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Executive Summary

Changes are a part of this ever-changing consumer trends and operations in the international market. There have been incidents within the international market, which has resulted in making the management of different multinational corporations to take some serious steps in order to modify the work environment as per the needs. This report focuses on the issues faced by British Airways. A brief history has been explained in this report, which based on British Airways by analyzing the external factors influencing the famous airline of the UK. This report further discusses the ways the company had implemented the Kotter's model while implementing the change process. This report also evaluates the positive and negative impact of the change process by focusing on the role of their leaders.

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1. Introduction

In order to present an organization in a better way, it is necessary to implement positive changes in the workplace and the management team of the organization needs to lead those changes affectionately.

British Airways is a well-known flag carrier airline of UK, which has held its position since the past era by incorporating positive changes in the management part. The company has maintained its position in an expressive way. It seems that in 2017, the airline has suffered a series of embarrassing setbacks related with costly computer meltdown, strikes done by the cabin crew and delays due to the shortage of loo roll. Facing such breakdown the CEO of BA has invested £4.5 billion in order to further development in the airline business by fulfilling the needs and demands of the consumers. In the current scenario, British Airways has found back its glory by involving innovative ideas by giving offers and free meals to the customers, giving access to Wi-Fi and launching 72 new planes with incorporating new features in it. Based on the positive changes, the owners need to maintain these changes by implementing a great workforce and workplace so that the company can gain a respectable position in the future.

Change in a workplace mainly relates with some tools and techniques that are required to manage people and other things in the workplace for the better outcome. Organization does not undergo changes but it is the employees and the operations in the organization that needs to change by implementing and leading them in a better way for positive outcome. According to the report, British Airways has successfully implemented positive changes by the use of tools and techniques. The tools are like brainstorming, SWOT, Pestle analysis and BPM, whereas the techniques are like promoting the result, separating it from the competition and always try to add something new. The manager and owners of the company along with the staff handle all these things. The changes also relates with external and internal factors and its impact over the company. External factors such as social, legal and technological are necessary to handle for the development of the company. Beside this, the internal factors are also important like financial, physical and human resources. In this report, the changes in British airways has been further explained by the use of models, which gave a clear understanding of the changes that gave scope the company in order to get enhanced.

2. Recent history of British Airways and the impact of external changes on the company

British Airways is the famous international airline of the UK and for implementing positive changes in the company by the managers; it got enhanced in recent years (Cameron and Green, 2012). The airline has aimed to prosper by being the worldwide network, which became possible by controlling the members of the company in a positive way. The negative impact on the company mainly falls because of the cultural difference and based on that, it was gradually falling in its prospect. Leading and implementing positive changes in the company by communicating with the members and by setting realistic objectives.

Identification of the key players makes the company to achieve success and to manage the expectations that enhances British Airways to a better level (Doherty *et al.* 2014).

Environmental change and organizational response is the main factors in order for some positive change in the company. The manager of British Airways needs to change the nature of the change process that will have to lead to the positive changes. Communicating well with the employees and providing them with effective training session of the company. The management team of the Airways focuses on the planning and the change to it before execution. It has the ability to mitigate the problems and conflicts in the company by implementing and leading positive changes to the company (Orridge, 2009). By the use of Pestle Analysis, the external factors will be discussed which will give a clear understanding of all kinds of changes that affected the company in order to lead it in a prosperous way. Beside this explanation, the external factors of the company; also includes technological advancement, demographic characteristics, social and political pressure and customer and market changes, which is mainly relates with the macro environment (Pettigrew and Whipp, 1993). The Pestle Analysis will help the company to identify its external forces. It has an impact on the company and thus following it, the positive changes can work in a better way, which is necessary for more development and enhancement of the company.

