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Executive Summary

This report has been created as a result of the board's request for a strategic change plan in the face of poor performance indicators and volatile market conditions in the UK automobile industry. The case organisation is Jaguar Land Rover (JLR) which demonstrates, in an exceptional way, the opportunities and risks of digitalisation, AI and electrification for legacy automotive manufacturers. The report details JLR's recent past, starting with the introduction of its Reimagine electrification strategy by chief executive Adrian Mardell; a 'damaging' parts supply crisis in 2023; and the 'financially devastating' cyber attack in 2025 that is the biggest in the history of UK businesses. It examines this history from the perspective of Kotter's eight steps to change, Lewin's three step change model and the ADKAR change model, and examines the leadership style and organisational culture and how it helped or hindered the change process. A proposed plan for change is then established with three goals: enhance cybersecurity and digital resilience; bridge the gap between strategic vision and on-the-ground action; and safeguard commercial performance with greater flexibility in electrification investments. Indicative financial commitments, and a three-level communication plan and evaluation measures are included in the plan and a formal review point is recommended at eighteen months. The bottom-line: there is substance to JLR's transformation strategy, but to make it stick, resilience, culture and communication must be taken as seriously as the technology and product agenda.

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A Strategic Change Management Plan for Jaguar Land Rover (JLR)

1. Introduction

Jaguar Land Rover (JLR) is a jewel in the United Kingdom's automotive industry, embodying a legacy of engineering prowess and opulent design. JLR began in Whitley, Coventry and has grown to become one of the country's leading car manufacturers in terms of turnover and a key exporter. This firm has around 34,000 people working for them and thousands more in its far-reaching domestic supply chain. JLR has been bought up by the Indian conglomerate Tata Motors in 2008 and the brand has gone through immense structural changes. Today it is a sophisticated "House of Brands"—which includes the brands Range Rover, Defender, Discovery and Jaguar—and every one is carefully positioned to address a specific facet of the worldwide luxury auto market (Gupta, 2025). Its industrial heart is still within the UK, with major manufacturing sites in Solihull, Halewood and Wolverhampton and a strategic footprint around the world, with plants in Slovakia, Brazil, India and China. I'm the newly appointed Senior Strategic Manager tasked by the board to develop a fully integrated strategy of change to help them navigate through a period of enormous turbulence. JLR is facing unprecedented pressures, as are many other legacy automotive companies. The company will need to navigate the complex path to complete electrification and the growing dependence on advanced digital and connected technology solutions, all while meeting evolving emissions regulations around the world. In addition to these industry-wide changes, JLR has had to grapple with unexpected and acute geopolitical shocks, such as erratic trade tariffs and the effects of a major cyberattack in late 2025, that left manufacturing paralysed for five weeks. These difficulties, combined with the effects of a parts supply crisis in 2023, have put a strain on the company's ability to remain resilient, impacting their revenue and market standing. This report offers a detailed examination of JLR's recent past, outlining the various internal and external environment factors, especially the fast-paced digitalisation and AI driven future, that have shaped the company's fortunes. It also reviews key models of change management and analyzes how CEOs have managed change more generally—and the outgoing CEO Adrian Mardell and the culture he has promoted. Finally, a thorough change management plan is presented. The roadmap features well-defined strategic objectives, a detailed financial plan, communication strategy and rigorous evaluation framework, all aimed at making JLR's digital transformation more robust and cementing the organization's position against future systemic shocks.s

