

Module Code:	BMSW6103
Programme:	BA (Hons) Leadership and Management Skills for the Workplace
Assignment Title :	Change Management Plan
Level :	6
Module Lecturer:	Dudley Ofori

Student name :	Bogdan Andrei Stefaniga
Student ID :	1917193

Executive Summary

The accompanying report has been focused on the topic of change management within an organisation. The change management implies to the responses that each individual's shed during any changes made within the internal structure of the business. Based on the similar context, the changes within the organisational context of Tesco has been undertaken and has been analysed based on the responses. Further, it has also helped in maintaining diversity within the external business operations. Moreover, the report has also analysed some of the problems that Tesco has faced and the possible solutions to these challenges. Based on the analysis a response plan has also been presented in the following report.

Table of Contents

1. Introduction.....	5
2. A brief review of the CURRENT state of the Company.....	6
3. Your involvement /relationship with the Company.....	8
4. An outline of a recent/current change initiative that will be investigated for the report.....	9
5. External Analysis of the organisation.....	11
5.1 History of the organisation.....	11
5.2 Impact of the changes in the external environment impacting the company.....	11
6. Strategic Change in the organisation.....	14
6.1 Issues that may be related to strategic change in that organisation.....	14
6.2 The way in which change was managed.....	15
6.3 Leadership style/styles that was/were used.....	16
7. Change Management.....	18
7.1 Impact of organisational culture on the change management programme.....	18
7.2 A suitable change management plan for the future.....	20
7.2.1 Proposed change.....	20
7.2.2 Staff training.....	21
7.2.3 Development plan.....	22
7.2.4 Communication plan.....	22
7.2.5 Evaluation plan.....	23
8. Conclusion.....	25
References.....	26

1. Introduction

One of the biggest retail firms in the world, Tesco, is described in this paper. First, we'll analyse Tesco's existing activities, focus areas, and most recent innovations. Besides, Tesco has been emphasising sustainability and growing its internet presence. We'll talk about my engagement with Tesco next. Thirdly, we'll examine Tesco's most recent change initiative: its efforts to cut down on plastic waste. Tesco has pledged to stop using materials that are difficult to recycle in its packaging and to switch to reusable bags instead of single-use ones. It sells various goods, including groceries, apparel, electronics, and home appliances, in supermarket and hypermarket markets. In recent years, Tesco has been concentrating on enhancing its digital capabilities and growing its online presence to keep up with shifting consumer preferences. The organisation, which began as a market booth in London and has since expanded its operations across Europe and Asia, will also be briefly described in this section. The study will also discuss Tesco's difficulties and how it has adjusted to shifting consumer preferences and heightened competition.

2. A brief review of the CURRENT state of the Company

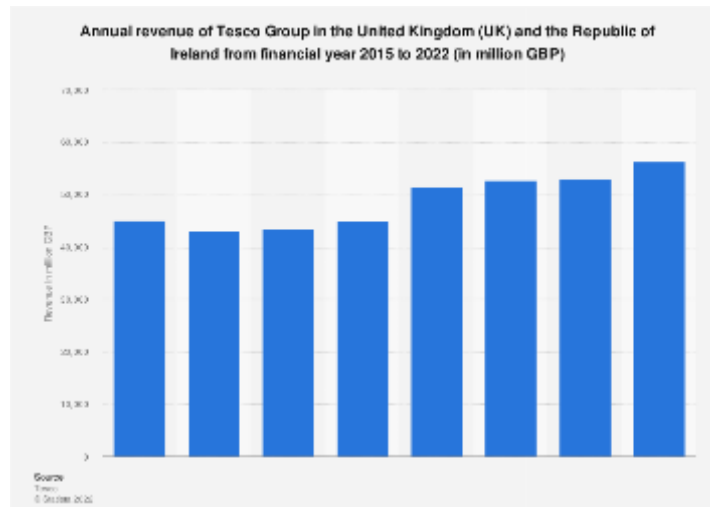


Figure 1: Financial Revenue of Tesco

Source: (tescoplc, 2023)

Tesco is a British multinational retailer that specialises in superstores and hypermarkets. With operations in Europe and Asia, it is one of the biggest retail firms in the world. In recent years, Tesco has been concentrating on enhancing its digital capabilities and growing its online presence to keep up with shifting consumer preferences. The business has been promoting sustainable practices and reducing its carbon footprint (tescoplc, 2023). Tesco's wide selection of products, which includes both branded and own-brand items, is one of its main advantages. This makes it possible for the business to meet the requirements of a variety of clients or customers, from those who are price-conscious to those who like high-end goods. With its subsidiary, Blinkbox, Tesco also provides various services, including mobile phone plans, banking services, and internet streaming.