External Factors	Description	Impact upon the company
Political	● Instability in the political factors due to Brexit and thus resulted in the uncertainties and political debates ● The rate of corporate in the UK is 19%. ● For this reason the United Kingdom has decided to withdraw from the European Union	The political factors have affected British Airways that are related with the level of bureaucracy, home market lobbying activities and the extent of corruption. In addition, the company has also faced a huge amount of challenges because of Brexit due to the new political instability and new airlines policy. Airline business is very much subjective to high regulations. Those regulations are useful for the routes that have chosen by the airlines.
Economical	● United Kingdom is the 5th largest economic country of the world ● UK has faced many economical challenges in 2017 ● The current inflation rate of UK is 1.7% ● UK has been a popular destination for FDI	Because of current inflation rate of UK, the company has faced a drop down in its revenue and profit margin. There have been a downward steep for British airways as a resultant of the increase in the flight charges due to the current inflation rates. Economic declines are very common in airlines business that further affects the consumer confidence.
Social	● UK is considered the most popular consumer market, where the minimum	The important things that are related with social factors of the company or organization includes family demographics, level of education,

	wage of the adult labor is £8.21 ● UK has ranked number three in case of social factors ● The population of the United Kingdom is 6.64 crore in 2018 ● UK has been influenced by social class and the population is termed to be multicultural	cultural trends and also relates with the changes in attitudes and lifestyle. The current lifestyle of UK has effectively enhanced as a result of which more people have been able to avail the flight tickets.
Technological	● The government of the United Kingdom has invested 28 billion for the development of technology as compared to other countries ● UK is considered to be the advanced country in the world that is known for having the best economy for the technological sectors ● Though UK is famous in the technological sector but is lacking behind	By the application of new methods of distribution, logistics and manufacturing process in a right way will bring in positive changes in technological factors. Being an airline company demands huge innovation so that the aircraft can achieve maximum utilisation of the fuel. Hence, the company is focusing on taking initiatives to attract customers through its technological innovations.

	South Korea, Japan and some other countries related to technological development	
Environmental	• The economic activities of UK have an impact on the environment, which tries to reduce the negative impacts. • UK faces challenges regarding the weather conditions and also for the pollution that has been raised for the technological development • United Kingdom had taken steps for the advancement in the environment factors by contributing approximately £127billion annually to the economy for the enhancement of the environment	By the development or rise of CSR, which is the Corporate Sustainability Responsibility, the ecological factor is becoming famous and important with the passing of time. The factors that includes in the ecological part are the climate, recycling procedures, waste disposal, carbon footprint and sustainability. The environmental factors have an effect on the prosperity of the company or organization that are based on noise and air pollution.
Legal	• The legal factors of the United Kingdom is mainly based on	The factors that includes in it are the employment legislation, health and safety, consumer law and both

	some acts like The Employment Act of 1996, that mainly talks about the rights of the employees • Beside the Employment Act, the Pollution Act also acts a legal factors that is further based on the technological advancement	international and trade regulations and restrictions. Beside the wellbeing of the employee based on the employment act..
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- **Pestle Analysis**

Following the Pestle Analysis, it can said that British Airways always aim to remain on the top based on its economical, political, environmental, legal, technological and social factors (Chambers and Ryder, 2017). The company focuses on the enhancement of the customer expectation by fulfilling the needs and demands through providing maximum quality of service and providing them safe travel. British Airways has secured by the governments by putting security measures to it in order to mitigate the risk of violence and unlawful immigration. British Airways has participated in many numerous governments in order to maintain its security and safety (Stewart, 1991). The global down strum has affected the British Airways following the increase in price of oil service, collapse of sterling and the financial crisis that faced by UK. In case of social factors, the employee base of the company has also enhanced over the years. Customers mainly look for value of money that will give them high quality service by maintaining standards in least price. British Airlines maintains its website to answer to all kinds of customers according to their needs, demands as passengers use mobile phones, and interests (Dorac-Kakabadse, 2017). For the enhancement of technology, the arrivals are managed properly and the departure system. British Airways cope up with various kinds of climate change factors. In order to make pollution free the government has made some rules that will be necessary for the airlines to limit the growth of emission and radiations (Anderson, 2016). In British Airways, the pollution act also plays a large role as there is a need that the aircrafts used should focus on minimum carbon emission.

However, it is the company of airlines, pollution affects the company and to the health of the employees. Beside the acts, the airlines is controlled related to issues related based on infrastructure to route flights and slot capacity by keeping the environment security and environmental needs.

3. Discussing the model implemented for change and the role of the leaders

Issues related to change

The British Airways (BA) had faced certain issues over the years that led to implement certain changes within the organisation. Low productivity, employee strikes, job satisfaction and conflict with the organisation were some of the factors that required the attention of the change leaders in this regard.

