison between the ADKAR and Lewin's models, Table 3 illustrates that Lewin's "unfreeze" stage aligns with ADKAR's "awareness" and "desire" stages, "change" corresponds to "knowledge" and "ability", and "refreeze" matches with "reinforcement". While Lewin's model is straightforward and easy to understand, it lacks the comprehensive plan that managers need to effectively implement change within an organization. On the other hand, ADKAR places a strong emphasis on human resources, particularly the involvement of employees in the change process, which is a significant strength of this model. (Sheikh, 2021) The evolving business environment has shown that human resources are now the most critical asset in any organization. In the "desire", "knowledge", and "awareness" stages, Hiatt emphasizes the importance of boosting employee engagement in the change process, which is crucial for the success of any change management strategy. Regarding Kotter's model, a key advantage is its provision of a detailed plan for managing change. Additionally, it underscores the importance of establishing a clear vision and communication to employees. Another benefit of Kotter's model is its focus on achieving short-term wins, which can enhance employee involvement in the change process. (Sheikh, 2021) Overall, while all change management models acknowledge the significance of human resources, some models place more emphasis on this aspect than others. In addition to understanding change management models, it is vital for managers to adopt the appropriate leadership style to effectively manage organizational change. There are various leadership styles that managers can choose from, including autocratic, democratic, transactional, and transformational leadership. (Sheikh, 2021)

Autocratic leadership involves making decisions without consulting subordinates, whereas democratic leadership encourages managers to involve employees in decision-making, allowing them to share their opinions. Although autocratic and democratic leadership styles are less common in today's business environment, they are still used by managers in certain industries. (Sheikh, 2021)

Transactional leadership relies on the use of rewards and penalties to motivate employees, rewarding high performance and penalizing low performance. While this approach can be effective in some situations, it may not be ideal for managing change in modern organizations. (Sheikh, 2021)

Transformational leaders, however, aim to inspire their subordinates by fostering trusting relationships, which help employees recognize their own abilities and achieve peak performance. The leadership style is crucial for leading change processes effectively. Transformational leaders excel at making employees aware of their roles' importance and, through their emotional intelligence, can influence behaviour to align with the change vision. (Sheikh, 2021) Furthermore, transformational leaders' close relationships with employees enable them to foster creativity and guide the development of innovative solutions to challenges that may arise during the change process, thereby enhancing the effectiveness of change management. These leaders are also attentive to their employees' individual needs, when fosters a strong commitment from employees to ensure the success of the change to meet the objectives set by management. Additionally, transformational leaders' strong relationships with subordinates equip them to effectively address resistance to change. (Sheikh, 2021)

Impact of organisational culture

- **Organisational Performance:** Research shows that diversity enhances innovation and is a key factor for job seekers. Tesco recognizes diversity and inclusion as essential for maintaining an engaged workforce and improving business outcomes. (Tesco PLC, 2023)
- **Commitment to SDGs:** Tesco aligns with Sustainable Development Goals (SDGs) such as gender equality (SDG 5), reducing inequalities (SDG 10), and building partnerships (SDG 17). These commitments are reflected in their internal practices and external partnerships, aimed at fostering inclusivity and diversity. (Tesco PLC, 2023)
- **Workplace Initiatives:** Tesco has implemented various initiatives to promote an inclusive culture, such as introducing ESG metrics into executive remuneration, launching colleague networks, and providing training on inclusivity. These efforts ensure that diversity is embedded in all aspects of their operations. (Tesco PLC, 2023)
- **Gender Equality and Diverse Representation:** Tesco has made substantial strides in providing gender balance and increasing representation of ethnic minorities in senior roles. They have set specific targets for female and ethnically diverse representation among top global leaders by 2025. (Tesco PLC, 2023)

- **Inclusive Policies:** Tesco has introduced policies like flexible working, workplace adjustments, and market-leading family policies in Central Europe to support a diverse workforce. They also focus on creating a fair and supportive environment through initiatives like zero-tolerance on harassment and bullying and diversity-focused recruitment practices. (Tesco PLC, 2023)

Change Development Plan

Staff training and Development

- ❖ **Multi-Skills Development:** Tesco implemented multi-skills training across retail colleagues, focusing on core e-learning modules like Serve, Pick, and Fill. Over 3,500 colleagues have acquired essential skills for flexible roles, such as serving at checkouts, picking online orders, and replenishing shelves. (Tesco, 2023)
- ❖ **“Your Contribution” Performance Approach:** A new digital platform was introduced to enhance performance management. It emphasizes regular feedback and development conversations, allowing colleagues to track and own their performance. Over 900-line managers in the UK have been trained in new modules focused on creating a winning culture, mastering feedback, and setting strategic objectives. (Tesco, 2023)
- ❖ **Future Skills Partners and Digital Champions:** Tesco invested in Future Skills Partners in the UK, providing digital learning opportunities for colleagues. In Central Europe (CE), the company launched a digital champions role, with 550 champions across stores and distribution centres, mirroring the UK’s approach. (Tesco. 2023)
- ❖ **Inclusive Manager Programme:** Tesco embedded its “Being an Inclusive Manage” program across the organisation, with over 7,000 managers completing the training by February 2023. (Tesco, 2023)
- ❖ **Great Manager Programme:** In partnership with the Great Manager Institute (GMI), Tesco focused on building managerial skills in Bengaluru and across technology teams in the UK and CE. Nearly 300 managers have been certified through this bespoke training. (Tesco, 2023)