Tesco's web presence is one of its greatest assets. The corporation has made significant investments in digital transformation in recent years, which has paid off through rising online sales. Tesco allows clients to order things online and pick them up at a nearby shop. It also offers online ordering and delivery services. Tesco's online platform has received plaudit for being convenient and simple to use, increasing client loyalty. Tesco's current state also includes its emphasis on sustainability (globaldata, 2023). By 2025, the Company hopes to reduce its carbon footprint, eliminate materials that are difficult to recycle from its packaging and make all of its packaging reusable, recyclable, or compostable. Tesco has also introduced several environmentally friendly goods, such as eco-friendly cleaning supplies and a meat

substitute made from plants. These initiatives have aided Tesco in enhancing its standing as a socially conscious business and winning over clients who value sustainability.

Tesco, though, has also seen some difficulties recently. Discount retailers like Aldi and Lidl, which offer cheaper pricing and a smaller selection of goods, have increased competition, which has affected the Company. Tesco's market share has decreased as a result, especially in the UK market. Tesco has also been compelled to modify its business strategy due to shifting consumer behaviours, such as a move towards online shopping and a rise in desire for convenience. Tesco's wide selection of products, which includes both branded and own-brand items, is one of its main advantages. This makes it possible for the business to meet the requirements of a variety of customers, from those who are price-conscious to those who like high-end goods (forbes, 2022). With its subsidiary, Blinkbox, Tesco also provides various services, including mobile phone plans, banking services, and internet streaming. Focusing on cost-cutting methods has been another tactic Tesco has been using. The corporation has been decreasing its employees and streamlining its processes to increase productivity and cut expenses. To concentrate on its core activities in the UK and Ireland, Tesco has also been selling off non-core assets, such as its companies in South Korea and Thailand.

3. Your involvement /relationship with the Company

Established in 1919, Tesco is one of the British multinational retailer of groceries and other goods. The business has a solid track record of innovation and consumer satisfaction and has won awards for its work in sustainability and social responsibility. Tesco has encountered many difficulties throughout the years, including heightened competition from internet merchants and shifting consumer tastes. The business has responded by increasing its online presence, broadening its selection of products, and enhancing its logistics and supply chain.

Tesco's business methods have been under scrutiny in recent years, notably concerning how it treats its suppliers and employees. The business has taken action to deal with these problems, such as enacting a Supplier Code of Conduct and enhancing working conditions. Tesco has generally had a big impact on the retail sector and the overall economy, and it keeps developing and evolving in response to shifting market conditions and client demands (statista, 2023).

Tesco is renowned for its customer-centric philosophy, and the business has made large investments to enhance the shopping experience for in-person and online customers. One of the most popular loyalty programmes in the market, Tesco's Clubcard, allows consumers to accumulate points on purchases that can be exchanged for discounts and other incentives. To satisfy the many demands of its consumers, Tesco also provides a wide array of goods and services, ranging from groceries and household staples to electronics and financial services.

