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1. CRITICALLY ANALYSE THE CURRENT FORCES FOR CHANGE IN THE ORGANISATIONS MICRO AND MACRO ENVIRONMENT THAT CAN IMPACT WORKPLACE CULTURE AND CAPABILITY

1.1 Organisational Change and Environmental Dynamism

Organisational change is not solely a reaction to outside forces, it involves adjusting to what's happening inside the company and outside in the world. Anything is changeable: learning new skills, reforming systems, adapting to technological developments, a new economy, new government regulations, or sharper competition. Organisational change may be gradual or rapid. It is the small businesses that are affected by that difference. Considering salons run by their owners they can change gears easily. However, when there are limited financial resources, expertise and technological capabilities, it is not easy to transform good ideas into real change. Just because a business is nimble doesn't mean it can change in all the ways it needs to.

1.2. Macro Environmental Forces for Change: PESTLE Analysis

The macro environment that the Swansea eyelash salon is operating in is one where political, economic, social, technological, legal and environmental pressures combine with one another and do not exist in isolation. This is significant since the salon is in a business environment in Wales where small business reigns supreme. Therefore, the indirect strategic impact of the public policy on the growth of small business, employment, taxation and digitalisation on the salon is its costs, regulatory requirements, and the availability of support. As the government policy shifts more towards enabling SMEs to go digital, the UK will be the most digitally empowered and AI confident of the G7 by 2035 (Department for Business, Innovation, Science and Trade, 2026). But such a policy creates opportunity, not capability; implementation still depends on managerial competence and resources. The more immediate driver of change is economic pressure. UK consumer price index inflation rose to 3.1% in August 2026, with housing and household services costs up 4.3% and producer input prices up 6.1% year on year. The increased cost of energy, goods, rent, and supplier prices may influence the profits of an eyelash salon because people tend to reconsider their decision to make such an expenditure. However, demand has not dropped: in 2024 the UK beauty industry provided a contribution to the economy in the form of direct demand of £15.9 billion and it was estimated that consumer

spending on beauty products and services will be growing by 3% in 2025. That is, the economy is compelling the salon to devise a way of offsetting the cost and number of visits without compromising productivity. Surely, online booking and stock management would be useful for solving the problem of waste and “no-shows” but at the same time, for the micro-enterprise that has nothing in reserve, this would be rather expensive. This economic strain is directly linked with social agitations. Beauty services are reputation, repeat business, convenience and customer experience. The industry was estimated to have 50,400 registered hair and barbering and beauty businesses with 81 per cent having less than five individuals employed by them. This has heightened competition in the region and there has been a desire to be different with personal service. Though the availability in social media and online reviews can prove helpful in terms of widening the customer acquisition range, it can cause the demands of immediate booking, fast communication and consistency in service delivery. Automation can find a comforting approach to the culture that constitutes loyalty. Technology may be the major single direct agent of change. The percentage of micro employers in the UK who are using booking software and using CRM systems in 2024 is 27 and 26 percent, respectively, compared to much higher rates of use by larger SMEs (Jin, 2024). However, when talking about the data offered by the government, it is worth mentioning that 7%-18% productivity growth is possible if the company implements different technologies to its business processes. In other words, the implementation of the technologies, for example, such as online booking, reminder, payments, client management records, and inventory, can increase the potential of the salon but not necessarily its performance. Records may contain health related information which may be special category personal data requiring additional protection and an appropriate lawful basis and Article 9 condition under the UK GDPR. Digitalisation thus creates efficiency and at the same time increases the responsibility of governance.

Environmental pressure is less immediate but strategically important via single use applicators, packaging, waste product and energy use and sustainable purchasing. So the salon needs to build digital, financial, regulatory and sustainability capabilities, in response to macro-environmental change, without diluting its customer-centric culture.

1.3 Micro Environmental Forces for Change: SWOT Analysis

Table 1: SWOT Analysis

SWOT factor	Critical analysis
Strengths	Specialist eyelash expertise, personalised relationships and owner proximity support rapid service adjustments and customer responsiveness. This is important because, in this industry, 81% of hair and beauty treatments offered have fewer than five employees, meaning personalization can help in creating a differentiation.
Weaknesses	Reliance on the owner, inability, and fragmented management system serve as barriers to scalability. The use of booking software among micro-SMEs in the UK in 2024 was at 27 percent against 26 percent for CRM software.
Opportunities	E-facilitation, CRM, social media acquisition, and sustainability of positioning can assist in improving convenience, retention, and visibility. There have been 1,088 additions of new units in the first six months of 2025. It is a clear indication of competition.
Threats	Local salons, household technician's alternates and rising costs create a burden on margins and loyalty. UK CPI reached 3.1% in August 2026 , while competition was reported as an obstacle by 40% of SME employers .

