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LCLM6003 Leading and Implementing Change

Executive Summary

This report gives a strategic change programme of Jaguar Land Rover (JLR), a top UK carmaker that is undergoing an elaborate change due to the high rate of industry upheaval. The organisation is faced with the threat of reduced relevance of products containing internal combustion engines (ICE), increasing competition of electric vehicle (EV) manufacturers, and increased regulatory pressures fuelled by the net-zero ambitions worldwide. JLR, in turn, has embarked on the huge strategic change toward complete electrification, computerised production pipeline and AI-based production lines. The report critically examines both the internal and external environmental forces that have influenced JLR and uses PESTLE and SWOT models to determine key strategic issues. The theories of change management that currently exist, the Lewin model, Kotter's 8-Step Model and the McKinsey 7S model are evaluated in the context of the organisational change. Moreover, leadership and culture are also evaluated to identify their impact on effectiveness of changes. The proposed strategic change plan has goals, implementation plan, financial planning, performance assessment measures and communication plan to ensure successful long-term organisational adjustment.

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Introduction

Jaguar Land Rover (JLR), which is a high-end motor industry manufacturer located in the United Kingdom, and a subsidiary of Tata Motors, with central manufacturing plants such as Solihull, Halewood and Wolverhampton (Serrano, 2025). The organisation has an estimated number of employees of around 38,000-40,000 employees across the world and manufactures more than

400,000 cars per year; most of which are in the luxury and premium automotive market (Sjunnesson, Mohamed and Hemmatkhah, 2025). JLR assists the UK automotive industry generating approximately £67 billion turnover in any given year and provides over 780,000 people the chain of supply. They are being disrupted structurally in the industry through electrification, automation and artificial intelligence integration are transforming the industry. Increasing global sales to over 14 million cars annually, equivalent to more than 18 percent of the total cars sold has added pressure to the car manufacturers who operate in a conventional way. As its headquarters invest in its own Reimagine plan, of electrifying all Jaguar features and every high-end electric model anticipated of Land Rover, the legacy internal combustion engine frame has been on the decline at JLR. A strategic shift like this is essential in making sure that it is kept up to date in the constantly evolving automotive world.



Figure 1: Logo

Source: (JLR, 2025)

Main Body

Organisational & Environmental Analysis

Internal Analysis (JLR)

- **Operational Structure (Solihull, Halewood, Wolverhampton plants)**

The manufacturing network of Jaguar Land Rover is widely spread over UK, with the greatest manufacturing plants being Solihull, Halewood and Wolverhampton. Solihull will proceed with the manufacture of high-end SUVs (Range Rover and Defender) but Halewood focuses on compact SUVs and electrified models. In Wolverhampton, the production of engines is the main business although this is shifting to powertrain electrification. The output of the organisation is more than 400,000 vehicles in a single year, though the use of capacity decreased and increased in

response to semiconductor shortages and supply chain disruption, with a worldwide automotive output decreasing by approximately 8-10% during peak levels of disruption (Drozd and Hauptvogel, 2026).

- **Product Portfolio (Jaguar vs Land Rover segmentation issues)**

JLR has opportunity and complexity of strategy due to its dual brand strategy. Most of the revenue is generated by Land Rover because luxury SUVs are highly demanded across the world and Jaguar has been registering a decrease in market relevance over the years before its repositioning strategy, up to 30% of its sales have declined over the years (Gupta, 2022). Full brand electrification of the Jaguar process introduces short-term revenue decline and loss of brand value.

- **Financial Pressure during Transition**

The change to electrification will entail R&D, battery, and digital manufacturing system investments worth multi-billion-pound. Under the Reimagine strategy that JLR has undertaken, the transformation investment will be realised over a decade and will require over 15-18 billion. At the same time, the inflationary forces of the automotive sector in UK have contributed to the increase by approximately 6-8 percent in the production costs and the demand of luxuries in the automobiles industry is highly cyclical all over the globe (Das, 2024).

- **Workforce Capability Gaps (EV + AI Skills)**

One of the major limitations in the company is that of skills development between the existing automotive engineering requirements and the future EV/AI manufacturing requirements. About 30-40 percent of operational capabilities of present-day workforces still stay in line with ICE and EV production needs are specialists in battery development, software design and AI-enabled automation.