2. Recent History and the Impact of the Internal and External Environment

JLR's recent history can generally be divided into three overlapping strands – financial recovery, technological and electrification transformation and crisis management – each of which has had an impact on the way the organisation views change. When Adrian Mardell took the helm as chief executive in 2022 the company was still recovering from the impact of the pandemic, a shortage of semiconductors, and years of underinvestment (BMW Group, 2025). His key job was to implement the 'Reimagine' strategy, an ambitious long-term plan to transform JLR into a carbon net zero, electric-first, modern luxury manufacturer by 2030, which would include carbon neutrality of its operations, products and supply chain by 2039 (Aanchal Sharma and Dr. Bhavna Prajapati, 2024). Reimagine took the plunge and pledged the group to invest in the region of £15 billion over five years transforming the Halewood site into an all-electric plant, and the change of name of the Wolverhampton engine site to Electric Propulsion Manufacturing Centre was a symbolic move indicating the firm's intention to make the switch to all-electric engines over time (Burgess, 2025). This tactic seemed to be quite effective for a time. In early 2025, JLR announced record third quarter revenues, the highest EBIT margin in 10 years, and nine consecutive profitable quarters, along with rising waiting lists for Range Rover's all-electric cars (Garner, 2024). Mardell also helped the company turn cash flow positive and pay down automotive debt, a truly impressive feat for a company with its history of financial instability (Ezugwu et al., 2025). But this wasn't going smoothly. A botched consolidation of the UK parts distribution network – which saw the replacement of 18 regional warehouses with a 'super-centre' in Leicestershire – led to a supply crisis, dealers having no parts and customers unable to get loan cars for nearly five months, and eventually a public apology from Mardell (Business, 2025). Even if the operational change is digitally enabled, and rational on paper, it can go wrong if the attention is not paid to the people and processes that rely on it day to day.

The outside world has been no easier. Politically, Donald Trump's imposition of tariffs on imports from the UK in 2025 had an impact on JLR's ability to export to the US, resulting in a temporary halt to orders and sales for a month (Collins, 2025). Meanwhile the UK's Zero Emission Vehicle mandate and changing consumer tastes have driven the entire industry toward electrification, if not on a linear path, battery electric vehicles accounted for approximately 23.4 per cent of the UK new car market in 2025, which remains below the government's 28 per cent goal, while the industry in 2025 saw manufacturers reportedly subsidising more than five billion pounds for EV sales across the sector (Cameron and Green, 2024). The mismatch of policy targets and car buyer expectations represents a truly awkward

strategic situation for JLR, who must continue to invest heavily in electric vehicle development and production to meet regulation, but who are seeing margins on EVs narrower than on combustion models, as is the case for other manufacturers who are reporting job cuts and restructuring to account for the same shift. Digitalisation and AI have been a double edged sword as well. On the other hand, it is a direction which modern luxury carmakers are taking – whether that's connected vehicle technology, predictive maintenance, data analytics and AI-driven design – and JLR's collaboration agreement with Tata Communications to provide continuous vehicle connectivity from 2026 is one example. The academic literature largely concurs with this conclusion, suggesting that digital technologies are changing the business models of car manufacturers, creating new interdependencies between manufacturers, suppliers and technology companies, and thereby eroding the boundaries of what defines the automotive industry. More broadly, research into the digital sector infers that the success of digital maturity is heavily reliant on culture, skills and transformation management – not just on the technology itself – and that businesses with lack of awareness of these are unable to realize the benefit anticipated from their investments (Huang, 2021). However, this same technological reliance put JLR at catastrophic risk. It was the most expensive cyber attack on any British business ever, investigators point to Russian hackers, and on 31 August 2025, JLR was compelled to shut down its IT systems and put all manufacturing operations at the UK plants on hold for approximately five weeks. The attack was allegedly initiated with a social engineering and "vishing" campaign that fooled the employees into providing credentials, which means even big companies with strong cyber security budgets can be targeted not only by sophisticated technical attacks but also by relatively simple human mistakes (Lu, 2024). The economic impact was estimated to be approximately £1.9 billion to the wider UK economy, with JLR alone losing up to £50 million per week; the impact of this shutdown was even cited as a contributing factor to slower national GDP growth in the autumn of 2025 by the Bank of England (McLachlan et al., 2022).



Figure 1: Cyberattack Incident & Operational Recovery Timeline (2025)

Source: (Cameron and Green, 2024)

Ultimately, the UK government has provided a loan guarantee of £1.5bn to safeguard JLR's supply chain, revealing just how systemically important a company – and the digital resilience of the industry – is now. These events together reveal an organisation that had many internal aspirations for change that had encountered many external shocks and this is the context in which any strategic change plan must be evaluated.

