



APPENDIX GA36d

LEVEL 7 ASSESSMENT SPECIFICATION

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Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Module: Leading and Managing Projects (MBA)

Module Code: HKBM7010

Lecturer: Dr. Joe LEUNG

Assignment 2: A PROJECT REPORT

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MANNING'S HONG KONG LEADING AND MANAGING PROJECTS

Background of Manning's Hong Kong

Mannings Hong Kong is the biggest beauty and health products chain store located in China. It has more than 350 outlets that facilitate a broad range of quality health care, skincare, personal care, and baby products to a larger spectrum of consumers globally and within china territories. More so, Mannings Hong Kong has been proactively facilitating innovative services and leading the company to serve the general public's beauty and health desires. Due to its effective service delivery and performance in the health and beauty sector, the Hong Kong Retail Management Association (HKRMA) was awarded Manning through their mystery shopper platform as the preeminent service retailer for six years consecutively (Manning's 2021).

In Manning's retail stores, customers are guaranteed 14 days' return or refund if they are not satisfied with the products delivered; this has helped develop customer loyalty, retaining more customers. In China, manning has more than 200 stores; with the operation and marketing management consultant, they plan to expand manning's business operation across key cities. Following the philosophy of Manning's Hong Kong "Live Well," General Nutrition Centers (GNC) aims at the health-conscious consumer, providing over 170 vitamins and health product supplements.

Consultancy Models To be adopted in Manning's Hong Kong

For Mannings Hong Kong to improve sales performance in China market, they should adopt models or frameworks such as SWOT analysis and PESTLE analysis. More so, for manning's organization to improve and sustain a competitive niche in the Chinese Market and

overcome competitors such as HKTV Mall, it should adopt management models such as Lewin's change management model, McKinsey 7S, and Kotter's 8 step change model.

SWOT Analysis

The SWOT analysis was developed in the 1970s, and it is mainly utilized in organizational strategic planning (Sarsby, 2016). The term SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, which are both internal and external factors of the organization, which are structured planning techniques utilized to evaluate the key four elements of Mannings Hong Kong organization. SWOT analysis helps Manning achieve and sustain its competitive advantage in the Chinese market. The analysis is a process where the Manning Hong Kong management team determines the external and internal factors which will influence the organization's future performance in the sales sector of their products such as beauty and health products in China market. The model is of great essence since it helps to identify what is occurring externally and internally to manage and plan Manning's business operation most efficiently and effectively as illustrated in the diagram below;



Diagram 1: Basic Components of SWOT analysis

PESTLE Analysis

PESTLE analysis is a model utilized to analyze and monitor the macro-environmental factors that may profoundly influence an organization's performance (Aguilar, 1967). The model will help Manning's organization analyze its sales performance in the Chinese market and determine the best and feasible strategies to adopt to enhance its business performance. The PESTLE analysis model is of great essence to Mannings when commencing to implement a reward program known as "YUU," which aims to attract more customers to purchase their products online and expand and venture into new markets within the Chinese territories. The model is mainly utilized in collaboration with other analytical business tools like SWOT analysis and Porter's five forces to enhance its effectiveness and provide a clear understanding of a

situation and related external and internal factors (Perera, 2017). The PESTLE analysis model covers the following issues as illustrated in the diagram below.



Diagram 2: Basic Components addressed by PESTLE analysis model

McKinsey 7S Model

The adoption of the McKinsey 7S model in Manning's Hong Kong will enable the organization to work in harmony hence improving its sales performance in China market. The model was discovered in the 1970s by Robert Waterman and Tom Peters, who were consultants at McKinsey and Company (Channon and Caldart, 2015). They discovered seven key internal factors of an organization that requires aligning for the organization to be successful. Therefore, for Manning's Hong Kong to improve its sales performance in the Chinese Market, it should enhance change by using the McKinsey 7S model and ensure that the seven elements align together to work in harmony. Manning's Hong Kong can utilize the McKinsey 7S framework in a broader situation where it is beneficial to inspect how several parts of the organization together.

Thus, McKinsey 7S model will help improve the performance and help the management team identify the best approaches to implement the "YUU" program strategy. The key elements are illustrated in the diagram below.

