

Managing Business Model Change and Overcoming Change Resistance: A Case Study from Automotive Sector in Jordan

¹Dr. Hani Na’el Al-Abdallat, ²Ayah Al Bakkri

¹Assistant Professor, King Talal School of Business Technology, Princess Sumaya University for Technology

Email: h.alabdallat@psut.edu.jo

ORCID: 0000-0001-9509-8490

²Student, King Talal School of Business Technology, Princess Sumaya University for Technology

| ARTICLE INFO | ABSTRACT |
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| Received: 15 Nov 2024 Revised: 29 Dec 2024 Accepted: 18 Jan 2025 | <p>The organizational development path of an automotive sector in the Hashemite Kingdom of Jordan is empirically investigated in this study. It centers on the strategic transition from importing salvaged gasoline automobiles in containers to selling new-energy Electric Vehicles (EV) using Roll-on Roll-off (RORO) transportation. The change came to respond to a shift in customer preferences in Jordan signifies towards increased adoption of environmentally sustainable transportation methods. A qualitative, semi-structured interview was conducted with the company owner to examine the management of change within the organization. Thematic analysis identified key drivers of change, obstacles, and the responses of leaders to these challenges. The investigation revealed that the demand for more financial resources, shifting consumer tastes, and advantageous partnerships with Chinese 4S companies—owing to their comprehensive sales, service, spare parts, and survey functionalities—were pivotal elements propelling transformation. The company addressed employee resistance to EV and RORO logistics through practical guidance, specialized training programs, and consistent communication with staff. This study indicates that active leadership and full employee engagement are essential for effective the change management in the workplace. The study provides practical guidance for companies in developing countries aiming to adopt greener practices by promoting local thinking, effective collaboration with stakeholders, and acclimatization to the local culture.</p> <p>Keywords: Change Resistance; Change Management; Organizational Development; Organizational Change; Jordan</p> |

1. INTRODUCTION

Statistics show a significant steer towards a greener future, noting that as of 2023 over 45% sales of all vehicles in Jordan were categorized as electric, with EV leading the market with 3,076 units sold, accounting for 75.5 percent of total sales (JT, 2024), solidifying the country as a frontrunner in the electric car adoption in the MENA region. The Hashemite Kingdom of Jordan has been a key player in the EV market trend since its incremental emergence in 2022. It has promoted itself as a hub for more energy-efficient transportation and striving to shift gears to the increased demand for sustainable new EV leading to its achievement with the highest shares of EV sales in the Middle East region (International Energy Agency, 2024). This gravitation of consumer demand for driving sustainably showcases Jordan's strategic positioning within

the global automotive landscape. This study empirically investigates organizational change within the automotive sector. According to Amrani et al. (2024), the study highlights a shift in focus from containerized vehicle imports to the establishment of a new company that distributes new-energy electric vehicles to dealerships through RORO shipping.

This case analysis will highlight the internal changes in the company and its drivers for the change, reasoning's, main challenges, shapes of resistance, and recommendations for navigating the organizational change for future reference. While also requiring a comprehensive internal change management strategy to mitigate and facilitate the company's transition effectively. The company's choice to wholesale EV vehicles and integrate RORO shipping represents its strategic yet intentional move toward enhancing its sustainability and operational efficiency. RORO shipping is the direct loading and unloading of EV cars. Cars are driven at the port of departure (Roll-on) and then driven off at the arrival of destination (Roll-off) reducing handling costs and time compared to the previous ways of conducting business through containers (Christodoulou et al., 2019). This shift in the change for using the operational model supported the transition to wholesaling EVs, giving the company a competitive edge as well as taking proactive measures to contribute to environmental impact.

This study emphasizes the significance of agility that the company was subjected to adapt to changing ways of operating, consumer preferences, market dynamics, and environmental awareness. By examining examples of change management theories, this company adds to the discourse of organizational development (JT, 2024). Additionally, the research utilizes a semi-structured qualitative approach to offer a detailed scope into the challenges and strategies involved in shifting from one business model to an entirely new one. In this context, this research will serve as a compelling case study. Organizational development through gradual transition from logistically supplying salvage cars to then focusing on selling EV cars illustrates how the company was subjected to gradual the change but showcases how the company can strategically realign its operations to monetize on new opportunities while navigating the complexities of organizational change (López-Navarro, 2014).

