



## A CASE STUDY OF CHANGE MANAGEMENT STRATEGY IN AN OPTICAL BUSINESS IN DUBAI, UAE

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### Abstract

*Whenever an organisation tries to transform, people often oppose. Experienced managers are fully aware of this truth, yet surprisingly few take the effort to determine who would reject the change attempt and why prior to an organisational change. On the other hand, managers all too frequently rely on a straightforward set of notions based on prior experiences. This constrained strategy may cause significant issues. Because there are so many possible ways that people and organisations may respond to change, accurate assessments frequently need careful thought.*

*When people don't grasp the implications of a change and think it will cost them significantly more money than it will save them, they become resistant to it. These circumstances frequently arise when there is a lack of confidence between the change-initiating party and the workforce. This study looks into a Dubai, United Arab Emirates-based optical company that lost one store as a result of poor strategy change management.*

**Keywords:** Optical Business, Change Management, Business Strategy, Planning, Organizing, Controlling, Motivating.

### Introduction

The definition of management as a starting point is a series of actions (including planning and decision-making, organizing, leading, and directing) (Fairholm, 2009) aimed at achieving organisational goals through the efficient and effective use of an organization's resources (human, financial, physical, and informational), this is the definition of management by Griffin (2002) as a starting point.

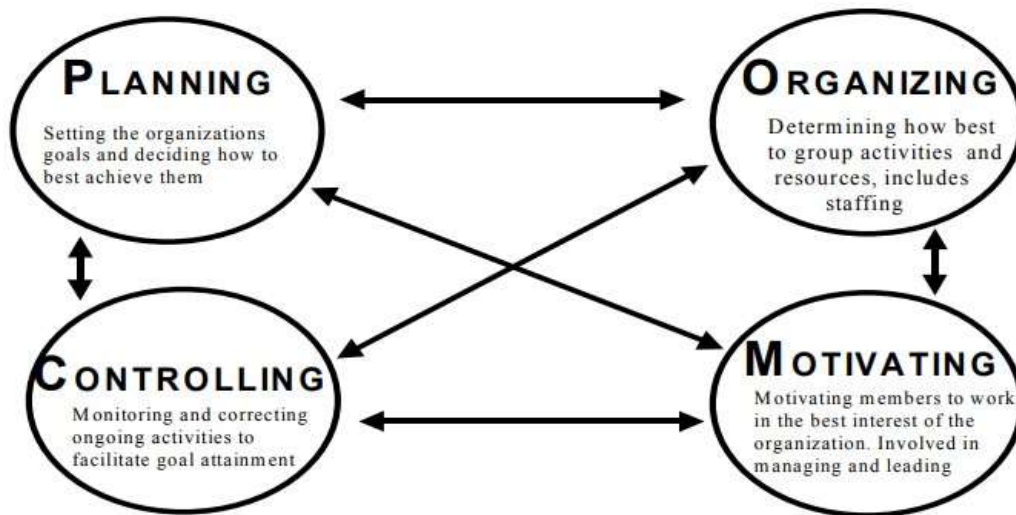
The Change Management Strategy should serve as the foundation for a flexible approach to strategic planning. A change management strategy is a comprehensive plan that includes all of an organization's objectives. Any successful change management strategy plan should be built on a thorough internal and external variables study. It then elaborates on how it will handle problems like supply chain changes, inventory requirements, scheduling, or project scope. A change management strategy is a detailed plan that covers all of the goals of an organization. It also says that a good change management strategy plan should be based on a careful analysis of the internal and external factors that affect the business. It then explains how it will deal with issues such as changes in the supply chain, inventory needs, scheduling, or project scope. A change management strategy helps a business to adapt to changing situations and achieve its objectives. The goal of establishing structural reality is to make sure that any negative repercussions of change are minimised. In light of this, stakeholders must create a strategy for



determining when a change is necessary, authorising adjustments, implementing changes, and how to monitor trends in order to realize the most profit potential and maintain the firm (Dessler, Starke, & Cyr, 2001; Garud & Ven, 2000; Newman, 1971, August; Van de Ven, Venkataraman, Polley, & Garud, 2000).