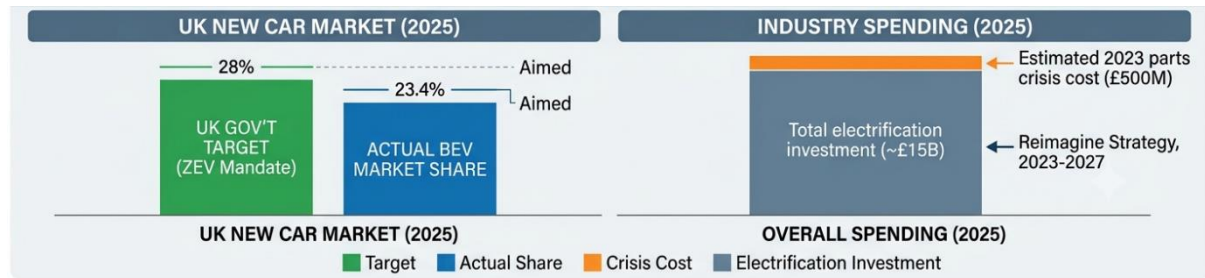


Figure 2: Automotive Market vs. Regulatory Electrification Targets in UK, 2025

Source: (Hawes , 2025)

3. Evaluating Change Management Models

There are a number of recognised change management models which can be used to explain and in some cases, to critique, the changes JLR has undertaken over the past few years. Although the three stage model of unfreeze, change, refreeze was developed decades ago, it remains useful because it reflects the basic psychological truth that people need to be ready for change before it occurs and to allow time for them to consolidate new behaviors afterwards (Kharod, 2025). The "unfreezing" phase, as applied to JLR, is evident in the multiple and conspicuous ways that Mardell and the board have discussed Reimagine as an imperative, rather than a project that is discretionary, positioning it as a cornerstone of JLR's broader strategy of transitioning to a "net zero" future and the transition to electrification across the wider industry (Nolan, 2025). The "change" stage is the long-term (multi-year) plant conversion, product redesign and rebranding of the company, and "refreeze" would ideally "refreeze" the new electric first working practices, skills and supplier relationships as the new "normal. As Cameron and Green point out, the issue with Lewin is that it assumes a fairly stable end state, and JLR's market doesn't stop moving, the tariffs don't go away, regulation doesn't freeze, nor does cyber risk. Kotter's 8 step model provides a more process oriented perspective and is a reasonably good fit with what JLR actually did. Kotter, Akhtar and Gupta modernise the original model by emphasising speed and constant change instead of a single linear process, which is useful in JLR's case as it has had to change its plans on the run many times, such as suspending new Jaguar production ahead of relaunch, and postponing US

deliveries due to tariffs. The first two steps in Kotter's model, creating urgency and building a guiding coalition, were definitely in evidence in the external communication of Reimagine, as was the decision to make bold commitments for the long term and reiterate them continuously by both Mardell and Tata Sons chairman N. Chandrasekaran (Lopez-Vega and Moodysson, 2023). But the parts crisis of 2023 and the cyberattack of 2025 both proved to be huge hurdles in the subsequent phases – namely empowering broad based action and achieving short-term wins – and may have caused some loss of trust and momentum with dealers, staff, and customers. The ADKAR model (Awareness, Desire, Knowledge, Ability and Reinforcement) is a valuable complement, since it puts the workforce's experience as the primary focus, rather than the executive narrative (Kotter, Akhtar and Gupta, 2021). In addition, JLR's own description of Reimagine makes reference to over 20,000 employees acquiring new skills to enable the transition to EV manufacturing, a direct reference to the Knowledge and Ability part of ADKAR. However, with the parts distribution failure, it seems that in some areas of the business Desire and Reinforcement were perhaps less strong, with front line staff and dealerships perhaps not feeling fully engaged or supported with the changeover, which is not uncommon in large scale change programmes. Also briefly mentioned here is the Kübler-Ross change curve, which was originally developed to describe grief but has been borrowed from change literature and which helps to explain why some Jaguar loyalists reacted negatively to the radical repositioning of the brand before it can be expected to be accepted over time (Williment, 2025). It is also noted that JLR's change has been emergent and reactive in part – the cyber attack and subsequent stop and recovery was not planned and there was no formal change model really to anticipate such a stop and recovery. This is in line with broader academic discussions of digital transformation in the automotive industry that emphasize the need for dynamic capabilities, or a firm's capacity to sense threats, act on opportunities and reconfigure quickly, and not just on a fixed change roadmap. This is reflected in wider digital transformation studies, which highlight that automotive transformation is more of a maturity process and as such needs to be driven by a clear digital strategy, stepped implementation and ongoing optimisation – not as a project with a clear end point (Vijay, 2025). The turnaround time in which the government agreed to a loan guarantee was put in place and production began at a rate, albeit at a smaller scale in Wolverhampton, in only around five weeks does indicate some degree of organisational resilience in JLR's case, although the cybersecurity governance that led to the breach in the first place clearly needs to be strengthened (Veysi et al., 2025).