4. An outline of a recent/current change initiative that will be investigated for the report

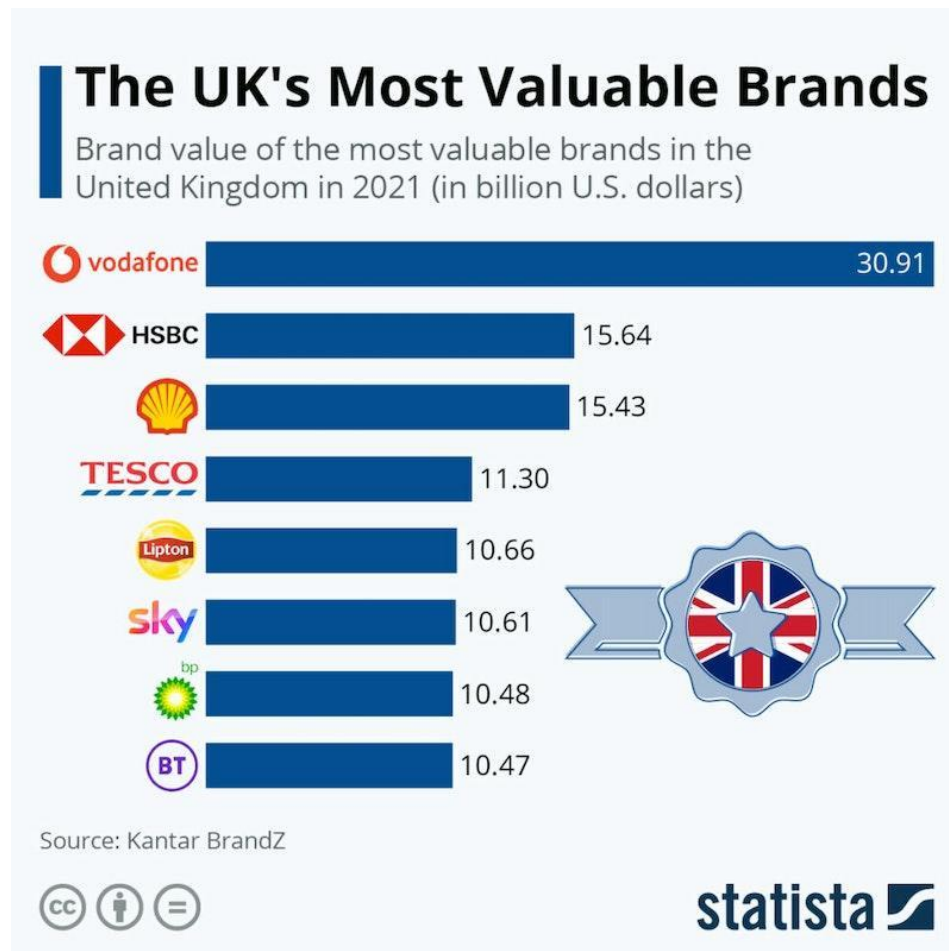


Figure 2: Tesco and its competitors

Source: (ASQ, 2022)

Tesco wants to lessen its environmental effect and support the worldwide fight against climate change by turning it into a net-zero business. Tesco's recent reform drive to become a net-zero corporation by 2035 can be looked into for the report of Tesco. Tesco stated its intention to become a net-zero carbon firm by the year 2050 in its 2020 announcement. In 2021, the TESCO Company accelerated this goal and set a new one of achieving net-zero emissions across all its operations by 2035 (dnb, 2023). Tesco has announced several steps to help it meet this challenging goal, such as installing solar energy plants/solar panels on the roofs of its retail locations, switching to renewable energy sources, and electrifying its delivery fleet. The business also promised to utilise more environmentally friendly items in its operations and to cut down on food and packaging waste.

The progress Tesco has made towards meeting its net-zero goal, the opportunities and challenges the programme brings, and the possible effects on Tesco's business and reputation might all be covered in the report. The report could also examine how this reform initiative fits broader retail industry trends towards sustainability and ethical business conduct (companieshistory, 2022).

5. External Analysis of the organisation

5.1 History of the organisation

Jack Cohen established the British global retailer TESCO in Hackney, London, in 1919. It started as a modest grocery store and, over time, developed into one of the biggest retailers in the world, operating in 12 countries and having more than 6,800 outlets.

The business has a lengthy history of innovation and market-condition adaptation. Tesco invented the idea of self-service supermarkets in the 1950s and 1960s, and with the Clubcard, it was one of the very first retailers to launch loyalty programmes. Since opening its initial online store in 1996, Tesco has also been a pioneer in online purchasing (pestleanalysis, 2022).

Tesco has encountered difficulties recently due to shifting consumer patterns and heightened competition from internet merchants. In response, the business has increased its range of products, made investments in its online presence, and enhanced its supply chain and logistics. Tesco's external investigation demonstrates how fiercely competitive the retail sector is, with several players vying for market share. Other conventional stores like Sainsbury's and Asda and online retailers like Amazon and Ocado compete with Tesco (bloomberg, 2022). Several external factors that affect the retail sector may impact Tesco's operations, including the economy, modifications in consumer behaviour, and regulatory changes. For instance, the retail sector has been significantly impacted by both Brexit and the COVID-19 epidemic, which has resulted in supply chain disruptions and changes in consumer purchasing patterns. Tesco has the chance to enhance the consumer experience by investing in new technology and continuing to grow its online presence. The organisation can also look into new markets and alliances to spur expansion (corporatewatch, 2022).

Tesco has a long history of invention and adaptation, facing possibilities and problems in the cutthroat retail sector. The larger trends and causes that impact Tesco's operations and performance can be better understood through an external examination (theguardian, 2022).

5.2 Impact of the changes in the external environment impacting the company

In today's dynamic and constantly evolving business environment, it is crucial for companies to understand the impact of changes in the external environment. One commonly used tool for analysing the external environment is PESTEL analysis, which looks at six different

factors. Each of these factors can have a significant impact on a company's operations and performance.

Political factors refer to the impact of government policies and regulations whereas the economic factors refer to broader economic conditions, such as inflation, interest rates, and exchange rates. Socio-cultural factors encompass cultural and social trends, such as changes in demographics, lifestyle preferences, and attitudes towards health and wellness (Bruin, 2022). Technological factors refer to advancements in technology and how they impact industries and businesses. Environmental factors cover issues related to sustainability and climate change. Legal aspects encompass laws and regulations that affect businesses, such as labour laws and intellectual property rights.

By analysing each of these factors, companies can gain a better understanding of the external environment and how it might impact their operations and performance. This knowledge can help them make more informed decisions and adapt to changes in the market. In this essay, we will explore the impact of changes in the external environment on companies using the PESTEL framework.