- **Supply Chain Complexity**

JLR has a highly globalised supply chain that procures its components all over the world, employing over 5,000 global suppliers (Lai and Wang, 2025). EV production increases dependence on key raw materials that comprise lithium, cobalt and nickel that are susceptible to price changes as well as to political matters. The problem of semiconductor shortages has already led to a decline in production of 100,000 units per annum in the automotive industry and this is a sign of a structural weakness.

External Environment (PESTLE Analysis)

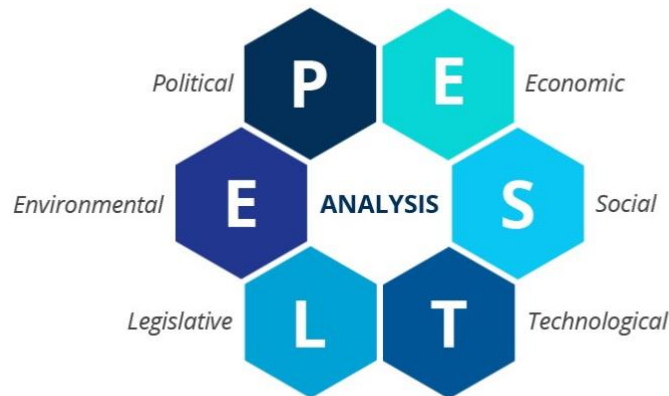


Figure 2: PESTLE Analysis

Source: (Ormston, 2025)

- **Political Factors**

New regulations by the UK government to outlaw new petrol and diesel vehicle sales by 2035 pose a lot of regulatory pressure on JLR. In addition, EU markets have a friction in trade competitiveness in exporting goods since tariffs and administrative costs have been introduced in the wake of Brexit.

- **Economic Factors**

It has been expensive in terms of production and logistics due to high rate of inflation in the UK which has been high (more than 5–7%) in the recent past. The Luxury automotive demand is highly vulnerable to economic fluctuations, with downturns reducing sales by 15–20% in some markets (Yilmazkuday, 2025).

- **Social Factors**

The behaviour of the consumers is quickly moving towards low-emission mobility and sustainability. The EV adoption rate has increased to more than 18 per cent of cars sold, and this indicates the bend towards change of consumer preference.

- **Technological Factors**

The automotive sector is rapidly converging in technological convergence due to AI, machine learning and autonomous vehicle systems. With the development of battery technologies, EV range exceeding maximum EV range and AI-controlled manufacturing procedures become more efficient and accurate in predictive maintenance.

- **Legal Factors**

JLR should be able to deliver on high emissions levels such as the Euro 6/ Euro 7 standards and the emerging international standards of safety compliance guidelines. Lack of adhering to regulations will be hefty fines and restricted access to the market.

- **Environmental Factors**

A prerequisite of competitiveness has become environmental sustainability. The automotive industry is the largest contributor to the world CO₂ emissions from transportation activities about 25%. JLR is experiencing a growing level of scrutiny due to ESG among investors and governments and needs quantifiable policies on carbon reduction throughout its supply chain and the production process.

SWOT Analysis



Figure 3: SWOT Analysis

Source: (jenslin, 2024)

Strengths

- Strong global brand equity, particularly Land Rover's dominance in luxury SUV segment
- Backing of Tata Motors providing financial stability and investment capacity
- Established UK manufacturing base with advanced engineering capability

Weaknesses

- Jaguar brand decline and unclear short-term positioning (Serrano, 2025b)
- High dependency on ICE-based revenue streams
- High fixed operational costs across UK manufacturing sites

Opportunities

- Global EV market projected to exceed 40% of total vehicle sales by 2030

- Expansion into premium electric SUV segment
- AI-driven manufacturing efficiency gains reducing production costs by up to 20%

Threats

- Concentrated competition from Tesla and rapidly expanding Chinese EV manufacturers (BYD, NIO)
- Raw material volatility affecting battery production costs
- Regulatory pressure accelerating ICE phase-out timelines

Critical Problem Statement (Synthesis)

The current structural mismatch of JLR between the old paradigm of operation of its internal combustion engine (ICE) and the requirements of an electrified, AI-enabled automotive ecosystem is straining its financial and capability resources and creating strategic drift in the direction towards full electrification.