1.4 SWOT Transformation and Strategic Implications

SWOT analysis is a tool for strategic analysis, to identify Strengths, Weaknesses, Opportunities and Threats. The factors influencing decision-making. It is possible to use all of the factors presented above when making the strategy that will enable us to use our strengths, weaknesses, opportunities, and threats to reach our goals. Transitioning from the SWOT analysis stage to the strategy formulation stage is a very important process in our situation since we have to move from one stage to another. Concerning the SO strategy, we can use the personal one and the online booking system of the salon. As for WO strategies, it is possible to digitize the process which is currently manual and depends on the owner. For ST strategies, it is possible to compete in services and expertise. Finally, WT would standardise procedures for booking, client records and stock. This would reduce operational vulnerability without losing flexibility.

1.5 Organisational Culture and Capability

As opposed to the capacity to deal with the forces that shape and define the environment that an enterprise operates within in a productive manner, culture is made up of collective values, behaviours and the approach towards customers, communication, and willingness to embrace

new ideas. Together, the grouping of the two factors underlies whether industries can respond to environmental pressures in an operative manner. Lewin's planned approach to change relates to changing established employee behaviours and organisational routines. (Duanying, 2024).

1.6 Relationship between environmental change, workplace culture and capability

Environmental change is not a series of unrelated events but rather a series of interrelated economic, technological and regulatory and customer pressures on the salon (Jumani, 2024). These forces create the need for new systems and behaviours that change employee routines, decision making and customer interaction and thus change workplace culture. In this respect, the skill not only needs to be about acquiring these technologies but rather skills using digital technologies, managing these technologies, communicating these technologies as well as dealing with the information provided by them to help the company make use of these technologies properly. It is important because just having technology is not enough for good performance of the organization (Sharabati et al., 2024). The salon will have to incorporate these technologies into its operations, make sense of the information that it provides, help their employees use them and use the information in the decision making process. Sustainable adaptation is therefore a function of the fit between environmental demands, culture and organisational capability (Shafizadeh, 2024).

The workplace culture and organisational capability of Swansea eyelash salon are subject to the economic, technological and regulatory pressures. Reliance on the owner and scarcity of resources inhibit flexibility. Despite the ability of digitalisation to enhance operational effectiveness and customer retention, it relies on the ability of employees and the need to retain personalised customer service. Thus, any technological enhancement should be in harmony with the organisational culture and resources.

2. EVALUATE HOW ORGANISATIONAL STAKEHOLDERS CAN BE EFFICIENTLY LED THROUGH COMPLEX WORKPLACE CHANGE

2.1 Nature and Explanation of the Change in the Complex Work Environment

The change that will be proposed is to change the salon from manual owner-centred administration to a digital salon-management system. Online booking of appointments,

deposits and automated reminders, electronic records of consultations, inventory and easy customer relationship management would be integrated into the new system to make the operation process more streamlined. This is not a mere metamorphosis as it does not just end with the new technology coming in. It also requires changes in the administrative habits, personnel responsibilities and the interaction with customers, information management and decision-making. The practices, which are informal, might have to be formalised and the employees should be taught to be confident and competent in the use of the system in a consistent manner.

The complexity is also due to the interdependence of the technical and human factors. An example is that the better the automation of booking is, the less administrative workload might be necessary, yet it could change the way customers interact with the salon and how the staff deal with appointments. The digital records of consultation can be used to improve accessibility and uniformity but it comes with other extra burdens such as privacy, accuracy and data security (Eriksson et al., 2022). Thus, the change must be conceptualised as an organisational change consisting of technology, people, processes and workplace culture as opposed to a mere software installation.

2.2 Stakeholder Identification and Power–Interest Analysis

Table 2: Stakeholder and Power-Interest Analysis

Stakeholder	Power	Interest	Likely response	Main risk	Engagement
Owner-manager	High	High	Supportive	Cost and implementation burden	Manage closely
Lash technicians	Medium–High	High	Mixed	Resistance, skills anxiety	Involve closely
Regular clients	Medium	High	Mixed-positive	Privacy, digital exclusion	Consult and inform
New clients	Low–Medium	High	Positive	Usability	Keep informed
Software provider	Medium	High	Supportive	System dependence	Manage contractually
Suppliers	Low	Medium	Neutral	Integration disruption	Monitor
Payment provider	Medium	Medium	Neutral	Transaction failure	Maintain

Regulators/data authorities	High	Low day-to-day	Neutral	Non-compliance	Satisfy requirements
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However, interests do not mean power. Although the lash technicians have lower power than the owner, they can wield considerable implementation power if they decide to implement the system (Smit et al., 2025). The clients will have low formal power but great interest by dint of retention, referrals and reputation since over half of UK adults tend to write online reviews. There is yet another form of dependency created by the software supplier as a result of low to moderate formal power and strategic because of the reliability of the system, data access and switching costs.