- ***Political factors:*** Changes in political factors, such as government policies and regulations, can have both positive and negative effects on Tesco's operations. For instance, if the government implements policies that favour local sourcing, Tesco may need help in sourcing products from outside the country. On the other hand, if the government offers tax incentives or other forms of support to retail businesses, Tesco may benefit from increased profitability. Therefore, any writing about Tesco's political factors should consider how these factors are impacting the company's operations (CFI, 2022).
- ***Economic factors:*** Changes in the economic factors like the inflation rates, exchange rates can have an impact on Tesco's operations. For instance, if the economy is growing, consumers may have more disposable income, which may result in increased sales for Tesco. Conversely, if there is a recession, consumer spending may decrease, which could lead to a decline in Tesco's sales. Writing about Tesco's economic factors should take into account how these factors are affecting the company's revenue and profitability.
- ***Socio-cultural factors:*** Socio-cultural factors like the changes in the preferences of the customers along with other aspects can have an impact on the business of Tesco.

For example, if the trend for health eating grows, Tesco may benefit from increased sales of organic and fresh produce. On the other hand, if the trend is towards veganism, Tesco will require to adapt its product offerings to cater to this market. Therefore, any writing about Tesco's socio-cultural factors should consider how these factors are influencing the company's product mix and sales performance (cipd, 2022).

- **Technological factors:** Technological factors have played a significant role in Tesco's success. The company has leveraged technology to improve the management of supply chain with cost reduction processes. Tesco's online shopping platform has also helped the company stay competitive by providing customers with a convenient and efficient way to shop. However, technological advancements have also increased competition, as other companies have started to adopt similar technology to stay competitive.
- **Legal factors:** Legal factors have also had a mixed impact on Tesco. On the one hand, legal regulations around food safety and consumer protection have helped Tesco maintain high standards and build customer trust. On the other hand, legal challenges related to issues such as labour practices and antitrust regulations have negatively impacted the company's reputation and bottom line.
- **Environmental factors:** Environmental factors have become increasingly important for businesses in recent years, and Tesco has made efforts for reduction in the environmental factors. The company has also made investments in renewable energy, reduced packaging waste, and implemented sustainable sourcing practices. However, these efforts have also increased costs and Tesco must balance its commitment to sustainability with its financial goals (toppr, 2022).

In recent years, Tesco has faced several challenges related to these factors. The rapid pace of technological change has made it difficult for the company to stay ahead of the competition. Legal challenges have also had a negative impact on the company's reputation, and environmental concerns have increased costs.

In conclusion, Tesco operates in a complex external environment where changes in different external factors can significantly impact its operations. While some of these factors have provided opportunities for growth and innovation, others have presented challenges that the company must navigate. However, Tesco has also shown its ability for adapting to the changes in the external environment, leveraging technology and investing in sustainability to

remain competitive and successful. As such, it is imperative that Tesco continues to monitor and respond to changes in the external environment to ensure its continued success in the future.

6. Strategic Change in the organisation

6.1 Issues that may be related to strategic change in that organisation

Tesco is a UK-based multinational grocery retailer with operations in several countries. As with any large organization, Tesco may face several issues related to strategic change. Here are some potential issues:

1. *Competition:* One of the biggest challenges that Tesco may face is the intense competition in the retail industry. It may have to regularly update its strategies to stay ahead of its competitors, which can be a challenging and time-consuming process.

2. *Changing customer preferences:* Customers' preferences may change over time, and Tesco may need to adjust its offerings to cater to their changing needs. For instance, consumers may shift towards healthier food options, and Tesco may need to respond to this trend by introducing new products or modifying its existing product range (prosci, 2023).

3. *Economic factors:* The economic environment can have an impact on Tesco's business. Factors like inflation, interest rates, and exchange rates can affect its profitability, and Tesco may need to adapt its strategies accordingly.

4. *Technological advancements:* Technology is rapidly evolving, and Tesco may need to adopt new technologies to remain competitive. For example, it may need to invest in e-commerce platforms to cater to the increasing number of customers who prefer to shop online.

5. *Organizational culture:* Tesco may have to manage its organizational culture as it undergoes strategic change. A change in strategy may require a change in the company's culture, which can be challenging to implement and may meet resistance from employees (whatfix, 2021).

6. *Supply chain management:* The management of supply chain by Tesco may need to be updated to accommodate changes in its strategy. For instance, if Tesco decides to focus on online sales, it may need to modify its supply chain to ensure that it can efficiently deliver products to customers.

7. *Government regulations:* Tesco may need to comply with government regulations in the countries where it operates. This may include changes to its product offerings or its supply chain practices, which can be costly and time-consuming.

8. Environmental sustainability: As a large retailer, Tesco has a responsibility to minimize its impact on the environment. It may need to implement sustainable practices throughout its operations, which may require changes to its supply chain, packaging, and waste management practices (ASQ, 2022).

In conclusion, Tesco may face several issues related to strategic change, ranging from changing customer preferences to regulatory compliance.