4. Leadership and Organisational Culture in Managing Change

Leadership has been a big part of the change process that JLR has gone through and Adrian Mardell's leadership is perhaps best understood as transformational with a finance-driven, tough-as-nails approach as he has spent 30 years working in the company's finance function prior to his appointment as CEO. Mardell's public utterances about Reimagine, positioning electrification as a moral imperative to achieve sustainability, but also as a commercial imperative, fall reasonably squarely in line with the attributes of transformational leaders, which are to communicate a compelling vision, gain buy-in around the vision, and 'care for' people through the challenges of change (Pakshad, 2024). In early 2025, he announced the return to profitability for the ninth consecutive quarter and the highest ever EBIT margin – a decade – while also investing in JLR's electrification programme, which has cost the company a multi billion pound investment, meaning he was broadly successful in turning his vision into tangible results.

Leadership in a crisis, however, is a little bit different than leadership in a planned change, and the cyberattack response was more directive, almost crisis management. Mardell's decision to shut down IT systems proactively on 1 September 2025 rather than run the risk of further intrusion, which meant shutting down all production, was arguably a difficult judgement call, but one that has led to the containment of IT systems, albeit at the cost of short term output (Pardi, 2021). Similarly, his public admission of error over the previous 2023 parts crisis represents a level of accountability typically linked to true leadership, which can go some way to maintaining stakeholder trust in challenging times. The retirement of Mardell at the end of 2025 and the passing away of the torch to PB Balaji, formerly CFO of parent company Tata Motors, is a change of guard, but in order to further integrate JLR with Tata rather than to signify any strategic change of course given that Balaji has publicly pledged to continue the Reimagine agenda (Rose, 2025). This leadership style has had an interrelated and often complex relationship with organisational culture. What's been always proud of JLR is its craft, its British heritage and its engineering excellence, which don't really seem to go with the fast moving, software defined, data driven culture that digital transformation and AI adoption normally require. The rebranding of Jaguar itself, which included plans for the controversial "Type 00" concept and a hiatus in new Jaguar production in 2025 while the brand is relaunched, however, received criticism from some traditional customers and commentators who were concerned about the brand's heritage being compromised, while others praised the move as a bold and necessary repositioning. This tension reflects a common theme in the change management research, that culture can either facilitate or obstruct strategic change,

and that when the current culture is not explicitly managed during the change process, it can lead to resistance even among committed stakeholders (Vajpayee et al., 2026). The parts crisis also indicates that the operational culture of the supplier and dealer did not necessarily have to be in sync with the speed of change emanating from the top, and a disconnect between the two often resulted in a less-than-smooth experience for the ordinary customer. From now on, it will be establishing a culture that is truly at ease with a constant stream of digital change – not just tolerant of it – that will likely be as crucial to the resilience of JLR as any single investment in technology.

4.1 The Role of Organisational Culture in the Change Process

Organisational culture is the biggest enabler or the biggest obstacle for strategic transformation. With regard to culture, using Edgar Schein's Three Levels of Culture (Artifacts, Espoused Values, and Underlying Assumptions), the cultural terrain of JLR shows there was a lot of activity going on under the hood at the time of Reimagine:

- **Artifacts:** Branded modern luxury environments, sleek 'Type 00' design concepts, converted high tech manufacturing plants (e.g. Electric Propulsion Manufacturing Centre).
- **Espoused Values:** Net Zero Carbon, Agility, Digital Innovation and Ultra Luxury Consumer Focus.
- **Basic Underlying Assumptions:** Deep-rooted legacy mindsets are based on the traditional British way of automotive engineering, mechanical craftsmanship and physical manufacturing excellence that has been developed over decades.

This assumption is an underlying cultural factor, which can lead to cultural inertia. In traditional engineering culture, rigorous physical validation cycles are valued, while digital transformation requires fast iterative software updates, fail-safe mechanisms, and digital hygiene. The 2025 cyberattack exposed this cultural gap; while investments were made in technical defenses, the human element, such as being vulnerable to social engineering and phishing, underscored that digital security values had not been fully integrated into everyday employee practices (Vajpayee et al., 2026).