There is high coercive power held by the regulatory bodies as a result of low to non-formal power on a daily basis since online consultation involves special category data.

2.3 Stakeholder Leadership and Communication

Stakeholder communication should be done in a way that takes into account the power and information requirements of the stakeholders as well as how exposed they are to the change rather than just sending one generic message (Pirozzi, 2026). The high level involvement of the lash technicians in terms of demonstrating, piloting, training and feedback is absolutely crucial because change implementation would be dependent on the behaviour of the lash technicians (Lash, 2024). Research involving 608 employees facing organizational changes indicated that participation, involvement and appreciation accounted for the greatest percentage of variance in positive attitudes to change.

2.4 Leadership and Management of Change

When it comes to leading change, Lewin saw it as three steps: unfreeze old habits, move to new ones and then lock in those changes. That was further elaborated by Kotter in eight steps which included urgency, how to find the right people, effective communication and how to maintain changes. But in the real world, not either of the two approaches can provide us with the very experience of change in our daily lives. Change is not a neat process and is influenced by all the people. It is impossible to ignore such things like bringing your team on board, talking straight or controlling the emotions of others. That's even truer with digital changes.

2.5 Critical Application of Kotter's 8-Step Change Model

The analysis of the salon can be done in three phases of the model by Kotter. Steps 1 through 3 demonstrate the need for change by identifying the significance of the problems that arise due to poor booking system efficiency, tardiness, and the owner's control of operations. The owner, a skilled technician, and the software company form a small group to create a vision for the company, which will be convenient and personal at the same time. This framework by Kotter was based on his research involving more than 100 organizational changes where urgency and coalition were central issues. (Mouazen et al., 2023).

Steps 4 through 6 can be completed via communication, employee training, and piloting of the process to get around all the barriers that might come in the way. The implementation of the dual system on a temporary basis for electronic as well as manual processes can help in assuring the success of this project. Step 7-8 Embed the change through improved systems, standardisation of digital routines and embedding into expectations of customer service. This is an implementation orientated and systematic framework. But the incremental reasoning may oversimplify the ongoing digital adjustment. Kotter's model is more a set of prescriptions for change rather than a solid empirical base in the literature (McLaren et al., 2022). Here Kotter is most defensible as an adaptive implementation framework, not as a universal formula (Ericson et al., 2026).

2.6 Lewin's Three-Stage Model: Complementary or Competing Perspective?

Lewin's three-step process describes an approach to behavioural change at the salon during the shift from paper-based work to computerized processes. Unfreezing is the process of proving that disjointed appointment making, reminders, and record keeping no longer enable effective growth and are therefore not valued. Change happens through piloting the software, training the stylists, and implementing feedback from employees and customers. Refreezing involves standardizing roles, KPIs, and the computerized processes so that the new behaviours are embedded. Criticisms of Lewin include the tendency to overstate the importance of stability and continuity in environments characterized by constant change. In Lewin's model, there are stable organizational states, but he also asserts that refreezing involves stopping regression. Therefore, Lewin is able to describe behaviour change well for the digitally progressive beauty

salon, whereas Kotter describes implementation better; neither describes constant change sufficiently (jasim, 2026).

2.7 Resistance, Emotion and Commitment

Resistance can also occur due to feelings of insecurity about the process, inadequate skills and non-participation other than resistance to change (Apaydin et al., 2026). In such cases, it is required to engage in consultation and communication so that people's attitudes do not become hardened. It will be possible for the change agents to create commitments by translating organizational goals into actions. Digital change in Swansea eyelash salon will therefore come about through technology acceptance and competence of stakeholders. The way people respond to change is influenced by their sense of autonomy, competence, uncertainty and trust. Resistance doesn't automatically mean employees are being obstructive. Salon workers might worry about digital errors, surveillance, less autonomy, or disruption of existing processes (Van Oort, 2023). In a sample of 608 employees, the largest proportion of variance was in positive attitudes toward organisational involvement, participation and appreciation. Readiness to change may also be reduced by restricted autonomy. So the informal impact of an operator can create more receipt among colleagues than formal orders from the owner. Successful implementation is thus linked to leadership, emotional security and informal influence.