**Figure 1**

*Functions of Management*



*Source.* Dessler, Starke, & Cyr (2001)

Future-oriented and operating in line with the organization's overarching business strategy is strategic change management. In order to play a strategic role and generate successful outcomes for the organisation, management should develop their plan, procedures, and functions on how to do something new while being compatible with the general aims, objectives, and goals of the business. As a result, the diagram above shows how all processes, resources, and energies should be linked together in order to be used collectively to achieve success.

Researchers investigated one optical business, Dubai optical LLC UAE situated in Dubai, which has lost one of its store due to a failure in managing strategy change. However, the new owner of the same failed branch who named its new business as “Optivision Glasses & Trading LLC” exercised proper strategy change implementation. The store owner has prioritized preparation, transparency, communication, involvement, staff training, and their rewards.

A manager of the Optivision glasses & trade LLC division developed a one-hour multimedia presentation outlining the modifications and their justifications as part of an effort to improve the division's structure, measurement, and incentive systems. He gave this lecture to groups of 20 to 30 corporate and division managers twelve times over the course of a four-month period. In comparison to the 2010-2015 sales report, these all areas of managing strategy shift result in a noteworthy difference in business.



It shows that management of a rapidly growing company invented a way to aid staff in adjusting to frequent organizational changes. First, management filled its human resources department with four counsellors who spent the majority of their time speaking with employees who were feeling burned out or struggling to adjust to new jobs. Change management team of a fast-growing company came up with a solution to help employees cope with frequent organizational changes. The solution was to hire four counsellors in the human resources department who mostly talked to employees who were feeling stressed or having difficulty adapting to new roles. The management team hoped that this would improve the well-being and performance of the employees.

Second, on a case-by-case basis, management provided four-week mini-sabbaticals that included some introspective or educational activities away from work. Finally, it invested heavily in internal education and training projects. Investing in staff is the one way any organization can push and motivate their staff so these staff will ensure any change coming in organization will be welcomed (Ferman, 2021; Asif, 2021). Different organization have different styles to invest in their team, some do educational sessions and some brings recognition and bonus rewards, this may or may not work for others and they must find their culture and devise accordingly (Asif, Pasha, Mumtaz, & Sabir, 2023).

A change management strategy is a plan for dealing with change in a company. It is a strategy for reducing the negative effects of changing events while capitalizing on the transformation. This can be done in a variety of ways. Companies can utilize a variety of models to help guide them through the process.

### **Why Do Businesses Require Change Management Strategies?**

Companies that have a change management strategy can better predict how change(s) will affect them. As Benjamin Franklin famously quote that "the only certainties in life are death and taxes." Change is unavoidable, so you might as well be ready for it.

### **Aspects of a Change Management Strategy**

As previously said, this is not a new approach of changing management strategy; there are numerous alternatives. Here are a few critical aspects to consider as you design your own strategy but ensure the managers are capable enough to absorb the change prior to reaching to the lower level staff (Kotter & Schlesinger, 2008). There is no one best way to create a change management strategy and that there are many different options. It also says that there are some important factors to think about when you make your own strategy and that you should make sure the managers are ready for the change before you communicate it to the lower level staff. The sentence implies that change management is a complex and challenging process that requires careful planning and communication.

### **Planning**

You should have a clear understanding of what you want to achieve and how you intend to do it among your staff before implementing or even just making an announcement about any change. Create a thorough schedule, document the changes and the processes required to implement them, and be prepared to address any potential employee objections.

The change management plan can operate independently of the overall business strategy, but it may also include dependencies that, when necessary, link back to major emphasis areas. Change



management plan can have its own goals and steps that are not directly related to the overall business strategy, but it can also include some connections or dependencies that link back to the main areas of focus or priority for the business when needed. For example, a change management plan may aim to improve employee engagement or customer satisfaction, which are not necessarily part of the business strategy, but it may also align with the business strategy in terms of increasing revenue or market share. (Islam, 2023; Sial, Amin, Bajwa, Ilyas, Atif, & Johnson, 2022).