Change Management Theories & Critical Evaluation

Lewin's Change Model

The change Model by Lewin, helps in systematically explaining the process of organisational change in terms of the three stages namely; unfreezing, changing and refreezing. This paradigm can be used in the case of Jaguar Land Rover (JLR) switching to an image of an internal combustion engine (ICE)-oriented company to the electric vehicle (EV)-oriented one.

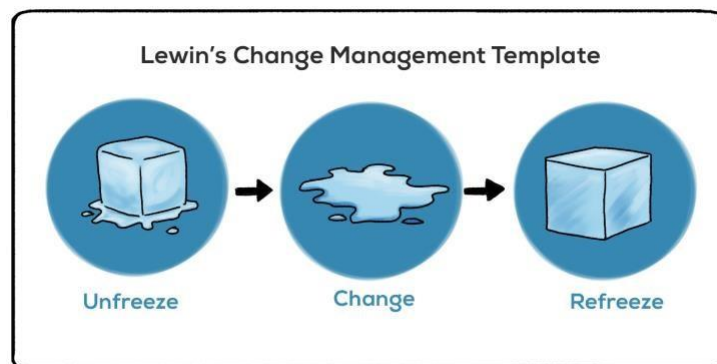


Figure 4: Lewin's Change Model

Source: (Thudium, 2023)

Unfreeze: Breaking the ICE Dependency Mindset

The unfreezing phase entails establishing consciousness that the current strategies can no longer continue. The dilemma facing JLR in the matter is that it needs to abandon its traditional dependency on ICE vehicles and create organisational urgency to electrify. The objective that the

UK government has established aiming at the elimination of the sale of the new petrol and diesel cars until 2035 and the international EV market going past 14 million annexed sales per year is an indication that a strategic shift is required (Jeong, Kim and Jo, 2024).

Change: EV Restructuring and Digital Transformation

At change stage, an installation of new processes, technologies and capabilities is emphasized. JLR is reorganising its manufacturing, such as converting Halewood to build EVs and begin designing EV-based models of future models of Jaguar and Land Rover. This will entail investing in battery technology, AI-enabled manufacturing and retraining of its workforces whereby the former automotive skills will have shifted to software, electronics and automation skills.

Refreeze: Stabilising EV Identity

Stage of refreezing is the process which is connected with making the practices of organisational culture and operations in new ways (Santos et al., 2022). New systems, employee capabilities and sustainable production processes require that JLR creates an EV-oriented identity. In turn, JLR should be more adaptable in its approach to the change and opt for the model proposed by Lewin to have an opportunity to endure.

Kotter's 8-Step Model

The 8-Step Change Model by Kotter offers an elaborate guide to the process of managing the bulk transformation in an organisation with a leadership commitment criterion, involving the stakeholders in the process, and integrating the cultures. The model is very applicable to the case of Jaguar Land Rover (JLR) moving towards the electrification and digital production systems.

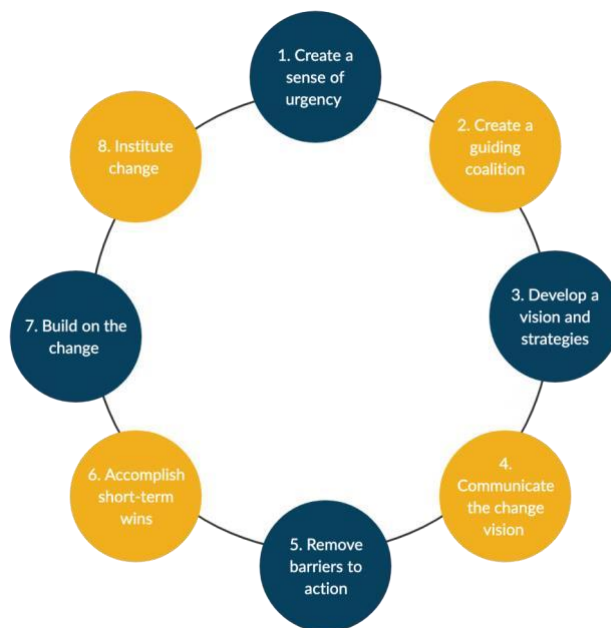


Figure 5: Kotter's 8-Step Model

Source: (Athuraliya, 2020)

1. Create a Sense of Urgency

JLR must develop a sense of urgency, which highlights the external push that includes the efforts of the UK government to stop selling new petrol- and diesel-powered cars by 2035 and the astronomical growth in EV-sales globally that was over 14 million vehicles a year (Serrano, 2025).

