**Executive Summary**

Pollution and traffic jams have been major problems in the commercial center of the city of Lyon in France. Since, these problems tend to have various negative environmental, social, and economical effects on the city and country in general. As part of the continuous effort and interest in resolving these problems and finding solutions, the city asked JCDecaux for devising, implementing, and executing a change plan which involved a "bike exchange" program within and around the city of Lyon. The idea of such a program was to use bikes as a transportation method for moving around different parts of the city, getting to work, or for simple uses such as shopping. This would lead to less traffic and car-generated pollution which would greatly aid the city of Lyon in facing and solving its pollution and traffic jam problems.

However, such a change initiative is faced with different concerns and forces against the shift and change itself. These include that such a change initiative is a risky and large-scale proposal for the city of Lyon, as well as, the fact that this proposal will involve a radical change in philosophy, while others are concerned with the lack of involvement and negotiations with various stakeholders involved. Therefore, for successfully constructing, implementing, and evaluating such a change initiative, a system-wide development and execution of behavioral knowledge should be applied to the well-planned change and improvement in the philosophy and actions within the city of Lyon regarding the current problems (pollution and traffic jams), as this will come with adjustments to various strategies and structures that would lead to an effective and sustainable change within the city.

In this report, we will be examining different approaches to change management including Lewin's planned change model. A thorough analysis of the method, its application, and possible results will be evaluated as well as the effects of such change on various stakeholders. The details of the implementation process and possible challenges that will face the change proposal will be discussed further. In addition to that, crucial factors and points for the successful development and execution of such change will be explored in further detail.

**Problem Statement**

The major problem and issue being addressed are the pollution and traffic jams in the commercial center of the city of Lyon in France. These issues tend to result in various negative effects on the city and country. Pollution often leads to severe health, environmental, and economic problems which could lead to catastrophes over the long term. Moreover, traffic jams cause ineffectiveness and a lot of time lost in terms of conducting business and everyday life. In the long run, this could have economic implications as it becomes harder to conduct business in the city of Lyon, affecting Lyon's economy, and that of France in general.

**Lewin’s Change Model**

Lewin argued that a specific set of behavior in a specific period is a result of two different forces which are those with change and those against change. For carrying out change, one should strive to either increase the forces with change, decrease the forces against change, or devise a plan that involves a combination of both. In this case, our plan will involve a combination of increasing forces for and reducing those against change.

According to Lewin, the change process consisted of three major steps that are unfreezing, moving, and refreezing. Unfreezing will involve reducing the forces against the change, such as the president of the local nongovernmental transportation union. This will be achieved by presenting him with information, facts, and evidence of the negative effects if change did not take place, in addition, that, more dialogue will be created with him and other stakeholders through putting the planning and implementation process to assure that all interested parties are constantly involved and informed about the change process, this tends to result in more sustainable and long-term effective results.

In terms of the second step in Lewin's change model (moving), behavior change must be implemented and integrated through the different components of the city of Lyon. This will involve government, corporations, as well as citizens. The negative effects of pollution and traffic jams should be clearly communicated and understood by these different players, and the positive effects of implementing the "bike exchange" program for each stakeholder should be identified and explained effectively. This will result in newly-developed values, attitudes, and beliefs especially regarding the benefits and importance of change as a way to solve those existing programs. Using bikes will result in less traffic which leads to more effective business operations in Lyon. Moreover, it would help the government in addressing environmental and economic problems which would certainly be of great importance over the long term. Finally, it would give citizens more job opportunities, fewer health dangers as pollution decreases, as well as less time spent and wasted in traffic when moving from one part of the city to another.

Finally, the final step of refreezing will include stabilizing the current state with the city of Lyon in terms of making sure that changes implemented are long-term and sustainable. This will be done through continuous support of the changes and importance of the “bike exchange” program for the city of Lyon. This will provide crucial aid in meeting bike targets across the 180 stations planned. Moreover, different stakeholders will understand the process of change better and will have acquired the behavioral skills necessary to detect problems, devise solutions, and implement change in the future.