Likewise, the parts distribution crisis of 2023 highlighted a cultural disconnect between what was being thought at the head office and what was being done at the dealer network and suppliers. During the current Reimagine transition, management needs to apply Kotter's cultural alignment principles to surmount cultural resistance:

1. **Re-anchoring Cultural Norms:** Integrate digital security into the operational performance indicators and thus into the culture.
2. **Confronting Heritage Defense mechanisms: Respect** traditional craftsmanship, and position software and AI and connectivity as the new luxury craftsmanship.
3. **Cross-Functional Engagement:** Connect the dots between corporate strategy teams, plant workers and outside dealer networks through active feedback loops.

5. Proposed Change Management Plan

Based on the analysis outlined above, the plan for change management for JLR focuses on a single overarching objective: to enhance digital and operational resilience, while still maintaining the impetus of the Reimagine electrification strategy, in anticipation for future shortages or disruption in the supply chain, political or technological changes. There are three supporting objectives below this main objective:

1. **Harden Digital & Supply Chain Security:** Rebuild and Harden JLR's digital infrastructure and cyber security governance within 18 months.
2. **Bridge Execution Gaps:** Reinforce the Desire and Reinforcement (ADKAR) of front-line distribution, supplier and dealer staff to ensure that parts shortages of the type experienced in 2023 are not repeated.
3. **Flexible Electrification Capital Allocation:** Dynamically allocate capital to electrification to account for real-time consumer demand for EVs.

There should be a communication plan, which should work on at least three levels in parallel. To address the awareness and desire gaps identified in ADKAR, regular town halls and a dedicated intranet channel should provide employees with accurate information about the company's progress toward electrification and about improvements to cybersecurity. A structured quarterly briefing cycle with dealers and suppliers would help build trust and provide advance warning to the network of changes in operations before the event takes place, rather than the more reactive style of communication during the 2023 crisis. On the outside, it will be necessary to maintain transparency, as was done by JLR in the aftermath of the cyberattack, by communicating with customers, media and government, even if this approach seems to have helped save some of the goodwill of the public in response to a genuine damaging attack (Lu, 2024). Finally, an evaluation plan is needed to ensure that the changes have an impact and are not just assumed to be. Cyber security advances can be measured by independent penetration testing and decreased incident response times, aiming for complete cyber security operations centre (SOC) capability within 12 months. Dealer satisfaction surveys and parts

availability can be used to measure operational resilience of the supply chain, which should be benchmarked against the disruption faced in 2023, with the expectation of measurable improvement within the first year of the plan. Commercial performance should continue to be monitored using traditional metrics like EBIT margin or quarterly profitability, as well as newer metrics such as BEV order to delivery times, reflecting strong underlying demand yet to be translated into effective revenue in an efficient way, in the case of JLR's Range Rover Electric (Burgess, 2025).

This would be a formal review point, reported directly to the board, that would enable the plan to be adjusted as circumstances evolve, in line with the broadly similar iterative logic that Kotter, Akhtar and Gupta (2021) propose for organisations in truly volatile and uncertain environments, and not as a one-off project with a set end date and nothing more to say after that.

5.1 Financial Plan

To finance this change, over a 24-month implementation cycle, JLR will ring-fence a focused budget:

Financial Allocation Category	Strategic Focus & Initiatives	Estimated Cost (£ Millions)	Primary Funding Source	Expected Return on Investment (ROI)
Cybersecurity Uplift & Infrastructure	Security Operations Centre (SOC), network segmentation, multi-factor authentication (MFA), anti-vishing training (Vallance, 2025)	£350M	Reimagine Capital Reallocation	Prevents potential shutdowns costing ~£50M/week.
Supply Chain & Dealer Integration	Logistics change management, dealer readiness training, buffer stock setup	£50M	Operational Cash Reserves	Eliminates dealership downtime and parts delivery backlogs.