2. Build a Guiding Coalition

To guarantee effective change, the top management of JLR needs to be in unison with Tata Motors, suppliers, and technology providers. The financial aid and strategic participation of Tata Motors are what JLR and its EV transformation need to gain the needed power and material to speed up the process.

3. Develop a Strategic Vision and Initiatives

Reimagine strategy provided by JLR provides a very clear vision that it will be a modern day luxury car company which will be electrified, sustainable and digitally creative. The electrification of Jaguar mobility solutions is one of the significant changes in strategy.

4. Communicate the Change Vision

JLR ought to share transformation aims with the workers, stakeholders, vendors as well as the consumers. Open channel communication is vital to alleviate the confusion on workforce redesign and ability needs in the future.

5. Empower Employees for Change

It therefore requires the organisation to do away with hurdles through investment in EV engineering, battery technology, a software-development unit and AI manufacturing. The reason why reskilling of the workforces is important is that the traditional knowledge used in ICE will be becoming unhelpful.

6. Generate Short-Term Wins

Some of the milestones that JLR can show a progressive direction are genuine manufacturing of the EV and enhanced efficiency of its manufacturing, and reduction of carbon emission. Early successes can lead to increased confidence of the stakeholders.

7. Sustain Acceleration

Innovation, investment into digital systems and improvement of the supply chain have to be continuously invested in to keep the momentum of change in a competitive market of EVs (Watkins, Srinivas and Wield, 2024).

8. Anchor New Approaches in Culture

JLR will have to instil EV-centred values in organisational culture via new processes, leadership behaviours, and capabilities of employees.

McKinsey 7S Framework

The McKinsey 7S Framework is a performance evaluation model of an organisation based on seven assumptions which are inter-related such as the Strategy, Structure, Systems, Shared Values, Skills, Style and Staff. The framework can help examine the alignment of the internal capabilities of Jaguar Land Rover (JLR) with the EV transformation goals.

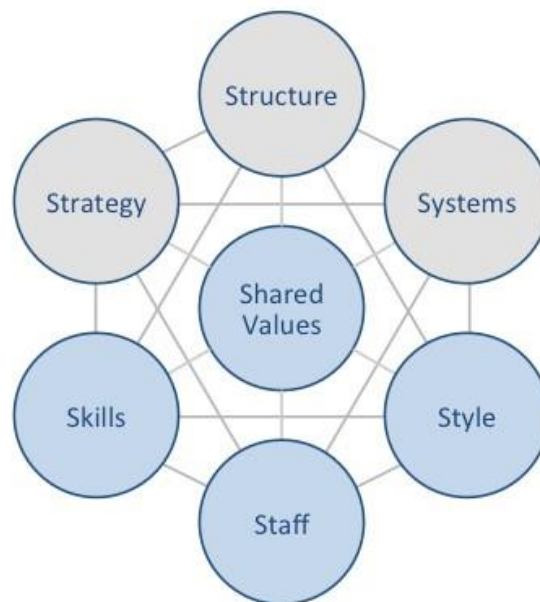


Figure 6: McKinsey 7S Framework

Source: (Dudovskiy, 2019)

1. Strategy

The Reimagine strategy of JLR is a drastic change in the production of vehicles that base on traditional ICE to electrification, sustainability and digital mobility. By the year 2029, the organisation has already pledged about 15-18 billion investment in the development of EVs, battery technologies, and digital transformation (D'Acunto, 2024).

2. Structure

The present production design of JLR was initially designed to manufacture ICE vehicles. Although such plants as Halewood are being re-engineered to get ready to collaborate with electric vehicles, production and supply chains reorganization and engineering department restructuring are needed to enable the scalability of EVs.

3. Systems

Old-fashioned production tools will need to transform into the use of AI in production, predictive analytics, and linked supply chains. Despite the move by JLR to use its digital manufacturing technology, it would need to be more embraced in its upgrading in terms of real-time data access and automation capabilities.