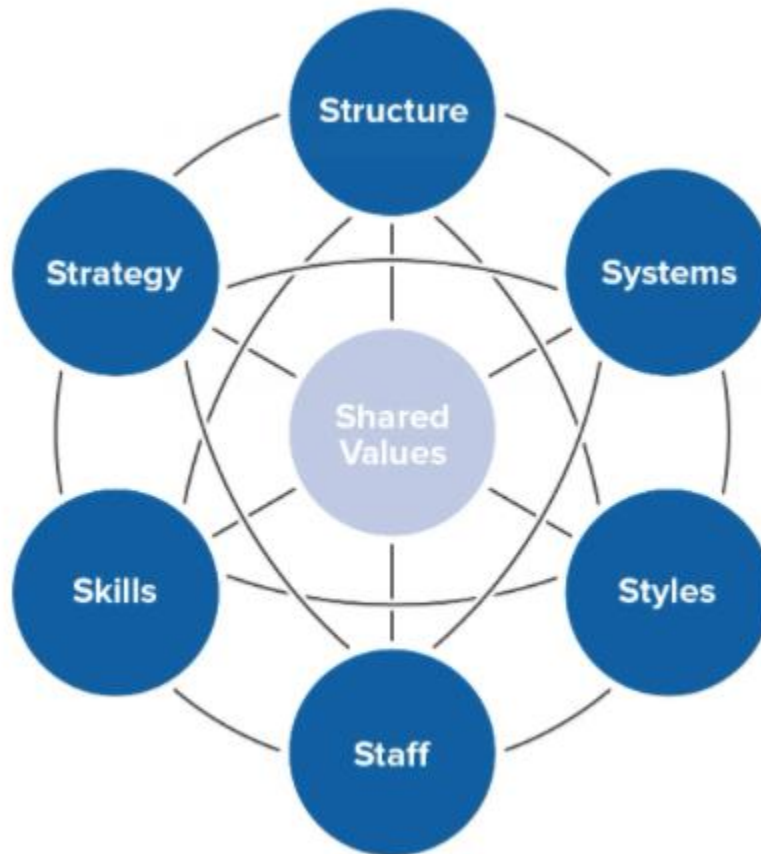


Diagram 3: McKinsey 7S Model

Lewin's Change Management Model

Embracing change is a common thread that runs across all businesses despite their size since the current world is rapidly changing. Mannings must adapt to change, such as investing in technology to improve its sales performance via online platforms. The model was discovered in the 1940s by Kurt Lewin; the model has three stages, Unfreeze, Change, and refreeze. For Manning's Hong Kong to overcome its rivals with well-developed merchandiser which operates

online, leaders and management team should consult on how best they can Lewin's model as they embrace change (Hussain et al., 2018). Change is essential in any organization since it prepares the organization for what is coming ahead, such as Mannings Hong Kong plan to innovate mobile apps to retain and attract more clients to buy their products online. Hence Lewin's model enables leaders to plan to manage the transition to be effective using the three stages of change management.