Low productivity: British Airways had to face difficulty in competing with the cheaper airlines operating their businesses in the Asian countries. The economic condition further led to low productivity as the organisation found it difficult to cope up the commercial challenges. The increasing prices of fuel further affected their productivity. As a consequence they faced huge loss. This led to customer dissatisfaction and the customers opted for alternative mode of transportation.

Employee strikes: the employees of the British airways went on strikes several times and the leaders of the airlines needed to incorporate certain change processes in this regard. Frequent strikes reduced their market share as this stopped the business for many days. In September, 2019, most of the pilots decided to go on strike for 48 hours and this disrupted the entire process. As a consequence, 1700 flights would have been delayed and they were supposed to lose £ 100 million. The workers protested against the fact that they were not paid as per the industry standard. The decision makers of the company had to negotiate with the pilots and workers to provide their customers with uninterrupted services (Britishairways.com, 2019).

Job satisfaction and conflict: Despite supporting the company during a recession by accepting payment cuts the pilots and other workers were dissatisfied with their payment structure as well as work schedule. Almost 93 % of the employees supported the fact that they had to do monotonous work. The company did not increase their salary even when they managed to gain profit. These issues further led to internal conflicts among their staff and this affected the growth of the organisation (Schermerhorn Jr, 2019).

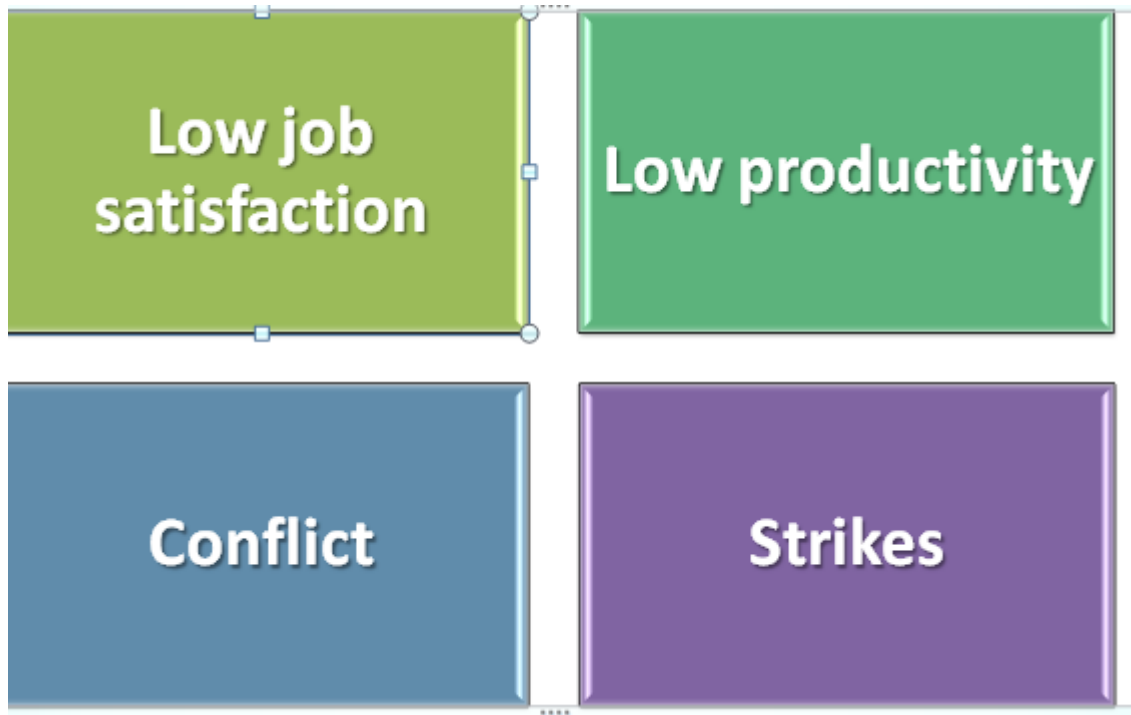


Figure 1: Issues related to change

(Source: Myerson, 2016)

- **Hard and soft models of change**

The British airways had applied Kotter's eight strategic steps to deal with the issue that affected their growth.