4. Skills

One of the key problems is the lack of the expertise in the field of EV. Battery engineering, artificial intelligence, software development and electronics are some of the potential requirements of future automotive manufacturing. JLR will need to re-skill its people, who are about 38,000 workers throughout the world, to lessen the reliance on outside talent (Ghani et al., 2025).

5. Staff

Adaptation of the employees is critical as the classical jobs of automobile manufacturing have to shift to technology innovations. The resistance needs to be mitigated by good training and engagement programmes.

6. Style

The transformational leadership style ought to involve promotion of innovation, team work and lifelong learning in the organisation.

7. Shared Values

To continue using the ICE technology to change sustainability, digital innovation, and electric luxury mobility, JLR will have to alter the organisational values on engineering excellence to the new values of sustainability, digital innovation, and electric luxury mobility.

Critical Synthesis

The comparison between the Lewin Change Model, Kotter designed 8-step Model and McKinsey 7S Framework shows that all three of them can be used to advance the management of the strategic change of Jaguar Land Rover (JLR) due to their advantages and disadvantages.

Kotter's 8-Step Model offers a more detailed model that JLR would follow as it would create urgency, strategies a vision, involve stakeholders, and instil the change in the organisational culture. This highly coincides with the EV transformation that JLR is set to go through and it requires the commitment of leaders at Tata Motors, the involvement of the employees and the communication to ensure success.

McKinsey 7S Framework brings additional illumination on the theme of internal organisational alignments by portraying the existing gaps between the JLR strategy and structure of its EV, its systems, skills, its staff, style, and shared values. This can be particularly

advantageous when it comes to the diagnosis of the issues associated with such concepts as capability as the necessity to reskill a workforce and implement a digital system.

Therefore, the 8-Step Framework offered by Kotter and the Dynamic Capabilities Theory can be used as a hybrid strategy that was the most suitable option to implement in the case of JLR. This combination is more appropriate to the JLR transformation that is highly multifaceted as compared to adopting one of the classical models of change.

Leadership & Organisational Culture

Leadership Style

Transformational Leadership Approach

The shift to becoming an electric luxury car company instead of a regular ICE manufacturer is a significant change in the leadership of JLR, where the executives should primarily focus on transformation via a clear vision, spur innovation, and empower their employees. It is planned to invest approximately £15–18 billion by 2029 to assist in electrification, digital and green manufacturing (Sjunnesson, Mohamed and Hemmatkhah, 2025).

Vision-Led EV Transition Strategy

The vision created by the top management puts the future on the electric mobility and the two brands (Jaguar and Land Rover) are re-branded as all-electric luxury brands and premium EV platforms respectively. The vision will also help JLR become more competitive in the market relative to those like Tesla and BYD that have increased innovation in the global EV market.

JLR and Tata Leadership Alignment

The fit between JLR executives and Tata Motors offers the strategic direction and financial encouragement towards transformation. The ownership of Tata allows availability of investment, association with technology and planning of strategies in the long term. Nevertheless, the effectiveness of the leaders will rely on their ability to deal with the uncertainty in employees since there is a need to adjust to the new EV and software, and AI-based requirements in manufacturing to about 38,000 employees globally (Gupta, 2022).

Culture Analysis

Legacy Engineering Culture (ICE Dominance)

JLR has a long-standing tradition of creating an engineering-based company culture based on internal combustion engine (ICE) experience, mechanical creativity and vehicle fine tuning. This culture has enabled Land Rover to be successful in the international market particularly the luxury-SUV segment.

Resistance to EV Shift

The shift to EV production builds up some culture through apprehension of the shift in job roles, technical skills necessary, and production methods. About 38,000 employees around the world will be obliged to experience EV engineering, AI-enabled, and digital manufacturing.

Emerging Innovation Culture (AI + EV R&D)

JLR is slowly evolving to a culture of innovation, by investing in electrification, artificial intelligence, and connected vehicle technologies. The change of direction towards electric luxury mobility and strategic shift to a sustainable version can be seen in the Reimagine investment programme of the company of 15-18 billion (Gupta, 2022).