The shift towards EV and recent global environmental changes are the primary factors driving the transformation of the Jordanian automotive sector. Firms aiming to transition from importing outdated gasoline models to marketing new EV face numerous challenges. Examples include resistance to change within businesses, insufficient financial or logistical resources to support it, a lack of understanding of new methods such as RORO, and difficulties in establishing effective partnerships abroad. This case study examines the critical issue of how a Jordanian car company can effectively manage a transition in business models by prioritizing workforce welfare, enhancing operational efficiency, and addressing local market demands.

2. LITERATURE REVIEW

2.1. Theoretical Framework

This study employs established organizational change theories to examine the phases, challenges, and actions undertaken by the company in its transition from importing conventional gasoline vehicles to exporting EV through RORO shipping. The authors utilize *Lewin's Change Theory* (Lewin & Cartwright, 1951), *Kotter's 8-Step Change Model* (Kotter, 2009), *Contingency theory* (Fiedler, 1964) and *Weick's Sense-Making Theory* (Weick & Weick, 1995) to facilitate the analysis of change.

Lewin's Change Theory comprises three phases: the initial phase involves unfreezing the current state, the second phase facilitates the implementation of change, and the final phase consolidates the changes made (Laig & Abocejo, 2021). The company's decision to exit salvage car logistics aligns with the unfreezing stage, given the decline in satisfaction within this sector. At this juncture, management altered the strategic focus

to EV imports, established new partnerships, and utilized RORO shipping methods. In the refreezing phase, the company provided employee training, facilitated certificate attainment, and integrated its products into markets including Egypt and Dubai (Endrejat & Burnes, 2024).

Expanding on the analysis, Contingency theory highlights how the strategy for change is contingent upon external and internal factors (Donaldson, 2001). The shift from shipping salvaged cars in containers to RORO logistics for EV is a reflection of the evolving tastes of Jordanian consumers (Pacheco-Cubillos et al., 2024; Chatterjee et al., 2024).

Kotter delineated the process into eight stages that emphasize the rationale, objectives, and methodologies for implementing change (Sibanada et al., 2024). The company demonstrated a willingness to act in response to declining profits and interest in new products. The owner assumed the role of a change leader, forming a coalition of trusted employees and external partners (Mouazen et al., 2024). The company established a comprehensive plan for the future, with calorie information conveyed during regular meetings and illustrated through practical examples. *Our advancement in empowerment resulted from the exchange of comprehensive information regarding EV and RORO logistics, leading to initial sales and subsequent global expansion.* The implementation of the change is evident in the adjustments made to both culture and operations. Furthermore, Weick's theory elucidates the process through which the change was interpreted and ultimately embraced by the organization. Sense-making refers to the process by which individuals employ social mechanisms to construct their understanding during periods of change (Urquhart, et al., 2025). The owner's practical experience in China's EV sector significantly altered perceptions among stakeholders (Canbul Yaroğlu, 2025). As employees acclimated to the new business operations, they began to align their roles with the company's overarching strategy, effectively addressing cultural resistance and uncertainty (Laursen & Weiss, 2025). Linking this case to the four frameworks facilitates an explanation of the firm's transformation and provides insights into leading organizational development projects and managing organizational change initiatives in SME's within emerging nations.

2.2. Empirical Literature

Using Lewin's change stages as a framework, Elbanna (2024) examined organizational change in GCC nations. Employees felt less resistance and the necessity for change was better communicated throughout the unfreezing period, which increased the likelihood of the business models' success. Farinloye et al. (2024) observed into the argument against EV among small and medium-sized enterprises (SMEs) in Nigeria's car sector. Lewin's "refreezing" phase were adopted and suggested that more likely to adhere to the new regulations when the team decided to continually remind the sustainable policy and offer incentives of the firm.