Kotter's Eight Steps Model

1: Creating urgency

The leaders of the company at first identified the factors that stunt the growth of British Airways in the competitive market. They recognised factors such as low productivity, high prices of fuels, dissatisfaction of workers and their low payment structure that bother their employees. They also identified the factors that lead to the dissatisfaction of their customers when their flights delayed. They applied the first step of Kotter's model by examining the opportunities and threats of their organisation. They further initiated discussions with the relevant stakeholders including the employees, managers and customers to understand the different dimensions of those problems. If the company and the owners of BA follow this model in order to make positive changes, it will help in the enhancement of the company.

This model is related with the past changes in relation with the workers and the management team of the company. They further requested their customers to cooperate with them during this change process (Myerson, 2016).

2. Forming a coalition

As per the second step of this model the authority of the company recognized the potential members who can act as leaders. They made it sure that the leaders would be committed towards their work and they would be capable of leading their teams. Change coalition further required them to build an effective relationship with all the team members. In this regard they further recognise the weaknesses of the members and the relevant department for further improvement (Dawson, 2019).

3. Creating an effective vision

As per the third step of this model the authority of British Airways determined the values that were to be followed by all the stakeholders. After creating an overview of the situation of their organisation they developed certain strategies like increasing the salary of the employees, implementing new technologies for the customer service department. They created a clear vision about the possible impact of the new strategies. These are the changes that have been taken by the company so far.

4. Communicating with the stakeholders

According to this step the leaders communicated with all the relevant stakeholders clearly regarding the change process. They addressed all the relevant stakeholders who might have been affected during the change process. They arranged training session for the employees to get accustomed to the newly implemented technologies. They also ensured that they would not lose their jobs if they get used to the new process. They listened to them to address their anxieties during the change process.

5. Removing obstacles

The leaders removed all the impediments that foster the change process. In this regard, the change makers of the organisations also hire external professional as change leaders if they noticed that some leaders were incapable of performing their tasks. Besides replacing them they terminated certain employees who put up resistance against the change process. They also recognized the employees who performed well during the training sessions. They rewarded them with incentives and gifts as well. They also identified the employees resisting the change process. They further put stress on their organisational structure and made necessary changes if required (Analoui, 2017).

6. Creating short term goals

The leaders of the British airways created short-term goals to achieve economic growth. They tried to understand the strategies that can be implemented to lower their investment. They further looked for alternative options to deal with the increasing cost of fuel in the current economic condition of the UK. They also set targets to achieve by analysing the positive and negative impact of those targets.

7. Implementing change

They took into consideration the effects of short-term changers to identify the possible strategies that could be undertaken as their long-term goals. They also made sure that the organisation witnessed continuous development. There are many kinds of changes in BA that are related with the transformations in the economy and technological factors. In case of economical factors, the management team and the owner of BA need to invest for the further development of the company (Prakash *et al.* 2015). These changes will help to meet the needs and demands of the customers. The manager needs to think from the viewpoint of the customers so that the changes can be done accurately and in a positive way. The short-term goals had already provided them with a momentum and this step they continued to build strategies (Nankervis *et al.* 2016).

8. Anchoring the change process

Influenced by the ideas of Bencivenga (2002), it is crucial for the decision makers of the company to monitor the effects of the change process continuously. This provides them with an opportunity to ensure that they have been able to implement the changes perfectly. They continued to support their leaders and all the relevant leaders in this regard. They also ensured that they do not lose the support of their staff and pilots as this is very important for the change makers to get their support. Losing their support might lead to where they started from. They further incorporated change ideas as well as values recruiting and training new employees of the British Airways. They also identified key stakeholders of their original coalition. They ensure that all the employees are performing their responsibilities properly and they also changed certain leaders when required.

Role of managers as change agents

As opined by Kotter (2012), when a change process occurs within an organisation it is crucial that the decision makers of the company communicate with all the relevant stakeholders about the change process. The managers play a crucial role in implementing the change

process. They ensure that all the stakeholders including the employees and customers are well aware of the benefits of the change process.