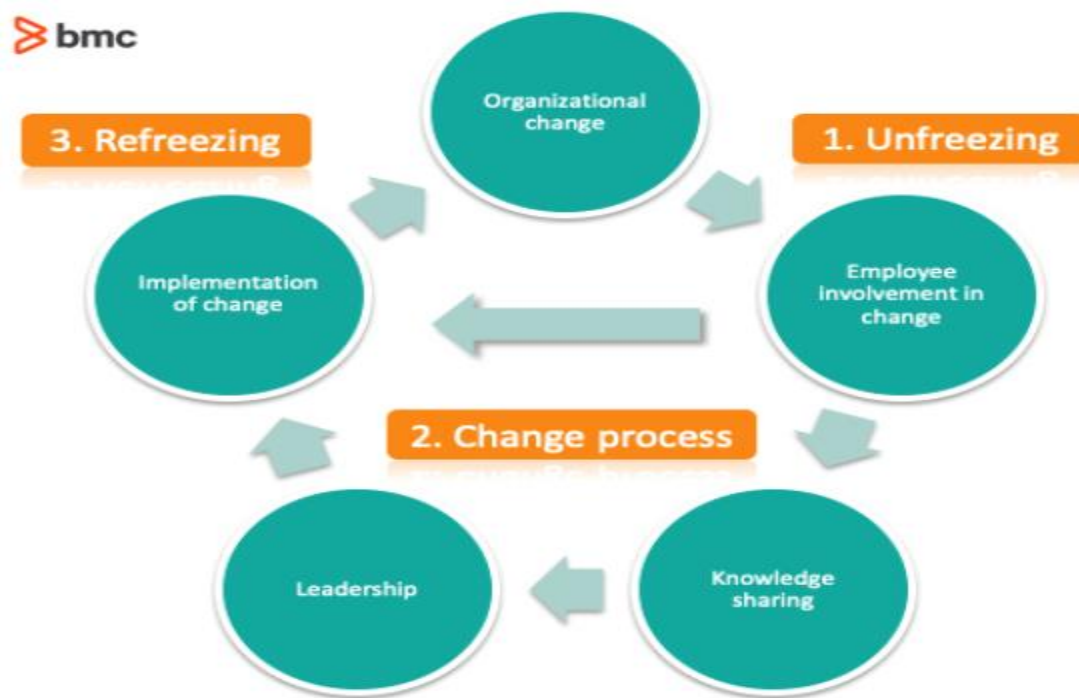


Diagram 4: Lewin's Model Stages

Kotter's 8 Step Model

Mannings Hong Kong will have to embrace change and innovations in their business to attain a sustainable competitive niche in China market for health and beauty products. Kotter's 8 step framework enables Manning's group leaders and managers to develop new initiatives, technology advancements, and project-based working and stay ahead of the competition as they

embrace change in their business operations. Kotter's 8 step model was discovered in 1995 by John Kotter in his book, "leading Change" (Tools, 2012). The model consists of eight steps that must be adhered to during change implementation in the organization for it to be successful and effective, as illustrated in the diagram below:



Diagram 5: Eight Steps of Kotter's Model

Positive Contributions of Consultancy Models

SWOT analysis model has several positive contributions towards achieving sustainable competitive advantage and embracing change in Manning's group. It aids in evaluating where an organization stands in a competitive market and examines the appropriate steps required to be taken to improve sales performance and further strategic planning, which helps leaders and

managers to make an effective decision and draw a future roadmap. By analyzing the organization's strengths, the model will enable Manning's Group to penetrate better in China market and achieve business targets; hence, it will enable them to attain a sustainable competitive niche and improve innovations (Sarsby, 2016). The SWOT analysis model is a crucial tool needed to understand Manning's group's health since it enables decision makers to determine where the organization stands and where they need to improve to attract and retain more customers.

The PESTLE analysis model is of great significance to Manning's group since it provides professional insight into the external factors influencing their operations. The analysis enables leaders and managers of Manning's Hong Kong to assess any risks certain to their organization and utilize that knowledge to make an informed decision. Manning's Hong Kong benefits will gain by adopting this model, including alertness to threats, cost-effectiveness to implement, an in-depth understanding of business, and exploit opportunities to improve sales performance.

The element of strategy in the McKinsey 7S model plays a significant role in Manning's Hong Kong since it has positive contributions that help attain and maintain a competitive advantage in China Market. The strategy represents a well-curated plan that enables the company to implement a plan of action to maintain a sustainable competitive advantage and reinforce it with its values and mission (Singh, 2013). Thus, the McKinsey 7S framework as Manning's Hong Kong consultancy model contributes more positive impacts, giving the organization the ability to implement the "YUU" program and innovate their mobile apps to attract more customers to purchase their products via online platforms. A well-designed strategy plan will boost the organization's sales performance and increase its market; thus, it will enable Mannings Hong Kong to overcome its competitors such as the HKTV mall. As the group plan to embrace

innovating mobile apps and implement reward programs, the management should have an in-depth consultation of how the 7S model will help the group attain its competitive advantage and improve sales performance.