Khalifa et al. (2021); Alsharari & Aljohani (2024) investigated how logistics companies in the Middle East have been impacted by technological advancements. They demonstrated that adapting one's change strategy to one's own context and culture facilitates a more seamless and rapid adoption of EV logistics when businesses employed the Contingency Theory. Duan (2025) considered into captivating Chinese businesses using case studies. The most essential things that caused change were training employees and forming strategic connections. Companies were able to effectively respond to rule and consumer pressures by utilizing contingency planning. El Gammal et al. (2020) suggested that organizations were able to readily adopt new technology utilized by EV-logistics personnel because of adaptable and flexible leadership and job positions. Different companies were more successful when they tailored their tactics to their own needs.

Asghar (2023) investigated the strategies employed by Pakistani car companies to green their supply chains. They discovered that, in accordance with Kotter's model, reducing resistance was possible via encouraging

participation, keeping people informed, and phasing in changes. Based on his findings, staff buy-in was crucial for a smooth shift to focusing on sustainability and EVs. Change management in Jordanian manufacturing is the subject of Najm et al. (2020) research. Applying Kotter's methodology in conjunction with cultural practices to address opposition and promote cooperation yields transformational achievement.

Kang & Choung (2024) investigated the possibility of EV integration into the supply chain in South Korea. The leadership team was successful in shifting the mindset of the frontline workers from resistance to active engagement by combining Weick's concepts with Kotter's approach. Hosseini et al. (2016) suggested that adoption of EV technology by European automobile firms was made easier through the use of Weick's Sense-Making theory in internal talks. Workers were more cooperative and procedures were more in sync. when managers asked them to help define their jobs and the technology.

2.3. The nature and scope of change

The automotive company under study underwent a significant transformation over approximately two and a half years. Initially operating as a logistical provider for gasoline salvage cars, the company recognized the emerging trend of EV and decided to diversify its operations by wholesaling EVs imported from China. This strategic pivot involved not only a shift in product focus but also a complete reconstruction of the business model, including the adoption of RORO shipping methods to enhance operational efficiency (Christodoulou et al., 2019). The transition required a long organizational development project that includes; redefining job roles and adapting to new operational demands, reflecting a comprehensive internal change management strategy aimed at aligning with market demands for sustainable transportation (Maksimavičius, 2004). For companies that want to stay competitive in ever-changing markets, optimizing costs strategically is a major hurdle.

2.4. Drivers of Change Implementation

Several key factors drove the company's decision to implement this change. First, economic imperatives played a crucial role; declining profitability in the salvage car market due to lower sales volumes and rising repair costs prompted the need for diversification (Han & Zhou, 2024). The owner identified an opportunity to capitalize on the growing demand for EV in Jordan, recognizing that this shift would allow the company to enhance its competitive advantage (International Energy Agency, 2024). Additionally, leveraging competitive advantage was essential for the company's success (Mohammed et al., 2025).

The owner emphasized the importance of establishing strong connections with 4S shops in China—dealerships authorized to engage in sales, service, spare parts, and customer feedback—which were critical for ensuring a steady supply of EVs at competitive prices. Furthermore, clear communication and guidance from leadership were vital in fostering an environment conducive to change (Moleka, 2024).

2.5. Challenges Faced During the Change

Despite the strategic intentions behind the transition, several challenges emerged. The most significant challenge identified by the owner was resource allocation, particularly regarding establishing connections within the EV industry and obtaining necessary certifications for operation (Parviziomran & Elliot, 2024). These resources were crucial for building credibility and trust with potential clients and partners. Moreover, employees faced difficulties adapting to new operational demands associated with wholesaling EVs (Chameroy et al., 2024). The complexity of accurately calculating vehicle dimensions for RORO shipping added to their apprehension about transitioning from their familiar logistical processes. This lack of familiarity contributed to employee reluctance and cultural resistance within the organization (Valtonen & Holopainen, 2025).

2.6. Main Shapes of Resistance

Resistance to change manifested primarily through employee reluctance and cultural resistance (Grønvad et al., 2024). Employees were accustomed to establish procedures related to salvage cars and expressed skepticism about EV' reliability and performance compared to traditional gasoline cars. This skepticism hindered their motivation to engage effectively with customers regarding EV sales (Higueras-Castillo et al., 2024). Cultural resistance was further influenced by employees' personal beliefs about EV. Many employees did not fully understand or believe in the benefits of EVs or their importance for sustainability (Gul et al., 2025). This disconnect created challenges in fostering enthusiasm for selling EV among employees who were more familiar with traditional automotive practices (Kement et al., 2024).