6.2 The way in which change was managed

Tesco, being a large multinational organization, has undergone several changes over the years. The way in which these changes were managed can have a significant impact on the success of the company. Here are some examples of how Tesco has managed change:

1. Communication: Tesco has emphasized effective communication throughout its change management processes. The company has used various channels to communicate with employees, including town hall meetings, email updates, and one-on-one discussions with managers. This approach has helped to ensure that employees are aware of the changes taking place and understand how they will be affected (hbs.edu, 2021).

2. Employee engagement: Tesco has also focused on engaging employees during periods of change. By involving employees in the change process, Tesco has been able to build a culture of trust and collaboration, which has helped to smooth the transition to new ways of working.

3. Planning and execution: Tesco has also placed a strong emphasis on planning and execution during periods of change. The company has established clear goals and timelines for its change initiatives, and has worked to ensure that resources are allocated effectively to support these initiatives. By following a structured approach to change management, Tesco has been able to minimize disruption to its operations and achieve its strategic objectives.

4. Leadership: Tesco's leadership has played a critical role in managing change within the organization. The company's leaders have been responsible for setting the direction of change, communicating the rationale for change to employees, and ensuring that the change initiatives are aligned with the company's strategic objectives. By demonstrating a clear commitment to change, Tesco's leaders have been able to inspire confidence among employees and stakeholders (Lawton, 2022).

5. Continuous improvement: Tesco has also emphasized the importance of continuous improvement during periods of change. The company has regularly reviewed and evaluated its change initiatives, seeking feedback from employees and stakeholders to identify areas for improvement. This approach has helped Tesco to refine its change management processes over time and ensure that they remain effective.

In conclusion, Tesco has managed change in a structured and thoughtful manner, emphasizing effective communication, employee engagement, planning and execution, leadership, and continuous improvement. By taking a comprehensive approach to change management, Tesco has been able to navigate periods of change successfully and achieve its strategic objectives.

6.3 Leadership style/styles that was/were used



Figure 3: Leadership Styles of Tesco

Source: (CFI, 2022)

Tesco UK is a well-known retail giant that has achieved remarkable success over the years. One of the key factors behind its success has been its ability to adapt its leadership style to changing circumstances. The company has utilized a range of leadership styles over the years, from the autocratic style of its founder to the more transformational, democratic, and servant styles employed by subsequent leaders. By adopting different leadership styles as needed, Tesco UK has been able to inspire and motivate its employees, improve customer satisfaction, and achieve its business goals. Tesco UK, one of the largest retailers in the

world, has utilized various leadership styles over the years to achieve its success. Here are some of the leadership styles that Tesco UK has used:

1. Autocratic leadership: In the early days of Tesco, the company's founder, Jack Cohen, was known for his autocratic leadership style. He made all the decisions and had little regard for the opinions of others. This style helped him make quick decisions and respond rapidly to changes in the market (Becker, 2021).

2. Transformational leadership: In the 1990s, Tesco UK began to shift towards a more transformational leadership style under the leadership of CEO Terry Leahy. This style focuses on inspiring and motivating employees to achieve their full potential, and Leahy was known for his ability to inspire his team to achieve great things.

3. Servant leadership: In recent years, Tesco UK has emphasized servant leadership, which focuses on putting the needs of employees and customers first. This style is exemplified by the company's "Every Little Helps" motto, which reflects the company's commitment to serving its customers in every way possible.

4. Democratic leadership: Tesco UK has also used a democratic leadership style, which involves involving employees in decision-making processes. This style is meant to increase employee engagement and commitment to the company's goals (indeed, 2022).

5. Laissez-faire leadership: Finally, Tesco UK has used a laissez-faire leadership style at times, which involves giving employees a high degree of autonomy and freedom to make decisions on their own. This style can be effective in situations where employees have a high level of expertise and experience.

Overall, Tesco UK has utilized a range of leadership styles over the years, depending on the needs of the business and the preferences of its leaders. By adapting its leadership style to changing circumstances, Tesco has been able to remain successful in a highly competitive industry (imd, 2022).

7. Change Management

7.1 Impact of organisational culture on the change management programme

Organisational culture is a critical factor that influences the success or failure of change management programs in companies. This report will analyse the impact of organisational culture on Tesco's change management program. Tesco is a British international retail company and has undergone many changes in the past decade, including a major restructuring program, cost-cutting measures, and digital transformation initiatives.

A customer-centric approach, a strong commitment to employees, and a focus on innovation and technology characterise Tesco's organisational culture. The company values its customers and employees and strives to create a positive work environment which generates creativity and innovation. However, Tesco's culture also has some drawbacks, such as a centralised decision-making process and a bureaucratic management structure that can hinder change initiatives (Grover et al., 2022).

The success of Tesco's change management program depends on its ability to align its culture with its strategic goals. Tesco's strategic goals are to improve customer experience, streamline operations, and enhance its digital capabilities. The company's change management program includes initiatives such as store renovations, supply chain optimisation, and investment in digital technology.