Lewin's model has a positive contribution to Manning's group since it will embrace change and improve innovation. As per Lewin's argument, Manning's Group should develop change motivation before the change occurs for it to be successful. The unfreezing stage will enable Manning's Group to prepare the organization to accept change, such as implementing a reward program since it is necessary to attract and retain customers since it will break down the current status quo before establishing a new way of operating online platforms.

To achieve sustainable competitive advantage, embrace change, and enhance innovation in the organization, Kotter advocates for applying eight steps continuously and concurrently. Thus, Manning's Group should run eight steps continuously in order to increase sales performance in China market and achieve sustainable competitive advantage. Manning's Hong Kong management should develop a sense of urgency of change they want to embrace. The sense of urgency, such as enhancing innovation and implementing reward programs "YUU," should be inspiring to the employees working to make the changing reality successful. The model helps shape the organizational culture, and it guides the entire change process and is easy for Manning's group to implement.

Project Objectives

Manning's Hong Kong deals with the delivery of health and beauty products within the Chinese territories. Therefore, Manning's group will attain its business objective by embracing change such as investing in technology, encouraging innovation within the organization for their

mobile apps, and introducing reward programs to motivate, attract, and retain customers. The following are the objective of the project;

- ❖ To improve the sales performance of its product in the China market by 2021
- ❖ To achieve and maintain a sustainable competitive advantage in the Chinese market
- ❖ To embrace change and enhance innovation in order to overcome its competitor such as HKTV mall
- ❖ To increase the sale volume of beauty and health products in China by approximately 15% by the end of 2021

Project Idea: Sales Performance of Manning's Hong Kong in China Market

The management's key problem in Manning's Hong Kong is how to improve its sales performance in China market. The group is facing stiff competition from HKTV mall, which has a well-developed merchandiser; hence many customers can shop from there and abandon Manning's since it is not well established technologically. To solve the problem that has led to a decline in sales performance, Manning's group has planned to implement a reward program known as "YUU" and embrace changes through their mobile apps' innovation to attract and retain more customers who will shop in their store online. The implemented YUU programs require the customers to have YUU ID at the point of purchasing products for them to earn points. According to the sales manager's survey, there was a slight increase in sales performance since the program launched in July 2020. Still, it has not meet Manning's group expectations. More so, the decision of Manning to enhance the innovation of their mobile apps was to increase the sale performance of their products in the Chinese market before the end of 2021. On 10th of every month, members can enjoy 5% off on YUU discount at Mannings Hong Kong & Macau.

Mannings Hong Kong deals with the supply of beauty and health products in China. The group has expanded its operation in China from offline retail to online retail in order to attract more customers to shop in their stores (Leung et al., 2019). Due to decline in sales performance, Manning's group has come up with marketing plans which aim at analyzing the current problems using the consultancy frameworks mention above and provide suggestions according to its weaknesses and determine areas of improvement to maximize the market share in China market and attain sustainable competitive advantage by further improving and expanding the Manning's business within the country (Aguinisk, and Bradley, 2015). Their key objective is to enhance sales performance and achieve sustainable competitive advantage in China market with a relatively higher market privilege of healthcare products, increasing standards of chemists and pharmacies, greater demand for quality products, and higher purchasing power, especially after the outbreak of coronavirus pandemic. Greater sales performance in Manning's can be achieved by advancing technology and enhancing innovation, which will improve online organization platforms (Rodriguez et al., 2012). The consultancy model has suggested diverse marketing mix and sales operations strategies to maintain its strengths and strengthen Manning's group to outperform its competitor and the problems they face.

Mannings Hong Kong desire to resolve the key objective is to increase the sales volume of beauty and health products in China market by approximately 15% in the year 2021 (Manning's 2021). This can be achieved by embracing change and enhancing innovations, which improves the group's market share and reliability. The organization adopts a product differentiation approach by launching more own-brand products, which gives them monopoly power by adjusting the brand's composition, introducing medical beauty products, and providing consultant services to their customers as an after-sales service boosts sales and helps in product

diversification. Mannings Hong Kong management has strategies to adapt two diverse pricing strategies that are friendly to customers to meet diverse target clients and provide several discounts, such as the recently implemented YUU rewards program as an approach of doing brand promotion (Manning's, 2021). Mannings Hong Kong's geographical target is Guangdong since it is the most developed city; thus, it will increase stores' convenience for beauty and health products. Mannings Hong Kong has strategies to extend its brands promotion to multi-channel such as mobile apps, social media, and TV with a target of reach many customers and also promote sales discount in a program known as YUU which will attract new customers and increase the customers market base for health and beauty products. The implementation of a reward program known as "YUU" and embracing change and innovation in Manning's has led to the adoption of a new marketing mix which aims at improving the sales performance of Manning's in China market and opens up a broader market, which makes Manning's to achieve a competitive advantage and become beauty and health products leader in Chinese territories (Leung et al., 2019).