Critical Evaluation

Culture as a Barrier and Enabler

JLR has an organisational culture which impedes as well as enables strategic change. The firm can leverage its engineering background to deliver high quality standards, technical expertise and brand name recognition, but its 100-year dependence on ICE technologies may be a barrier on the way to EVs and computerised manufacturing.

Change Resistance Theory: Employee Uncertainty and Skill Anxiety

Being a predictive theory, change resistance theory explains why employees are likely to react to change due to uncertainty, fear of job change and loss of competence. As JLR goes EV-only, the company may feel the anxiety of skill anxiety within its workforce as they could be mostly identified with traditional automotive systems.

Leadership Effectiveness

Influence of Leadership on Change Success or Failure

The success of the EV transformation in JLR is highly dependent on the effectiveness of its leadership that can decide whether it will achieve its strategic goals. Transformational leadership has the potential to make change successful because of setting clear vision, motivating employees as well as making use of organisational resources towards changing priorities to electrification. Tata Motors support enables JLR to enjoy strategic stability and financial strength which will enable the company to invest in EVs creation, digital technologies and sustainable production up to approximately 15-18 billion.

Importance of Communication in Transformation

Good communication is vital since when transformation is large scale, there are employees, suppliers, investors, and customers who are involved. JLR will need to communicate the intent, benefits, and effects of EV transition in a manner that will help it in mitigating the uncertainty and

gaining trust. There can be increased open communication over the future reskilling of work force, factory redesign and job demands which will reduce resistance in its workforce of about 38,000 employees located worldwide.

Strategic Change Management Plan

Change Vision & Objectives

Change Vision: Transition Towards Electric Luxury Mobility

JLR strategic change vision includes to be a leading electric luxury automotive company by changing its product line, production capacity and culture. JLR has a vision to build future directions under the Reimagine strategy which entails repositioning Jaguar to be 100 percent electric luxury and develop future generations of electric architecture on the Land Rover platform. This transformation includes abandoning ICE reliance towards eco-friendly, digitally connected movement.

Table 1: Strategic Change Objectives

Objective	Target Outcome
Full EV transformation	Introduce fully electric Jaguar models and expand Land Rover EV portfolio by 2030 (Malhotra, 2023)
Operational efficiency improvement	Reduce manufacturing waste, improve production flexibility, and enhance supply chain performance
Digital manufacturing integration	Implement AI, automation, and predictive analytics across production facilities
Workforce reskilling programme	Train approximately 38,000 employees in EV engineering, software, and digital manufacturing skills

The change vision aims at developing the long-term competitiveness by positioning the JLR capabilities along the fast-growing global EV market that is expected to constitute more than 40% of vehicle sales by 2030.

Implementation Strategy

Phased EV Rollout

JLR should adopt a gradual implementation process that would minimise the effects of operations and financial peril (Potharla, 2025). The initial stage involves this where EV platforms, modernisation of manufacturing plants and preparation of suppliers should be conducted. The second step would entail extensive production of EVs at mass level including the production hubs like Halewood that is undergoing development to be a production hub of electric vehicles.

Factory Automation Upgrade

To make better use of AI, JLR needs to invest more in smart manufacturing technologies, such as robotics, digital twins, and autonomous quality monitoring systems. The technologies are capable of enhancing accuracy in production and minimise the operational inefficiencies.

AI-Based Production Systems

When it comes to manufacturing and supply chain management, AI-based systems must be introduced to manufacturing and supply chain operations to achieve predictive maintenance, demand forecasting and real-time manufacturing monitoring.

Table 2: Implementation plan

Implementation Stage	Timeline	Key Actions
Phase 1	2026–2027	EV platform development and workforce preparation
Phase 2	2027–2029	Factory automation and expanded EV production
Phase 3	2030 onwards	Full electric luxury vehicle ecosystem

Financial Plan

EV Investment and Funding

EV transformation of JLR will demand a lot of financial investment which is met by the ownership and long-term investment potential of Tata Motors. It has announced that by 2029, it plans to invest some 15-18 billion in electrification, digital technologies and modern manufacturing infrastructure.