Tesco's change management program faces resistance to change, which is common in organisations. It can manifest in various ways, like a lack of commitment, apathy, and active opposition. Tesco's culture of bureaucracy and centralisation can contribute to resistance to change because employees may feel that their input is not valued and they are not involved in the decision-making process (Glusker et al., 2022).

To overcome resistance to change, Tesco needs to foster a culture of collaboration and participation. The company should involve employees in the change management process by soliciting their feedback, providing training, and recognising their contributions. By involving employees in the change process, Tesco can increase their commitment and ownership of the change initiatives.

Another impact of organisational culture on Tesco's change management program is communication. Effective communication is necessary for the success of any change initiative. Tesco's culture of bureaucracy and centralisation can hinder effective

communication because information flows from the top down, and there may be little opportunity for employees to provide feedback or ask questions.

To improve communication, Tesco needs to foster a culture of transparency and openness. The company should provide regular updates on the progress of the change initiatives, share information about the rationale behind the changes, and encourage employees to ask questions and provide feedback. By improving communication, Tesco can increase employees' understanding and buy-in of the change initiatives (Hayes, 2022).

Finally, organisational culture can impact the sustainability of Tesco's change management program. Sustainability refers to the ability of change initiatives to achieve long-term results.

To enhance sustainability, Tesco needs to foster a culture of experimentation and risk-taking. The company should encourage employees to test new ideas and take calculated risks to improve the customer experience and streamline operations. By fostering a culture of experimentation, Tesco can continuously improve its processes and stay ahead of the competition.

7.2 A suitable change management plan for the future

STEP into Change Management



Figure 4: Steps of Change Management

Source: (ASQ, 2022)

7.2.1 Proposed change

The proposed change for Tesco is to further strengthen its digital capabilities and e-commerce platform. The retail industry is becoming increasingly competitive, and consumers' shopping habits are shifting towards online channels. Therefore, Tesco needs to invest in its digital capabilities to remain competitive and meet customers' changing needs.

The change initiative will involve investing in new technology to enhance the customer experience and streamline operations. Tesco will also need to develop a user-friendly e-commerce platform that offers a seamless shopping experience across different devices and channels (Arefazar et al., 2022).

To successfully implement this change initiative, Tesco will need to involve its employees by providing training and development opportunities. Tesco must also communicate the rationale behind the change and the potential benefits to employees, customers, and shareholders.

The proposed change initiative aligns with Tesco's strategic goals of improving the customer experience and enhancing its digital capabilities. By investing in its digital capabilities and e-commerce platform, Tesco can attract new customers, retain existing customers, and streamline its operations, which will result in increased efficiency and profitability (Magness et al., 2022).

7.2.2 Staff training

Staff training is an essential component of the proposed change initiative for Tesco's digital transformation. To ensure that employees know the necessary skills and knowledge to use new technology effectively and provide excellent customer service, Tesco must provide comprehensive training programs.

The staff training program will need to be designed to address the specific needs of different employee groups, such as store managers, customer service representatives, and e-commerce specialists. The training program should be interactive, practical, and customised to the needs of each employee group. It should cover topics such as using new technology, data analytics, digital marketing, and customer experience management (Kelley et al., 2022).

In addition to providing initial training, Tesco needs to provide ongoing support and development opportunities to its employees. The digital landscape constantly evolves, and new technology and trends emerge regularly. Therefore, Tesco needs to keep its employees updated with the latest developments to ensure they can provide the best possible service to customers.

Investing in staff training will result in several benefits for Tesco, such as increased employee engagement and retention, improved customer service, and increased efficiency and productivity. By providing comprehensive training programs, Tesco can ensure its employees

have the necessary skills and knowledge to adapt to the digital transformation and meet customers' changing needs (Li et al., 2022).

7.2.3 Development plan

To ensure the success of the proposed change initiative, Tesco needs to develop a comprehensive development plan that outlines the specific actions required to achieve its strategic goals.

The development plan should include the following components:

Strategic objectives: Tesco needs to identify the strategic objectives it aims to achieve through the digital transformation initiative. These objectives must be SMART (specific, measurable, achievable, relevant, and time-bound) and aligned with Tesco's overall business plan.

Key performance indicators (KPIs): Tesco needs to establish KPIs to measure progress towards achieving its strategic objectives. These KPIs should be tracked regularly to ensure that Tesco is on track to achieve its goals (Carayannis and Morawska-Jancelewicz, 2022).

Resource allocation: Tesco needs to allocate the necessary resources, such as budget, personnel, and technology, to support the digital transformation initiative. The development plan should specify the resources required for each initiative stage and how they will be allocated.

Timeline: Tesco needs to establish a timeline for the digital transformation initiative that outlines the specific milestones and deadlines for each stage of the initiative. The timeline should be realistic and flexible enough to accommodate unforeseen challenges or delays.