Despite the abundance of literature on organizational change, few case studies have examined the sustainability transitions and change resistance management tactics made by developing-world organizations. Crucially, when it comes to transitioning to EV, very little research has examined how different theories of change management may be applied to rethink logistical and organizational frameworks. To fill this need, this research employs an integrated theory framework to examine a company's change.

3. METHODOLOGY

This study employed a qualitative case study methodology to examine the transition of an automotive company from importing salvage gasoline vehicles to engaging in EV through RORO shipping. The organizational change was initiated and directed by the company's owner, who was selected as the key informant through a purposive sampling method. The discussion with respondents was structured around an interview lasting up to two hour, addressing key aspects of the transformation like as; strategy, resistance, change management. Its underlying reasons, operational dynamics, sources of resistance, and the strategies employed by leaders to lead the change and to overcome the change resistance. The conversation was recorded with consent and accurately transcribed, followed by an inductive thematic analysis to identify significant themes related to change management theory. The interests of respondent was secured through informed consent, the assurance of confidentiality, and the provision for withdrawal at any time. The study, characterized by a qualitative research design, adhered to ethical norms consistent with widely accepted standards, yielding reliable findings.

4. CASES AND DISCUSSIONS

The research follows a semi-structured qualitative methodology, as an interview was conducted with the owner of the company followed by a series of predetermined and outlined questions to allow the opportunity to explore particular themes and follow-up responses. This company's strategic shift from a logistics-based model to an EV wholesale organization is shown in the four cases that follow. These cases cover the nature, reasons, obstacles, and opposition associated with this move.

4.1. Case I: The Nature and Scope of Change

Question: "What change did your company undergo?"

Discussion with respondent: The opening of the interview started with brief introductions of their position at the company and background of the company. The owner of the wholesale car company was interviewed to provide a comprehensive and profound understanding of the change endured. The company is a leading Jordanian wholesaler that imports EV cars from China to Jordan, Egypt, Dubai, and other cities. With a registered and authorized business brand in Qingdao, China, the company offers a competitive advantage to sell with competitive prices and secured networks within the field of business. Their company operates with a small, focused team of approximately 10 to 12 employees, sectioned into two locations within Jordan:

Amman offices and its showroom and office in the Freezone, Zarqa. The interview then begins with the first question, to pinpoint and outline exactly what type of change the company experienced. The company, approximately two and a half years, was previously operating as a logistical company by supplying gasoline salvage cars bought from the accounts of individuals from the U.S. Auto-Auctions through containers to then strategically and operationally diversify their company by wholesaling and importing new energy products, or EV, imported from China and exported to various countries and cities, utilizing RORO shipping, completely reconstructing their business model. They intended to switch from a logistical company to directly engaging in sales, partaking in economies of scale. The business owner then gives a detailed and intricate explanation as to how the company made this grand transition. Their initial company, which focused on logistically supplying salvage cars to their clients through an account-based system on their website and import coordination, served as a primary source of profits and was the main line of business. With the emerging trend of electric cars in Jordan and the market demands, alongside the slower business of logistics and auto auctions in Jordan, the owner states he saw an early opportunity to grow their business and diversify the company to find better business opportunities. Gradually within 2 years, the change was implemented, and the primary focus then shifted to wholesaling EV to sell to Jordanian dealerships.

4.2. Case II: Drivers of Change Implementation

Question: What was the driving force behind the change? Or why was the change initiated?