Table 3: Investment Allocation

Investment Area	Purpose
EV Research and Development	Development of electric platforms, battery systems, and vehicle software
Battery Technology	Improving range, efficiency, and supply security
Factory Restructuring	Converting existing ICE production facilities into EV-ready plants
Digital Transformation	AI systems, automation, and connected manufacturing

Even though the initial investment will cause financial strain in the short term, returns on this investment are likely to be felt in the long run due to increased involvement of EVs in the market, low production costs and increased operational efficiency. The high-end EV market is expanding in the world, as the consumer market is oriented towards green luxury cars. JLR will however

need to be very keen in matters of timing investment so as not to be over-exposed to financial risks during the transition period.

Communication Plan

Internal Employee Engagement Strategy

Communication in this context will need to be sound to help alleviate employee ambiguity in the process of transformation at JLR (Asare, 2025). The management should inform it about the intentions to introduce EVs into the production process, job impacts and training chances on a regular basis.

Supplier Coordination

JLR should maintain an open communication with its global supplier network comprising over 5,000 suppliers to ensure that it fulfils the demands of EV components, battery sourcing and sustainability demands.

Investor Messaging Strategy

The investors should be provided clear information on the progress of the EV investment, the financial objectives and earnings that the investment is likely to deliver so as to instil confidence in the investors as the transformation process takes place.

Customer Repositioning Communication

To transform into a luxury brand based on electricity, Jaguar will need a potent marketing communication method based on sustainability, innovation and superior design. *Table 4: Communication plan*

Stakeholder	Communication Approach
Employees	Training updates and transformation workshops
Suppliers	EV requirements and sustainability standards
Investors	Financial progress and strategic milestones
Customers	New electric luxury brand identity

Risk Management

JLR's transformation involves several strategic risks that require proactive management.

Table 5: Risk Management

Risk	Impact	Mitigation Strategy
Workforce resistance	Delayed adoption of EV systems due to skill uncertainty	Provide EV, AI, and digital training programmes

Supply chain disruption	Battery material shortages and production delays	Develop multiple suppliers and strengthen supply resilience
Technology failure	EV platform delays or performance issues	Invest in R&D testing and strategic technology partnerships
Competitor pressure	Loss of market share to Tesla and Chinese EV manufacturers	Differentiate through luxury branding and innovation

Resistance in the workforce is a significant issue since employees possessing older ICE experience might suffer indecisiveness over the next job. As such, JLR needs to have a balanced approach to risk management which entails technology investment, people investment and strategic alliances.

Evaluation & KPIs

Performance Measurement Framework

The transformation at JLR needs to be gauged by a systematic appraisal system to determine the strategic goals of the transformation. The most significant KPIs should monitor the financial, operational, environmental, and workforce results.

Table 6: Evaluation & KPIs

KPI Area	Measurement Target
EV Sales Growth	Increase proportion of electric vehicle sales annually towards full electrification targets
CO ₂ Reduction	Achieve measurable reductions in manufacturing and supply chain emissions
Production Efficiency	Reduce manufacturing waste and improve automation performance
Employee Capability	Achieve high completion rates for EV, AI, and digital training programmes
Profitability Recovery	Improve operating margins through EV scale and efficiency improvements

This can be assessed through conducting performance reviews which involve the leadership teams, operational managers and other key stakeholders quarterly. The ever-involvement review will allow JLR to adjust its transformation strategy depending on the dynamics within the market,

technological incorporation at one side and client expectations at the other. This will also ensure that the change programme will not be a one-off programme but a dynamic programme.

Conclusion

The changing threat of electrification, digital disruption, government action and stiffer global competition are amongst the factors that have left Jaguar Land Rover in a dire strategic makeover. Dependence on the historical use of ICE vehicles by the organisation has resulted in capability gaps in EV-engineering, software creation and AI-enabled-manufacturing, which makes organisational change a crucial element to the long-term competitiveness. This analysis will show that too successfully transform, an integrated change method that incorporates the 8step model of change presented by Kotter with dynamic capabilities is needed to make sure that change is implemented in a structured manner without sacrificing adaptability in a rapidly changing automotive industry. JLR/Tata Motors leadership alignment is critical with regards to laying down strategic path, financial resource and trust of the company by the stakeholders. On the whole, JLR has a strong potential to rival the EV future due to the strong foundation of the luxury brands, financial resources, and engineering skills. However, it needs to be managed properly in terms of cultural resistance, technology problems and continuous doubt in the markets in order to emerge successful.

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