Digital Upskilling & Culture Change	Workforce retraining (20,000+ staff), cultural alignment workshops, agile team execution	£45M	Retained Earnings	Higher employee retention, reduced human-error risk.
Flexible EV Transition Reserve	Demand-matched manufacturing adjustments between BEV, Hybrid, and ICE lines	£100M	Operating Cash Flow	Optimizes inventory holding costs and prevents overproduction.
Total Allocation	Comprehensive Change Initiative	£545M	Internal Reserves & Line of Credit	Sustained operational resilience & brand trust (Ezugwu et al., 2025)

5.2 Tabular Communication Plan

There is a structured communication framework that operates on all levels both internally and externally:

Target Audience	Channel / Medium	Frequency	Key Messages / Focus	Communication Objective
Internal Workforce & Plant Staff	Executive Town Halls, Digital Intranet, Shift Briefings	Bi-weekly / Monthly	Cyber hygiene, electrification milestones, upskilling opportunities	Build Awareness & Desire (ADKAR); reduce cultural resistance.
Dealers & Franchise Networks	Dealer Advisory Councils, Executive Portals	Quarterly	Parts logistics timelines, BEV customer delivery schedules, marketing alignment	Ensure operational alignment; prevent dealer dissatisfaction.
Tier 1 & Tier 2 Suppliers	Supplier Integration	Monthly / Real-time	Production schedule forecasts, cybersecurity	Guarantee supply chain continuity and

	Forums, EDI Bulletins		compliance protocols	threat mitigation (Lu, 2024).
Board & Investors (Tata Motors)	Strategic Progress Reports, Audit Committees	Quarterly	Financial performance, ROI on cyber uplift, risk mitigation progress	Provide transparency and maintain investor confidence.
Customers & Public Media	Press Releases, Direct CRM Channels, Social Media	Event-driven / Quarterly	Brand repositioning, security transparency, vehicle delivery updates	Protect corporate reputation and maintain waiting list retention.

5.3 Performance Evaluation Framework & Methods

JLR will use a Balanced Scorecard methodology for a rigorous measurement over four key dimensions:

Domain	Key Performance Indicator (KPI)	Target Metric	Evaluation Method & Tool	Review Frequency
Cybersecurity Resilience	Incident Response & Containment Time	Zero critical breaches; SOC response time <15 mins	Third-party Red Team penetration testing & ISO 27001 audits	Monthly review; quarterly board report
Supply Chain Efficiency	On-Time In-Full (OTIF) Parts Delivery	>98% dealer parts availability	ERP distribution tracking & Dealer Satisfaction Index (DSI)	Monthly tracking (Burgess, 2025)
Operational Performance	Manufacturing Plant Recovery / Uptime	99.5% operational uptime across Solihull & Halewood	Real-time OEE (Overall Equipment Effectiveness) dashboards	Weekly operational meetings

Market & Brand Health	BEV Waiting List Conversion & Margin	Maintain EBIT margin >8%; convert Range Rover Electric pre- orders	Quarterly financial audits & order-to-delivery cycle analytics	Quarterly evaluation
Cultural Adaptation	Workforce Digital Security Compliance	>95% pass rate on simulated phishing/vishing tests	Automated HR security compliance monitoring	Bi-monthly reporting (Kotter, Akhtar and Gupta, 2021)

6. Conclusion

In sum, the recent journey of Jaguar Land Rover (JLR) is the profound case study of an organisation going through a major transformation success and extreme vulnerability to external shocks at one and the same time. The “Reimagine” strategy has been well led by Adrian Mardell, which has seen a solid financial recovery and a credible road map to achieve the electrification targets set out by the company using technology. This is a sign of a modern and forward-looking approach, backed up by significant capital investment in digital integration and connected technologies. But the parts crisis of 2023 and the massive cyberattack in 2025 underscore a crucial point: strategic ambition is not enough, it must be backed by robust operational resilience, a strong culture of safety, and fortified cybersecurity defenses. Foundational insights into organizational changes can be gained through traditional change management frameworks like the Lewin model, Kotter's model, and the ADKAR model. However, they are not always able to describe the change's volatility, emergent, and reactive aspects that today's car makers are expected to manage along with their long-term, planned changes. The proposed change plan outlined in this report, which highlights the need for significant investment in cybersecurity, the importance of connecting the high level strategy to front line execution, and the need for a more agile and continually evaluated view of electrification, will help address these gaps. Through these actions, JLR can strengthen the gains made through "Reimagine" and build the foundations to weather the storms ahead. The organisation will be in an enviable position if the board accepts these recommendations to continue to flourish in the ever-changing and perhaps even forever-changing automotive marketplace.

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