The managers of British airways took the initiative to clearly communicate with all their stakeholders who might have been affected by the change process. They attend frequent meetings to ensure that all the individuals feel that they will also be benefitted by the organisation's decision regarding change. They further listened to the stakeholders to understand what they have to say. Employees often fear the change process as they fear that they might lose their jobs as a consequence of change. In this regard the managers of the British Airways motivated all the staff.

Moreover, they had gathered adequate information about the change process and its possible impact before communicating with the stakeholders. The managers working in the finance departments made sure that the company would be able to increase their salaries and after analyzing all the relevant data regarding this they proceeded to implement the change. As managers of the concerned department they planned training programmes for the employees that were required for successful implementation of the strategic plans (Martin, 2018).

They also accepted as the decision makers of the company. For instance, the customer service managers decided on how to train their employees and they further took the decision about the staff they would retain. All the managers of the concerned department took the necessary decisions regarding change process. As managers they had further ensure that the stakeholders do not put up a resistance against the British airway while implementing change process (Bratton, 2017).

Evaluating change

The British Airways have seen both the positive and negative impact of the change process. The company had tried to negotiate with the staff regarding their dissatisfaction about the work culture as well as salary. The company had to hire external experts to train the staff and this increased their investment. Implementing new technologies for the customer services department had further increased their capital investment. On the other hand, implementing new strategies have helped them build a strong connection with all their stakeholders including the staff, pilots and customers and this has ensured that they run their business successfully in the competitive market.

4. Evaluate the impact of organisational culture on the change management programme

- **Organisational change and culture**

Eastern countries such as India and China have been effectively expanding their airline business. This has affected the business and revenue of European airline companies. This is the reason behind developing new business strategy with respect to the change that has been brought in the business market. British airways have taken some initiatives for making possible a change management program. This will be helpful for the internal and external aspects of their organisation and the business. As stated by Carnall (2007), the values shared within the organisation can be proven as helpful for the new initiative. As every other organisation, British airways have some values and beliefs that aids in managing employees. It helps in building a comfortable environment for the workforce. This company has a responsible approach towards running their business. British airways value their employees as well. This values aids in implementing new management program within the organisation. The few qualities of the employees of British Airways have helped the organisation to adapt to the new change management within the internal structure (Britishairways.com, 2019). These are as follows,

Innovative attitudes: As stated by Andriopoulos and Dawson (2009), employees of the organisation have a creative and innovative approach for any initiative taken by the management. This attitude has made it easier to be adaptive towards new approach that the company takes for organisational benefit. British airways have skillfully inculcated enthusiasm and encouragement within the organisation. This has lead towards a positive attitude of the employee. Team leaders and other supervision employees have encouraged their teams for accepting and adapting the change management program (Anderson and Anderson, 2010). The employees have collaboratively accepted the new program and have been working towards making it successful. This can aid the overall business of the organisation by providing superior service to the consumers.

Attention to detail: Every new management plan requires attentive employees to make the initiative successful. The initial stages of implementing a new management system have to be fulfilled by the employees and the ground forces (Anderson, 2010). In case the employees fail to execute their routine job as directed as the new management program then the initiative can consume more time to get implemented totally within the internal structure. Employees have to be attentive while taking instructions from their supervisors for fulfilling their duties. This step can help in succession of the new plan.

Outcome orientation: Managerial employees of British airways have a tendency to focus on the positive impact of any new plan in the organisation rather than worrying about the complex process of achieving that (Bencivenga, 2002). This attitude has resulted in motivated and focused workforce at British Airways. Employees have been told to focus on the positive outcome that can be achieved if the new management plan is successfully executed with the collaborative effort of the workforce.

People orientation: British Airways have developed the new plan after considering the requirements and preferences of their employees. The organisation treats the employees as equal. Steps for achieving the organisational goals have been set by considering the comfort and availability of the employee. In the views of Carnall (2007), goals that are impossible to achieve by the employees have not been set in the new management plan. Employees have taken part in the development process of the new management programmes to convey their preferences and convenience with the related initiative.

Team orientation: Teamwork is the only way to achieve any future goal of any organisation. British Airways have valued the fact as well. They have given responsibility of the execution of the new programme by dividing them into the teams. These teams have been effectively working towards achieving the goals set in the programmes. It is the responsibility of the team leaders to maintain their teams and encourage them towards setting the goals.

