

assessment will explore the challenges and problems facing the European car market and the organisational change management approach adopted by Ford in the reorganisation of Jaguar at Halewood. It shall also critically analyse if the location and reputation of the Halewood plant as a centre of excellence had any influence in the strategic reorganisation of Jaguar.

## Europe's Car Challenges

The automotive industry is critical to European manufacturing, being one of Europe's major industries. It employs six per cent of the total workforce within European manufacturing industries. Its importance is closely linked to the growth of the domestic economy and largely due to the fact that it accounts for a huge amount of international export. According to the European Union's Department for Enterprise and Industry, "The EU is the largest automotive production region (34%) in the world and the industry comprises

## Change management approach deployed at Jaguar Halewood

7.5 % of the manufacturing sector in the Union" (EC, 2009). Direct employment by the automotive industry stands at about two million employees, while the total employment effect (direct and indirect) is estimated to be about ten million.

With thirty different car companies competing for a market share, the European car market is notably the most difficult and competitive market in the world. However, profits have been falling in recent years and market trends have also shown an equal decline in sales. Furthermore, Europe's car market suffers from excess capacity having between three to five million units. These challenges could be attributed to economic changes within the industry, forces of globalisation, open competition from Japanese manufacturers and the shift from institutional decision making towards the European Union which has led to the undermining of the traditional notion of national production within the European car

industry. In addition, the worsening macro-economic situation where consumer demand has been falling has also been credited with the decline since the late 90's.

The competitive growth strategy for most companies in trying to expand their market share is by cutting into the market share of one another and by implementing cost cutting measures, rationalisation, diversification into new sectors, fully acquire or acquisition of a stake in analogous businesses and shifting from Ford-style mass production to lean manufacturing and modularisation. This competition and desire for global dominance has led to an increase in the number of mergers and acquisitions within the industry. Mergers and acquisitions therefore allows the company to widen its focus of core competencies to cover uncharted territories.

# Jaguar Halewood Manual Assessment

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