2.8 Leadership Capabilities and Professional Development

To ensure sustainable change is realized a mix of management, interpersonal and leadership skills should be portrayed by the salon owner-manager. It is essential to be proactive and accountable since the owner has to do the digital change, oversee its implementation, and react to problems that may emerge. The presence of good communication is also necessary because the owner will have to contribute to the idea of change, clarify the fears of the employees and retain the trust of the customer during the process. Digital literacy should also be present because adopting new systems unknowledgeable in how they operate would leave organisations at the mercy of external vendors and less in control (Singh, 2022). Besides this, the owner should exhibit the customer orientation, problem solving and managing conflict skills in such a way that the advances in technology do not undermine the culture of offering

personalised services of the salon. Evidence-based decision-making is particularly crucial since the decisions concerning the implementation have to be made based on the results of the operations, the reactions of the employees and the customers rather than on assumptions (Clark et al., 2024).

In this case, professional development should be geared towards the empowerment of the skills required to handle both technical and human aspects of change (Maguire et al., 2022). Being data literate, the owner would be able to gain a better insight into the booking and customer retention trends, the demand of the service and the performance of the operations. Responsible management of digital consultation records and customer information could also be improved with a more in-depth understanding of GDPR and data protection. Without performance-management ability, the owner would be able to apply coaching skills to assist the employees who are uncertain or lack confidence regarding the transition and easily pinpoint the problems and reinforce new work practices. Digital change leadership should also be modelled in a manner that technology is applied as part of a larger organisational change process and not as a system per se. Such skills would assist the owner of the salon to sustain change, act in reaction to the emerging issues and continue to maximize the new operating model.

2.9 Integrated Change Implementation Plan

The implementation should combine staged experimentation with measurable controls rather than introduce the digital system in a single transition. This is important because only **67% of UK microbusiness employers used technologies or web-based software to sell to customers or manage their business in 2024**, while only **27% used booking software and 26% used CRM**, indicating that adoption capability remains uneven among small firms (Department for Business and Trade, 2025).

Table 3: Implementation Plan

Phase	Key activity	Lead	Stakeholders	Success indicator
1. Diagnose	Audit bookings, no-shows, administration time and stock errors	Owner	Technicians	Baseline KPIs established
2. Design	Specify requirements and evaluate	Owner	Staff/provider	System meets cost, usability and GDPR requirements

	booking/CRM platforms			
3. Engage	Explain rationale, demonstrate system and gather concerns	Owner	Staff/clients	Issues logged and responses agreed
4. Pilot	Trial with limited appointments while retaining manual backup	Owner + advocate	Staff/clients	Errors and workflow problems identified
5. Train	Role-based system and data-handling training	Provider/owner	Technicians	Competency demonstrated before launch
6. Implement	Introduce integrated booking, deposits, reminders and records	Owner	All stakeholders	Consistent system adoption
7. Review	Compare KPIs with baseline and refine processes	Owner	Staff/clients	Measurable operational improvement

It is a crucial phase of the implementation process since, according to research on 608 individuals experiencing organizational change, participation, involvement, and appreciation exhibit the greatest variance in positive change attitude. Thus, conducting a pilot study with several phases will assist in reducing risks and collecting data at the same time. There should be some type of contingency plan just in case the system goes down, since in that case, the entire procedure becomes dependent on technology.

2.10 Managing Risks and Barriers

Table 4: Managing Risks and Barriers

Risk	Likelihood	Impact	Response
Staff resistance	Medium	High	Consultation, participation and role-based training
Client digital exclusion	Medium	Medium	Retain assisted/telephone booking during transition
Data/privacy breach	Low	High	Access controls, lawful processing, security and staff training
System downtime	Medium	High	Manual backup and recovery procedure
Cost overrun	Medium	Medium	Fixed budget, vendor comparison and staged purchasing
Poor adoption	Medium	High	Pilot, usage monitoring and corrective coaching

The strategies used must be such that there is a reduction of vulnerability without compromising the importance of the change process. The abrupt removal of any manual options will cause complete standardization; however, there is an increased risk of disruption and exclusion. It is also important to involve the people because, according to research on 608 workers, involvement, participation, and appreciation accounted for the majority of variance in the positive attitude towards change. Protection of information becomes even more important when we consider health care information.

2.11 Measurement and Change-Control KPIs

Change success should be evaluated through a balanced set of operational, customer, employee and risk indicators rather than system installation alone.

KPI dimension	Measures
Operational	No-show rate; booking utilisation; administration time; stock-out frequency
Customer	Booking satisfaction; complaints; repeat appointments; digital-booking adoption
Employee	System usage; training completion; confidence; error frequency
Balancing	Assisted bookings required; workload spikes; downtime; privacy/deposit complaints

Digital transformation requires effective stakeholder engagement, communication and participation of employees to ensure its success. Change is directed by the owner-manager, and the lash technicians have an important role to play in bringing about change. Kotter and Lewin models are useful but should be adaptable to suit the requirement of the employees and the changes that occur in organisations continuously. Inclusive leadership, building the capabilities and consistent assessment of the performance is, therefore, the key to sustainable change.

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