### **Transparency**

It makes perfect sense to keep things relatively quiet as change begins to lurk in the shadows, especially in larger organizations. Because not everyone is comfortable with it and it may cause confusion, it may be good to keep the discussion among top management at first. However, failing to disclose change before rumours begin to circulate can make it extremely difficult to persuade the rest of the team to embrace the transition, as they will begin to form ideas about how the change will affect them based on their fragmented perception. If the transition has any short-term negative implications, they should be discussed. Accept potential constraints and enable a dialogue with the rest of the team (Ishfaq, Imran, Joseph, Haqdad, & Asif, 2022). Transparency will triumph in the majority of cases and, in the end, will inspire trust in everyone that the right decisions are being made (Expert Panel Forbes, 2021; Azad, 2022).

### **Communication**

For good reason, communication is a no-brainer. It is vital to communicate the entire operation well so the teams will be comfortable that company is communicating and considering their role as critical aspect. A stronger, more satisfying ethic is to “tell the truth”: fully inform the other parties with whom you are dealing (Howard, 1992).

It is insufficient to communicate that "change is on the way." You must explain why the change is necessary and what benefits might be anticipated (together with any negatives - do not try to avoid uncomfortable questions regarding the change).

Allow for questions and suggestions, and hold open team meetings to discuss the changes so that everyone understands what is changing, when it is changing, and how it will affect them (if at all). Communicate effectively with employees during a change process. It means that you should give your employees a chance to ask questions and share their ideas about the changes, and you should also have regular meetings with your team where you explain the details and impacts of the changes. This way, your employees will feel more informed, involved, and prepared for the changes. In Optivision’s case they clearly communicated the change and it was well received from the staff.



**Figure 2**

*Change Strategy*



**Involvement:** This is an important component throughout the process. As the diagram shows the different aspects of strategy – people and involved departments or we can say stakeholders are vital to consider.

Change should be shaped with input from those who will be affected (or those who speak for them). Even if the path forward is not one they would select, their involvement will assist win over and win over support. Change should be designed with feedback from the people who will be impacted by it (or their representatives). Even if the people do not agree with the direction of the change, their participation will help to gain their trust and cooperation. It implies that change is more likely to succeed if it is inclusive and respectful of the people's views and concerns.

In actuality, this holds true for every kind of change, in any circumstance. You'd be shocked at how frequently huge organisations spend time and money on change projects because the wrong people aren't involved, and management must openly deal with those who are resistant despite being given all the training and support they need. Making decisions and acting to stop a negative thought cycle, momentum, or conversation within the organisation in order to reflect and reassess. Although it is frequently seen as impolite or unpleasant, it works best for business (Borie, n.d; Mumtaz, Munir, Mumtaz, Farooq, & Asif, 2023; Sial, Amin, Bajwa, Ilyas, Atif, & Johnson, 2022).

### **Make a Road Map**

This is a crucial element, particularly in larger businesses, since it enables the team as a whole to comprehend the next steps and the overall goal, as well as the current situation (they might not be as conscious of the difficulties or the need for change as others). Additionally, it will help the management





team comprehend the procedure and guarantee that there are no gaps going forward. Communication helps the team members to understand what they are doing, why they are doing it, and what challenges they might face. It also says that communication helps the managers to oversee the process and make sure nothing is missing or wrong. Communication is a crucial element because it helps everyone to be on the same page and work together effectively.

One of the benefits of communication in a business is that it boosts morale among employees and encourages the exchange of new ideas. The happier an employee is in the office, the more they will want to be there which in turn increases work output and the quality of the finished product. Effective communication also encourages the flow of new ideas that could help a business operate more efficiently.

### ***Training***

This might be more appropriate in some circumstances. When introducing new technology, it makes sense to create a training method. For instance, state that training will be provided and that the procedure will be tailored to the team's degree of expertise. We everyone learn at different rates, so don't assume or expect that the training will completely transform the organisation. This is simply a step in the process. You'll probably need to review the instruction numerous times.