During the COVID-19, Mannings Hong Kong developed new designs for improving their sales performance in the Chinese markets, and the organization comes up with special notices and delivery arrangement programs. For any purchases made by the client with deliveries to residents with confirmed cases of coronavirus, the delivery couriers will contact the customer before arriving at the premises as a means of complying with WHO COVID-19 protocols. Despite the effects of coronavirus, dedication to serving its clients has enabled Manning's to be ranked number one in beauty and health brands retail chain, and the company is determined to remain in this position for many years since it embraces change and innovation daily (Hartmann

and Lussier, 2020). Manning's customers enjoy the reliability and convenience of outstanding beauty and health outlets since it is the largest network in the Hong Kong market.

Specific Solutions to Solve Manning's Hong Kong Problems

As a consultant, Manning's management should apply the SWOT analysis model when training employees on improving their performance and effectively enhancing an organization's sales. The client's service effort should begin with an honest evaluation of the firm's current performance to develop a baseline from which improvement and change can be addressed. Obtaining effective information on the organization's threats and weaknesses, such as market share and competition; will guide Mannings on areas that need improvement, such as investing in technology, enhancing mobile apps' innovation, and implementing reward programs to attract more customers. Manning's leaders and managers should take opportunities since they will become strengths in the future, so it is necessary for Mannings to invest in technology to enhance innovation and embrace change; thus, it will improve sales performance in return boost Manning's net profits.

As a consultant, I suggest that Manning's should apply the PESTLE analysis framework to understand the business environment, such as competitors in the Chinese market, before launching a new venture, such as implementing the "YUU" reward program. Thus, to improve the effectiveness of the YUU program, Mannings should analyze how its competitors treat its customer and improve the offers and privileges that customers with YUU will enjoy, hence attracting and retaining more customers, which will boost their sales performance. The model helps Manning solve its current problems since its guide in analyzing and monitoring the

external marketing environment, which influences firms performance; hence, appropriate changes can be implemented on time be it destroy the good reputation of the organization.

Adopting Lewin's model is appropriate when there is a reduction in sales figures, worrying client satisfaction, and poor financial results since it will guide the group's leader to implement the best strategy to remedy the problem such as innovating mobile apps and invest in technology to enhance online shopping (Hussain et al., 2018). More so, the model is of great essence to Manning's group since it will force the organization to re-examine its core objective, which can create a robust motivation to seek out a new equilibrium of improving sales performance. The model enables the group to resolve their uncertainties and look forward to new operating approaches; hence, it can easily achieve a sustainable competitive advantage. Effective communication and time are key factors for successful change implementation; hence Manning's Group should consider the appropriate time and encourage effective communication as they embrace change in the organization.

Manning's should adopt the McKinsey 7S model when transforming its operation to digital since it helps prove the organization's performance and determine the best and most effective technology and strategies to be implemented (Ravanfar, 2015). McKinsey's model will be effective when applied in Manning's group since it can be utilized to identify possible impacts of the firm's future; hence, it will guide in implementing effective changes that might not have negative implications long-run.

Mannings' leaders and managers should apply Kotter's 8 step model since it embraces changes and helps the organization implement effective strategies that will help attain sustainable competitive advantage in the Chinese market. The sense of urgency, such as enhancing

innovation and implementing reward programs "YUU," should inspire the employees working to make the changing reality successful. The model helps shape the organizational culture; thus, it will improve Manning's Group's sales performance in China market.