Discussion with respondent: The Company's owner begins to state the reasons as to why the company decided to branch off its original line of business was because of its need to strategically realign its internal operations, economic imperatives, leveraging competitive advantage, market demands, cultural shift, and the leadership's vision. The shift from changing the way the company does business in logistics to wholesaling EV necessitated a thorough internal strategic realignment within the company. This type of realignment included the redefining of job descriptions for the team, having to adapt to the new functions, as well as sharing the knowledge that the owner was receiving from his network and connections, as well as physically immersing himself in China to view operations firsthand. It also included establishing clear and measurable objectives such as sales targets and how many orders were taken from the company itself or market penetration objectives and entering new markets such as Egypt and Dubai all while also increasing its own market share in its existing region. As circumstances allowed, communicating these changes to keep the company's small team informed was controlled, having all employees mostly on the same page with guidance from the owner himself. The Second driver for change was its economic imperatives, as the owner states that there was an obvious decline of profitability in logistically shipping salvage cars to clients and automotive traders in the country, due to a factor of reasons such as a lower sales volume, rising costs of repair with almost diminishing profit margins, and market saturation. External factors include preferences, market demand, and the political state of the region. There was little satisfaction in how monotonous the business was performing. Hence, the owner decided to explore other sources to stimulate and capitalize in other areas of the automotive industry. Leveraging competitive advantage was another point highlighted by the owner. During a period of consistent business activity, the original company achieved significant success as a reputable logistical provider, successfully shipping an average of 500 cars in containers, delivering over 230 cars, and managing 512 clients within a 3-month time period. However, there was more that the owner wanted to achieve in the sense of competitive advantage in their initial company, so recognizing the shift in market demands for more sustainable transportation within Jordan, the owner realized an opportunity to strategically pivot and aim for wholesaling EV. This shift of business not only aligned with the growing demands of the market and consumer preferences for more sustainable products but also placed the company to monetize on emerging opportunities within the automotive sector that were not yet introduced to Jordan. To facilitate this transition, the cultural change within the organization was vital, for employees

to embrace their new roles and responsibilities that advocated for the company's shift to sales rather than logistics alone. The Leadership's vision played an essential role in guiding and paving the way for the transition to ensure the fostering of an environment that encouraged adaptability and innovation among the team. By streamlining its operational strategies with market trends and leveraging an established network for importing EVs, the wholesaler company aimed to enhance its competitiveness while ensuring long-term sustainability and growing within the landscape of the industry.

4.3. Case III: Challenges Faced During the Change

Question: What were the main challenges faced when you decided to make this change?

Discussion with respondent: After asking the question above, the interviewee answered with one word: resources. The owner then emphasized that allocating the resources was the biggest challenge when creating the automotive wholesale company. What was meant by 'resources' were specifically the connections with individuals across China within the EV industry? The owner knew the new company entity he wanted to establish needed direct connections and relations with '4S shops' in China. 4S shops is a term commonly used in the automotive industry, especially popular in China, to describe the type of automobile dealerships authorized by an automobile manufacturer to engage in four areas: sales, service, spare parts, and survey (Jiang et al., 2023). Sales is to engage in the authority of selling new vehicles. Services such as providing maintenance and repair services for cars from automotive manufacturers. Spare parts by supplying genuine spare parts for the vehicle, including configurations and additional accessories. Surveys are a form of consultation that the 4S shops offer with customer feedback services to improve overall customer experience and increase satisfaction. 4S shops overall are a comprehensive center for automotive needs offering the convenience of a 'one-stop' solution to customers. Knowing this type of business is run within China, it was a connection that needed to be secured and knowledgeable about for the company that the owner wanted to establish and transition to. Establishing this connection was vital to ensure a steady supply of EV and maintaining competitive pricing in Jordan and other Middle Eastern markets that the company planned to target. Moreover, another 'resource' that was challenging to acquire was the necessary certifications to operate successfully to align with both countries' policies and procedures of doing business. Acquiring the certifications was not only to ensure compliance but to also build credibility and trust with potential clients and partners for the company. The owner realized without these resources, both relational and regulatory ones, the company would struggle to compete in the ever-changing market of Jordan and would not deliver the vision the company was set to. The way these resources were acquired was through a proactive approach, by immersing himself and reaching out to the network of people in China. This was done by traveling to China, conducting meetings asking questions drawn from previous experience within the automotive industry, and collecting information from multiple sources finding commonalities and connections within the knowledge that was shared. This proactive approach not only helped the owner establish vital relationships but also ensured that he was well-informed of the business landscape enabling the company to secure favorable pricing strategies. This type of self-immersion allowed the owner and company to be equipped with the correct resources and knowledge needed to position the new wholesaler automotive company favorably and profitably in Jordan and other Middle Eastern regions.

4.4. Case IV: Main Shapes of Resistance

Question: What were the main shapes of resistance?