### ***Incentives Proposals***

It is not necessary, although it might be helpful in larger businesses. Introduced incentives can be helpful and encourage team members to get involved with the new plan early on, increasing agility. This isn't necessarily talking about monetary compensation. There are many ways to inspire team members, and research consistently shows that for many people, money is not the primary incentive.

Incentives can be in shape of cash or it can be acknowledged with the rewards. This can be decided by the management according to the suitable culture (Ferman, 2021; Sial, Amin, Bajwa, Ilyas, Atif, & Johnson, 2022).

### ***Scenarios-Based Elements***

Depending on the type of change you are implementing, there may be significant changes at the core of the organizational strategic plan, so the elements listed below may be relevant to the change management approach.

### ***Redefine Vision***

When a firm experiences a big pivot, the basic vision (the "why") may need to be revisited to ensure that it is consistent with the proposed shift. In our study this was clearly revised and shared with all the organization that the staff are the centre of gravity and success is the aim while providing the best services to customers with highest level of quality. Although it is not unheard of, this is the least likely scenario because organizations typically adhere to a core vision from the start (Chintaradeja, 2022).

Apple is an excellent example of this. When Steve Jobs returned to the helm (after being forced to leave), the company's strategy changed dramatically, and the vision was effectively defined, even though marketing.



### ***Redefine Organizational Values***

This is especially important for established businesses that may need to adapt their values to be competitive or keep up with market changes. One excellent illustration of this is banks and its adoption of information technology with the passage of time (). Organisational values may entice unique talent to work for the organisation and, occasionally, serve as a catalyst for change.

Another situation is the integration of the organisational ideas of two organisations that join forces. Employees are ready to conform to organisational standards. Change the organization's cultural values and promote a continuous improvement culture. A new manner of working might be well received by the workforce.

### **Practical Study**

Dubai Optical is one of the best Optical stores in Dubai UAE, with a reputation for first-rate facilities, a diverse selection of fashionable eyewear (including sunglasses, optical frames, and contact lenses), and cutting-edge advancements in professional optical services. Dubai Optical as a high-quality Optical store in Dubai UAE. Dubai Optical has excellent facilities, a wide range of stylish eyewear (such as sunglasses, optical frames, and contact lenses), and the latest developments in professional optical services. Dubai Optical is a leader in the optical industry and a reliable choice for customers.

This organization was founded in 1978 and has constructed and established a very high level as a standard in the optical business in the UAE after thirty years as a market pioneer. Dubai Optical has created two new concepts: Optivision (medical glasses) and Sunvision (for sunglasses). They provide personalized reading glasses, contact lenses, optical frames, and contemporary eye wear to both young and senior customers in a welcoming store setting. Their stores were outfitted with cutting-edge technology in order to deliver the best pair possible.

Dubai Optical sold one of its Optivision (Dubai Festival Mall) outlets to a partner in 2015 because the company was unable to fulfil its expenses. The old partner and new owner altered the policies and handled the strategy shift correctly while continuing to use the same people and equipment. Several modifications (such as system consideration, employee training, mental models, and incentive proposal) led in a significant increase in the sales and profit of the same branch that was sold owing to its approaching closure.

Researchers learned from this corporation that strategy change management enables organizations to address problems on their own while benefiting from the experience of their peers. Unlike Dubai Optical employees, Optivision employees are free to communicate their opinions and insights without fear of penalties, to promote transparency and communication, and to collaborate to achieve common goals. Furthermore, no training on the usage of new technologies was provided to Dubai optical workers as a result, the old staff retains their old practices, preventing them from outperforming the market. Following the adoption of the strategy change, the Optivision owner instituted a very enticing award policy among the employees in order to increase their excitement.

### **Data Collection Method**

The data was collected by using the primary data collection method.



**Primary data collection**

As a result of the two companies' changing management strategies, we will review a sales comparison report from 2010 to 2020.