Aggressiveness: Aggressive nature of the employees at British Airways has an aggressive and competitive nature which has helped them in the implementation of the new management program with the internal structure of the organisation. Rather than cooperating the employees have showed competitiveness for outreach the eastern airline organisations in terms of success.

Adaptive nature: The workforce of British Airways have and adaptive nature towards new approaches that are taken by the organisation. The company helps the employees by making the work environment positive and this lead to the addictiveness of the employees. The employees adapt new working approaches taken by the organisation for achieving new set goals. This eliminates restlessness in the work environment and ensures smooth execution of change plan (Greenfield, 2008).

Work ambience: The HR has been effectively made the work ambience positive. In order to break the monotony of regular work the HR department have been effectively working with various encouraging exercises within the workplace. This has made the employees prepare for the change that has been brought along with the new change programme.

History and tradition of the organisation: In the views of Terez (1990), the organisation has been in a transitional mode as the airlines market is in a transitional mode from the initial stage. New marketing or management plans have been developed and implemented in every new financial year. This has helped the organisation to complete with other airline companies. This constant changing has made the employees ready for the new change planning for competing with companies belonging from bigger population and consumer base.

Recruitment and selection process: As compared to the past times as the market have become more competitive the recruitment of new employees have been made complex (Kanter, 1983). British Airways have been selecting employees who have personal attributes to cope up with the transitional market of airlines industry along with the needed qualification to fulfil the duties of the job role. This has helped the organisation to accept the new programme with the cooperation of the workforce.

- **Organisational change and structure**

In the opinions of Hughes (2006), organisational structure of any company has to be changes along with many other aspects with passing years. This can help the organisations to sustain their position in the competitive market. The change that has been done with the organisational structure of British Airways has helped to implement the new change management programme. This organization is a Public Limited Company within the private sector. Shareholders that have shares of the organisation run the organisation. They form the governmental structure of the company. The overall organizational structure of British Airways is flat which indicates that the number of management is less and the span of control is vast (Britishairways.com, 2019). The internal structure of British Airways has been built with several members. These are as follows,

Owners: The owners of the organisation are the shareholders. The governing body of the company buys shares from the stock market. The owners have legal license from the government for running the business ethically. As opined by Pettigrew and Whipp (1993), in order to develop a change management programme to compete with the competitors, approval has to be taken from the owners. After carefully analysing the possibilities of change management plan if they seem convinced then only the new change management plan can be taken into consideration.

Managers: The managers of British Airways have given the responsibility to develop an effective plan for coping up with the transitional market. As the organisational structure of flat the number of managers is less as compared to any other private company. As influenced

by the ideas of Forsyth (2012), it can be stated that less numbers of managers have lead the new change programme to be developed in less time and the responsibilities have been divided accurately without any internal conflict. The job roles have been divided without any differences of opinions.

Stakeholder: The stakeholders of British Airways have is the work force. As there are few number of managers within the organisation, they have explained the job roles to the employees. This has made the execution process less time consuming and convenient without any error or conflict. In terms of guidance less managers means less guidance for execution of new change programme. This may cause confusion among the employees regarding the steps of implementation. Employees may feel demotivated as they are being watched over and not being guided in times of need (Britishairways.com, 2019).

5. Recommendation and Conclusion

From the above discussion, further recommendations can be made that BA and the management team of this airline need to more focus on their given job role. The manager and the CEO of the company need to satisfy the customers in order to face the competitive pressure. The organizational change and structure need to amend accordingly. In order to hold its position, the recruitment and selection process need to be done accurately so that the company does not have to face conflicts in the workplace. The company needs to handle its external and internal factors in an innovative way.

It can be conclude that over the last few years the airlines company British Airways have been constantly evolving their business execution and their employee management. This has ensured their position in this highly competitive market. They have brought changes in their external as well as internal organisational structure. PESTLE analysis of the organisation has helped them to bring change in the internal factors, whereas the organisational structure has aided to speed up the implementation of the new change programme. Kotter's eight steps have been used to develop and effective and accurate change program that can benefit the organisation in terms of competing with the eastern companies.

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