Risk management: Tesco needs to identify and manage potential risks associated with the digital transformation initiative. The development plan should include risk assessment and mitigation strategies to minimise the impact of any potential risks.

By developing a comprehensive development plan, Tesco can ensure that the digital transformation initiative is implemented effectively and efficiently. The development plan will help Tesco stay on track, measure progress, allocate resources effectively, and manage risks, ensuring the initiative achieves its strategic objectives.

7.2.4 Communication plan

In order to ensure that the proposed change initiative is communicated effectively to all stakeholders, Tesco must create a comprehensive communication plan that outlines the key messages, target consumers, communication channels, and communication timing.

The components that the communication plan should include are listed below:

Key messages: Tesco needs to identify the key messages it wants to communicate to its employees, customers, and shareholders about the digital transformation initiative. These messages should be clear, concise, and tailored to the specific needs of each target audience.

Target audience: Tesco needs to identify the target audience for each communication message. The target audience may include different employee groups, customers, suppliers, or shareholders.

Communication channels: Tesco needs to identify the communication channels that it will use to deliver the messages to each target audience. The communication channels may include email, social media, intranet, or face-to-face meetings (Bruin, 2022).

Timing: Tesco needs to identify the timing of each communication message to ensure it is delivered at the appropriate time. The timing may depend on factors such as the stage of the initiative, the target audience, and external events.

Feedback and evaluation: Tesco needs to establish mechanisms to gather feedback from stakeholders and evaluate the effectiveness of the communication plan. This feedback can refine the communication plan and ensure the messages resonate with the target audience.

By developing a comprehensive communication plan, Tesco can ensure that all stakeholders are informed about the digital transformation initiative and its potential benefits. Effective communication can also help to build support for the initiative, reduce resistance to change, and promote engagement among employees, customers, and shareholders.

7.2.5 Evaluation plan

To measure the success of the proposed change initiative, Tesco needs to develop an evaluation plan that outlines the specific metrics and indicators that will be used to measure the initiative's effectiveness.

Objectives: Tesco needs to identify the specific objectives it aims to achieve through the digital transformation initiative. These objectives should be measurable and aligned with Tesco's overall business strategy. The evaluation plan should include the following components:

Key performance indicators (KPIs): Tesco needs to establish KPIs to measure progress towards achieving its objectives. These KPIs should be tracked regularly to ensure that Tesco is on track to achieve its goals.

Data collection: Tesco needs to identify the data sources and methods that will be used to collect data on the KPIs. The data sources may include customer feedback, sales data, employee surveys, or social media analytics (Varol et al., 2022).

Data analysis: Tesco needs to establish a data analysis plan that outlines the specific techniques and tools that will be used to analyse the data collected. The data analysis should provide insights into the initiative's effectiveness and identify areas for improvement.

Reporting: Tesco needs to establish a reporting process that outlines how the evaluation results will be communicated to stakeholders. The reporting process should include regular updates and highlight progress towards achieving the initiative's objectives.

By developing a comprehensive evaluation plan, Tesco can measure the effectiveness of the digital transformation initiative and identify areas for improvement. The evaluation plan can help Tesco to make data-driven decisions and adjust its approach to ensure that the initiative achieves its strategic objectives.

8. Conclusion

In conclusion, Tesco is a reputable and forward-thinking retailer with a lengthy track record of adjusting to shifting market conditions. Tesco has continued to grow and extend its operations while encountering difficulties from rising competition and external factors, including prevailing economic conditions and regulatory changes. Tesco has shown that it is willing to take the lead in addressing global problems like climate change and food waste through its dedication to sustainability and corporate responsibility. The TESCO Company recently announced a plan to become a net-zero carbon corporation by 2035, demonstrating its dedication to sustainability. Going ahead, Tesco can continue to build on its advantages in supply chain management, customer service, and online shopping to propel development and success in a fiercely competitive retail sector. Tesco is well-positioned for future success thanks to its long history of innovation and adaptation and its dedication to sustainability and ethical business practices.

References

Arefazar, Y., Nazari, A., Hafezi, M.R. and Maghool, S.A.H., (2022). Prioritizing agile project management strategies as a change management tool in construction projects. *International Journal of Construction Management*, 22(4), pp.678-689.

ASQ, (2022). *WHAT IS CHANGE MANAGEMENT?*. [Online] Available at: <https://asq.org/quality-resources/change-management>

Becker, B., (2021). *Leadership Styles: The 11 Most Common & How to Find Your Style [Quiz]*. [Online] Available at: <https://blog.hubspot.com/marketing/leadership-styles>

bloomberg, (2022). *Tesco PLC*. [Online] Available at: <https://www.bloomberg.com/profile/company/TSCO:LN>

Bruin, L. d., (2022). *Scanning the Environment: PESTEL Analysis*. [Online] Available at: <https://www.business-to-you.com/scanning-the-environment-pestel-analysis/>

Carayannis, E.G. and Morawska-Jancelewicz, J., (2022). The futures of Europe: Society 5.0 and Industry 5.0 as driving forces of future universities. *Journal of the Knowledge Economy*, pp.1-27.