In this case, researchers visited the firm between April 4th and April 12th, 2023. Obtaining invoices for the previous ten years was a little difficult, but with the help of the company accounts department, obtaining sales for the previous ten years became simple in order to evaluate the impact on the business of strategy change management—the table 1 and graph 1 below are self-explanatory.

**Table 1**

*Sales impact by managing strategy change by two different owners*

Sr. No.	Sales (AED)	Year
1	2,572,679.17	2010
2	2,825,917.97	2011
3	2,990,148.35	2012
4	2,931,996.25	2013
5	3,102,088.10	2014
6	3,791,845.65	2015
7	4,541,905.67	2016
8	4,911,994.71	2017
9	4,999,938.72	2018
10	5,010,095.66	2019
11	1,942,736.25	2020 (COVID-19)

The sales of the business in AED (United Arab Emirates dirham) from the year 2010 to the year 2020. The table shows that the sales increased steadily from 2010 to 2018, reaching a peak of 4,999,938.72 AED in 2018. The sales slightly increased in 2019, but dropped significantly in 2020, presumably due to the COVID-19 pandemic. The table-1 implies that the business was doing well before 2020, but faced a major challenge due to the global health crisis and pandemic.

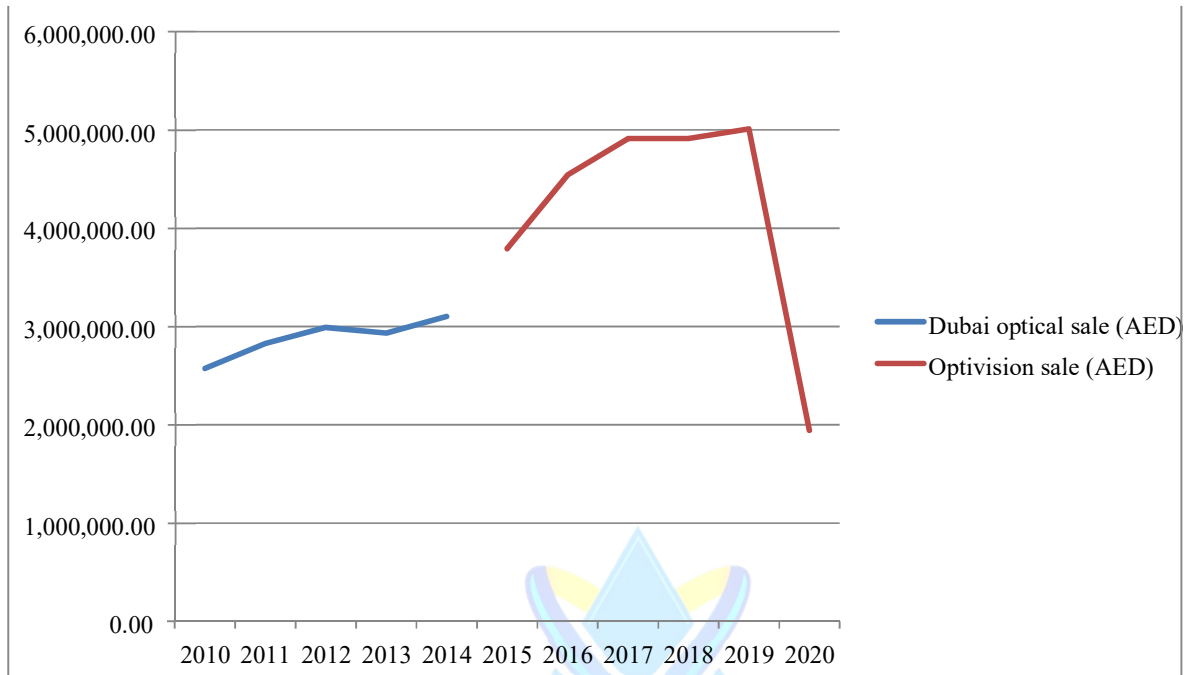
The graphical representation of Dubai Optical sale and Optivision sale in AED is as given in Figure-3 which is given below:





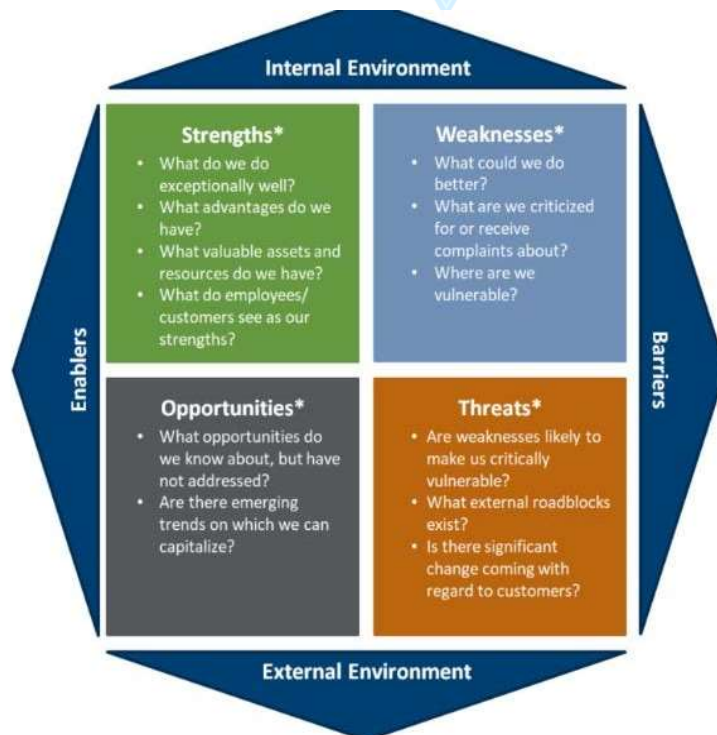
**Figure 3**

Line graph reflecting how strategy change management helps the organization



**Figure 4**

SWOT Analysis





### **Strength**

1. Researchers noticed that this firm has a sizable, loyal consumer base that has grown over time.
2. This company produces high-quality products after years of testing and client feedback.
3. Optivision provided exceptional client service, earning countless positive feedback.
4. Optivision Glasses & Trading LLC developed strong relationships with its suppliers, resulting in loyalty discounts and mutual understanding during difficult times.

### **Weakness**

1. Dubai Optical LLC failed to modify its approach due to high manufacturing costs due to small product runs and not operating 24 hours a day, seven days a week.
2. High staff turnover contributed to increased training costs, decreased worker output, and a loss of experience and knowledge for Dubai optical LLC.
3. The management of Dubai Optical LLC did not prioritize online operations and social media management.
4. Another issue of this firm was slow client growth, which meant that earning potential was limited.

### **Opportunities**

1. Optivision glasses & trading LLC investigates innovative technologies that have the ability to reduce production times while maintaining product quality.
2. The new management concentrated on the many client groups that were increasing in the area.
3. The main emphasis was also on influencing client attitudes, such as support for local firms and admiration for environmentally friendly things.
4. The location is perfect for the business and this needs to be further highlighting by advertising and showing the presence.

### **Threats**

1. New management learned that competing products may render their own products dated or irrelevant.
2. Another concern was supplier shortages, which prevented them from obtaining critical materials.
3. Bigger groups have caught the attention of growing customer foot-fall for Optivision and they may cease the opportunity to open another store in the same location.
4. Corporate taxation is also a threat for small businesses where 13 percent of the income will be acquired by the government especially it is challenging for the small businesses.

### **Conclusion**

This article focuses on Dubai Optical LLC UAE's strategic change management. It identifies a wealth of relevant information and seeks to improve people's attitudes toward the environment. It is, nevertheless, a major study .This study aided in identifying the necessity to involve stakeholders and



various strategies to engage them in the change process, which is crucial to the success of the organizational change process. More research may be required to accomplish the success of business development through the implementation of strategic change management.

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