Discussion with respondent: The owner of the company states the main shapes of resistance internally were two: employee reluctance and cultural resistance. As noted in change management, resistance often stems from the fear of the unknown and is usually perceived as a direct threat to job security which hinders morale and productivity. Acknowledging this, the owner mentions the resistance was minor and didn't last long

from the perspective of the owner because as he states the company comprises 12 employees total and made sure to establish clear communication and guidance when it came to knowledge sharing and the “how to”. The employee reluctance and cultural resistance stemmed from the fact that transitioning to wholesaling EV was a complex and foreign concept to the already existing knowledge the employees had. Employees were accustomed to the processes involved in shipping salvage cars logistically through containers, which was their familiarity and security in the business. Nonetheless, the shift from supplying gasoline salvage cars to then selling new energy EV required them to adopt new operational demands, one of the biggest outlined examples for this company was understanding how to accurately calculate the dimensions of different cars for the RORO shipping. The variability of measurements from different types of RORO ships added more complexity when employees needed to fill out certain paperwork and get approvals, as each ship had unique specifications that necessitated distinct reporting requirements. This lack of unfamiliarity led the company’s employees to apprehension and uncertainty contributing to the employee’s reluctance according to the owner. As for the cultural resistance, the owner highlights a paradigm shift in the earlier stages of the company. The cultural resistance was influenced by the company’s employees and their personal beliefs and views on EV. The owner recalls how his employees did not believe in electric cars, their importance to sustainability, the safety of the car, and overall stigmatizing the Chinese electric cars that the company was going to sell. The resistance manifested in the sense that the employees were being tasked to sell electric cars but did not know their benefits or importance. The employees had concerns about the EVs reliability, performance, and practicality compared to traditional cars. The owner quickly realized that because the employees perceived electric cars as inferior or were generally doubtful, it would hinder their ability and motivation to wholesale the EVs, ultimately affecting sales performance. This situation was often heightened by the fact that his employees were more familiar with the traditional gasoline cars and logistical model of business, spending years perfecting the logistics of supplying salvage cars that they felt skepticism when it came to new skills and selling EVs, leading to have that initial disconnect when transitioning to the new business company.

Question: How did the company and its members overcome this resistance?

Discussion: To effectively address and overcome the resistance to change within the company, the owner implemented a hands-on approach to leadership and training for his employees or team. The owner recognized that cultural resistance stemmed from employees' unfamiliarity with EV and skepticism about their viability; the owner took it upon himself to provide intensive, firsthand instruction and knowledge sharing. This direct engagement allowed the owner to convey not only the technical knowledge necessary for selling EVs but also to instill confidence in his team regarding the product's benefits and market potential. The small size of the team demonstrated to be beneficial in this context. With only 10 to 12 employees, the owner was able to foster close relationships and create an environment supportive of open communication. This intimacy allowed for personalized training where employees could ask questions, express concerns, and receive immediate feedback. The owner’s directive leadership style played a crucial role in this process; he established clear expectations and a structured plan that guided the team through the transition.

Despite the challenges of scaling these efforts in a larger organization, the owner believed that a consistent strategy could be applied universally, regardless of team size. The owner stated whether he had 12 employees or 1,000, he emphasized that having a set plan would ensure that all employees were aligned with the company’s goals and objectives. This approach included detailed training on product knowledge, sales techniques specific to EVs, and operational processes related to RORO shipping.

Additionally, the owner actively encouraged a shift in mindset among his employees. He facilitated discussions about the importance of sustainability and the growing demand for EV in the market, outlining

the importance of cultural communication and relations with their clients in China. The owner's aim was to foster a sense of ownership and pride in selling. To further mitigate resistance, regular check-ins and direct communication with the owner were implemented to monitor progress and discuss any ongoing concerns. This feedback mechanism allowed employees to voice their experiences and challenges as they adjusted to their new responsibilities. The owner made an effort to support his team through this transition, which aimed to alleviate fears and build trust and collaboration within the team for the greater good of the company.

Overall, overcoming resistance within the company involved a combination of intensive training, personalized support, and a clear strategic vision. By leveraging his directive leadership style and fostering an environment of open communication, the owner was able to guide his team through this significant change, ultimately transforming their attitudes towards EV and positioning the company to operate appropriately in a competitive market.