CFI, (2022). *PESTEL Analysis*. [Online] Available at: <https://corporatefinanceinstitute.com/resources/management/pestel-analysis/>

cipd, (2022). *PESTLE analysis*. [Online] Available at: <https://www.cipd.co.uk/knowledge/strategy/organisational-development/pestle-analysis-factsheet#:~:text=Video%20transcript-,Introduction,managers%20in%20strategic%20decision%20making,>

companieshistory, (2022). *Tesco Plc history, profile and history video*. [Online] Available at: companieshistory.com/tesco/

corporatewatch, (2022). *TESCO COMPANY PROFILE*. [Online] Available at: <https://corporatewatch.org/tesco-company-profile/>

dnb, (2023). *TESCO PLC*. [Online] Available at: https://www.dnb.com/business-directory/company-profiles.tesco_plc.048e2e08d67eb84d4832c4445213ebe6.html

forbes, (2022). *Tesco*. [Online] Available at:
<https://www.forbes.com/companies/tesco/?sh=717ca32f6a72>

globaldata, (2023). *Tesco Plc: Overview*. [Online] Available at:
<https://www.globaldata.com/company-profile/tesco-plc/>

Glusker, A., Emmelhainz, C., Estrada, N. and Dyess, B., (2022). “Viewed as equals”: The impacts of library organizational cultures and management on library staff morale. *Journal of Library Administration*, 62(2), pp.153-189.

Grover, V., Tseng, S.L. and Pu, W., (2022). A theoretical perspective on organizational culture and digitalization. *Information & Management*, 59(4), p.103639.

Hayes, J., (2022). *The theory and practice of change management*. Bloomsbury Publishing.

hbs.edu, (2021). *5 CRITICAL STEPS IN THE CHANGE MANAGEMENT PROCESS*. [Online] Available at:
<https://online.hbs.edu/blog/post/change-management-process#:~:text=Change%20manageme nt%20is%20the%20process.any%20changes%20that%20may%20occur.>

imd, (2022). *Throughout history, great leaders have emerged, each with particular leadership styles*. [Online] Available at: <https://www.imd.org/reflections/leadership-styles/>

indeed, (2022). *10 Common Leadership Styles*. [Online] Available at:
<https://in.indeed.com/career-advice/career-development/10-common-leadership-styles>

Kelley, M.M., Zadvinskis, I.M., Miller, P.S., Monturo, C., Norful, A.A., O’Mathúna, D., Roberts, H., Smith, J., Tucker, S., Zellefrow, C. and Chipps, E., (2022). United States nurses' experiences during the COVID-19 pandemic: A grounded theory. *Journal of clinical nursing*, 31(15-16), pp.2167-2180.

Lawton, G., (2022). *change management*. [Online] Available at:
<https://www.techtarget.com/searchcio/definition/change-management>

Li, X., Sheng, M., Gong, S., Wu, H., Chen, X., Lu, X. and Qu, J., (2022). Flexible and multifunctional phase change composites featuring high-efficiency electromagnetic interference shielding and thermal management for use in electronic devices. *Chemical Engineering Journal*, 430, p.132928.

Magness, D.R., Hoang, L., Belote, R.T., Brennan, J., Carr, W., Stuart Chapin III, F., Clifford, K., Morrison, W., Morton, J.M. and Sofaer, H.R., (2022). Management foundations for navigating ecological transformation by resisting, accepting, or directing social–ecological change. *BioScience*, 72(1), pp.30-44.

pestleanalysis, (2022). *What is PESTLE Analysis? An Important Business Analysis Tool*. [Online]

Available at: <https://pestleanalysis.com/what-is-pestle-analysis/>

prosci, (2023). *Change Management*. [Online] Available at: <https://www.prosci.com/change-management>

statista, (2023). *Tesco PLC - Statistics and Facts*. [Online] Available at: <https://www.statista.com/topics/3807/tesco-plc/>

tescoplc, (2023). *About Us*. [Online] Available at: <https://www.tescoplc.com/about/>

theguardian, (2022). *As 2023 unfolds, will you support us?*. [Online] Available at: <https://www.theguardian.com/business/tesco>

toppr, (2022). *PESTEL Analysis*. [Online] Available at: <https://www.toppr.com/guides/commercial-knowledge/business-environment/pestle-analysis/>

Varol, T., Cetin, M., Ozel, H.B., Sevik, H. and Zeren Cetin, I., 2022. The effects of climate change scenarios on *Carpinus betulus* and *Carpinus orientalis* in Europe. *Water, Air, & Soil Pollution*, 233(2), p.45.

whatfix, (2021). *What Is Change Management?*. [Online] Available at: <https://whatfix.com/change-management/>