- ❖ **Tesco Bank and Agile Development:** Tesco Bank utilized LinkedIn Learning, with over 2,000 colleagues developing skills in Agile Software Development. (Tesco, 2023)
- ❖ **Booker Driver Academy:** Tesco scaled up its Driver Academy, where colleagues are paid while learning HGV skills. Successful participants receive certification and celebrate with their teams, including directors. (Tesco, 2023)

Communication

- ❖ **Social media:** Tesco leverages social media platforms like Instagram and Facebook to connect with customers, build brand awareness, and promote its products. Through strategic social media campaigns, Tesco effectively targets its audience, fostering engagement and strengthening its brand in the digital space. (Sheridan, 2024)
- ❖ **Email Marketing:** Email Marketing is another critical component of Tesco's digital strategy. By sending personalized and targeted email campaigns, Tesco maintains direct communication with its customers, informing them about exclusive offers, promotions, and new product launches. This strategy not only boosts customer engagement but also drives sales and reinforces brand loyalty. (Sheridan, 2024)
- ❖ **Clubcard Loyalty Program:** Tesco's Clubcard is a cornerstone of its customer loyalty strategy, with over 19 million members benefiting from personalised rewards and offers. The program allows customers to earn points on their purchases, which can be redeemed for discounts and rewards. The personalised nature of the Clubcard offers ensures that customers receive deals tailored to their shopping habits, enhancing their overall experience and encouraging continued loyalty. (Sheridan, 2024)

Evaluation

- ❖ **Corporate Strategy Evaluation:**

- Effectiveness of Market Reorientation: Evaluating how the shift from smaller stores to larger formats impacted market share, sales, and profitability. Assessing the success of international expansions in terms of market penetration and adaptation.
- Comparison with Competitors: Analysing Tesco's performance compared to rivals like Marks & Spenser, focusing on the adaptability and success of international strategies. (Zhao, 2014)

❖ **Business Unit Strategy Evaluation:**

- Customer-Centric Approach: Measuring the effectiveness of Tesco's low-price strategy and the impact of the Clubcard loyalty program on customer retention and sales. Reviewing how well these strategies have met customer needs and contributed to market leadership.
- Cost Efficiency: Evaluating the success of international sourcing and bulk purchasing in reducing costs and improving profit margins. (Zhao, 2014)

❖ **Functional Strategy Evaluation:**

- Supply Chain Efficiency: Assessing the impact of innovations like the store-based online shopping model, RFID technology, and continuous replenishment systems on operational efficiency, cost reduction, and customer satisfaction. (Zhao, 2014)
- Lean Management Success: Reviewing the effectiveness of lean management practices in streamlining operations, reducing waste, and improving product availability.
- Inventory Management: Evaluate the effectiveness of cross-docking and CPFR systems in managing inventory levels, reducing costs, and ensuring product availability. (Zhao, 2014)

Conclusion

In conclusion, Tesco PLC's journey from a modest market stall to a leading global retailer highlights its ability to adapt to an evolving market landscape. With strategic diversification and innovations like the Tesco Clubcard, Tesco has solidified its dominance in the UK market. Despite facing challenges such as economic uncertainties, Brexit, and the COVID-

19 pandemic, Tesco's focus on operational efficiency and technological integration has enabled it to maintain a robust financial performance. The company's commitment to sustainability, as well as its proactive change management strategies, including leadership commitment, technology integration, and employee engagement, has allowed Tesco to stay ahead in a competitive market. Through the effective use of change management models and leadership styles, Tesco is well-positioned to navigate future challenges and sustain its market leadership.

Recommendations

First, it is crucial for Tesco to maintain strong leadership commitment and transparent communication throughout the organisation to support any transformation efforts. Integrating technology, such as AI and data analytics, should continue to be prioritized to enhance operational efficiency and customer experiences. Additionally, Tesco should sustain its focus on sustainability, particularly in meeting its carbon neutrality goals and reducing environmental impact, which aligns with the growing consumer demand for corporate responsibility. The company should also ensure that its workforce remains engaged and motivated through comprehensive training programs and recognition initiatives, especially during restructuring processes that may affect employee roles. Finally, leveraging a blend of change management models, such as Kotter's and ADKAR, can help Tesco navigate complex changes by addressing both the organizational and human aspects of transformation, ensuring that changes are effectively implemented and sustained over the long term.

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