5. CASES ANALYSIS AND COMPARISON

5.1. The Resistance and Aftermath

The concept of sense-making, defined as “a social process of meaning construction and reconstruction through which managers understand, interpret, and create sense for themselves and others of their changing organizational context and surroundings” (Rouleau & Balogun, 2010), is particularly relevant in the context of the automotive company's transition from a logistical model focused on salvage cars to wholesaling EV. The owner's hands-on leadership approach exemplified this sense-making process, as he actively engaged with his employees to help them navigate the complexities of the new business model. By sharing his knowledge and experiences gained from direct interactions in China, he facilitated a deeper understanding among team members regarding the significance of EVs and the market dynamics at play. This proactive engagement not only clarified the rationale behind the change but also fostered a shared vision among employees, enabling them to align their efforts with the company's strategic goals.

5.2. Connections and Networks

The establishment of connections with 4S shops in China was critical for the company's competitive advantage. As illustrated in the graph from Statista, which highlights the market share of 4S shops in the automotive aftermarket in China, these dealerships play a vital role in ensuring a comprehensive supply chain for automotive products. The owner recognized that securing relationships with these 4S shops would provide access to essential resources, including sales support, spare parts, and customer feedback mechanisms. (Klarin & Sharmelly, 2023) This strategic alignment with established players in the Chinese automotive market not only facilitated a steady supply of EV but also positioned the company favorably against competitors in Jordan and other Middle Eastern markets. (See Figure 1).

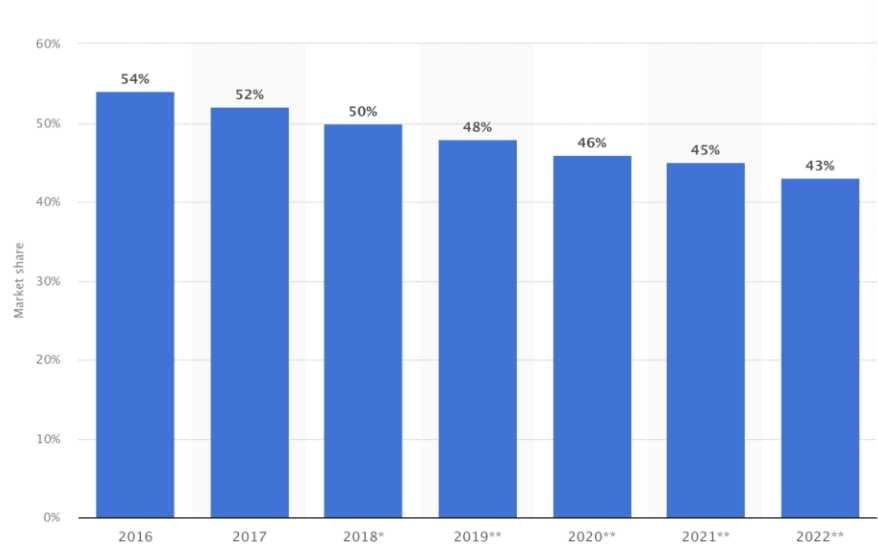


Figure 1: Market Share

5.3. Challenges

Overcoming resource-related challenges required strategic planning and a commitment to fostering strong partnerships within the industry. The owner's proactive approach—traveling to China to immerse himself in the business landscape—demonstrated an effective strategy for addressing these challenges head-on. This type of direct involvement by leaders can significantly enhance the sense-making process, allowing organizations to better respond to external pressures and internal challenges (Bisel & Barge, 2010). By leveraging his existing network and seeking out new connections, he was able to gather critical information that informed decision-making processes related to pricing strategies and operational logistics. This hands-on involvement ensured that the company was equipped with the necessary knowledge and resources to navigate the complexities of importing EV.

5.4. Cultural resistance

Cultural resistance emerged as a significant barrier during this transition, largely due to employees' skepticism about EV. Many employees were accustomed to traditional gasoline vehicles and expressed doubts about the reliability and practicality of EVs. To combat this resistance, the owner implemented an intensive training program that not only covered technical aspects but also emphasized the importance of sustainability and market trends. By fostering open communication and encouraging discussions about the benefits of EV, he aimed to shift employee mindsets and instill a sense of pride in selling EVs. Regular check-ins further facilitated this cultural shift by providing employees with opportunities to voice their concerns and experiences as they adapted to their new roles. This iterative feedback loop helped build trust within the team, ultimately enhancing collaboration and commitment to the company's vision.

In summary, analyzing the company's transition through the lenses of sense-making, competitive advantage via 4S shops, resource management, and cultural resistance provides valuable insights into effective change management strategies. The owner's hands-on leadership style and clear strategic vision played a pivotal role in guiding employees through this significant transformation. By proactively addressing both operational challenges and cultural resistance, the company positioned itself for long-term sustainability and growth within an evolving automotive landscape.

6. IMPLICATIONS

This case has important implications for automobile manufacturers and legislators in transition economies, especially highlighting the issues related to organizational change and the resistance experienced in the course of this process. First, the adaptation by the company from the importation of recovered gasoline vehicles to wholesale distribution of new-energy EV through RORO shipping is one that marks a core change in its organizational structure and operating methodology. Directly specific to the major research question, it demonstrates the conversion of a logistics-driven business into a modern distributor of EVs due to changing market conditions. Second, the factors driving change—i.e., changing consumer attitudes toward sustainable mobility, increased governmental support for such mobility projects, and partnerships with Chinese 4S businesses—highlight the role played by external market forces and international advancements. These findings substantiate the second research inquiry by confirming external and internal drivers for change. Third, the research finds that opposition to change was complex. Among the difficulties were staff doubts about EV viability, ignorance of RORO logistics technically, and job security issues. These answer the third and fourth research questions, pointing up the primary obstacles and the cognitive and emotional kinds of resistance one encounters during metamorphosis. Given such challenges, the organization introduced focused training programs, encouraged ongoing and open communications, and progressively redefined the role of employees. These steps highlight the importance of human-focused strategy in change, where employee participation in the process is encouraged from the onset to reduce resistance and ensure compliance.

In last ultimately, the ability to implement environmentally sustainable business transformations in distinctive cultural and market environments is an example to be imitated. Strength in leadership to inspire innovation, flexibility, and inclusivity is key to navigating structural transformations and minimizing resistance.

6.1. Conclusions

This research has explored the strategic transformation of a U.S.-based automotive logistical company as it transitioned from importing salvage cars to wholesaling new-energy EV in the Hashemite Kingdom of Jordan. The findings indicate that this shift was not merely a change in product focus but a comprehensive reorientation of the company's business model, driven by a confluence of market demands, economic imperatives, and the leadership's vision. The qualitative methodology employed, including semi-structured interviews with the owner, provided valuable insights into the complexities of this transition. The literature review underscored the significance of sense-making in organizational change, highlighting how leaders interpret and navigate their evolving contexts. The owner's hands-on approach exemplified effective sense-making, as he engaged employees in discussions about the benefits and market potential of EVs, thereby fostering a shared understanding of the company's new direction. This proactive engagement was essential in mitigating employee reluctance and cultural resistance, which stemmed from skepticism about EV and their practicality compared to traditional gasoline cars. Moreover, the analysis revealed that establishing connections with 4S shops in China was crucial for securing a competitive advantage in the automotive market. These dealerships provided not only access to a steady supply of EVs but also facilitated customer feedback mechanisms that are vital for building trust and credibility in a new market. The strategic partnerships formed during this transition were instrumental in positioning the company favorably against competitors (Automotive World, 2023).

Despite facing challenges related to resource allocation and regulatory compliance, the owner's commitment to fostering strong relationships within the industry enabled the company to navigate these obstacles effectively. The cultural shift required employees to embrace their new roles as sales representatives for EV was achieved through intensive training and open communication. Regular check-

ins allowed for ongoing feedback and support, reinforcing trust and collaboration among team members. In conclusion, this case study illustrates that successful organizational change requires a multifaceted approach that encompasses strategic planning, effective leadership, and cultural adaptation. By addressing both operational challenges and employee concerns head-on, the company not only transformed its business model but also positioned itself for long-term sustainability in an evolving automotive landscape. As other organizations consider similar transitions towards sustainable practices, the insights gained from this research provide valuable lessons on navigating change in a complex and competitive environment.

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