Project Deliverables: Implementation of Information Technology System

Manning's Hong Kong believes that service development is more than just a smile since it plays a significant role in enhancing its sales performance and attracting more customers to shop in their stores (Jardine Matheson, 2013). Thus, from the consultancy model suggestion and ideas gained, Mannings should invest in technology and implement an information technology system to improve their sales performance via online platforms (Parnell, 2013). The use of information technology systems such as WeChat and other social media platforms to reach out to clients will improve the organization's performance. Technology will enable Manning's group to cope with daily business pressure and remain focused on the future by looking beyond the status quo, seizing opportunities, and analyzing risks.

If Manning's group invests in technology, enhance their mobile apps' innovations, and use TV and social media to promote their brands, providing health and beauty products with first-hand perspectives from experts in the Chinese market, thus attracting more customers to shop in their stores via online. An information technology system such as an omnichannel supply chain will help guide the latest market trends and tactics to be utilized in China market to achieve a competitive advantage (Sinha, 2013). Mannings Hong Kong has applied the use of information technology systems to conduct a campaign through DDB Group, an advertising agency to demonstrate appreciation for the women who have assisted in their business operations' success

(Chau, 2018). Technology helps design an effective brand strategy that aims to inspire a creative platform that communicates the new direction for health and beauty brands.

Implementing the right information technology system will enable the organization to have the right people in the sales sector. Hence, it will lead to outstanding sales performance in China market, helping the group create a culture of achievement that will make it a top leader in beauty health products (Inside Retail Asia, 2016). Before the group's shifts in technology investments, consultants and professionals were consulted to inject energy, feasible opportunities, new ideas, and strategies that the organization should take to improve sales performance and attain the competitive advantage easily. To boost the YUU program's efficiency and effectiveness, modern technology needs to be implemented; thus, Manning's has no otherwise but to invest in technology implementation to realize improved sales performance and broader market for their products (Assaf et al., 2015). With the use of modern technology such as e-commerce, Manning's beauty, and health sector will continue to create its corporate brand portfolio and enhance corporate brand venturing in all business, thus dominating the Chinese market (Munro et al., 2012).

Research Design of the Problem

In Manning's Hong Kong, the research design adopted to integrate different organization components and determine their problem includes data analysis, interviews, and blueprint for collection. The descriptive approach was utilized since it entails using case studies; there, Manning's was compared with HKTV mall, observation, and survey (Omair, 2015). The professionals and consultants carried out a survey to check Manning's performance in the previous years and the expectation level the board requires.

Collection Methods

The data collection methods used in Manning's Hong Kong organization include interviews, surveys, and observation, and focus team group discussions. In the current business, they are closely connected to their employees, customers, and shareholders; hence data collected from any of them can be utilized to improve the business's operations. The primary data source was collected by interviewing the employees and management of Manning's, and the secondary data was obtained from a published survey done in the previous years.

Samples

The samples collected were within Manning's Hong Kong organization to determine the performance of the organization. Retail data was stratified based on the type and employment size. Sample size in each category created is determined by Neyman's Allocation based on the required level of precision for approximate sales values for different retails outlets in China market. A sample size of 36 employees and four team leaders of Manning's were interviewed about the sales performance and changes that are likely to improve Manning's China market operations (Etikan and Bala, 2017).

Sampling Techniques

A stratified sampling technique was used to collect data from team management and selected samples of 36 employees (Sharma, 2017). The team management and employees of Manning's Hong Kong were divided into smaller groups to facilitate an easier sampling process and enhance the accuracy of the data being collected. Stratified sampling was used since it enables the researcher to draw accurate conclusions from different groups.

Data Gathering

The data was gathered using formulated questionnaires and surveys. A systematic method of gathering information in Manning's group was used since the respondents were provided with questionnaire forms to fill their responses. Data gathering enables Manning's group to achieve first-hand knowledge and original insights into the project problem; thus, the data can be used efficiently to design effective strategies to improve sales performance.

Data Analysis

The professional's completed questionnaires were subjected to a thorough analysis by the statistical experts and detailed computer-based validation examination before tabulations. The critical analysis of data received from the respondents was to ensure there was the completeness of entries and ensure there was the consistency of data items under investigation such as sales performance, should Mannings Hong Kong invest in technology, and how to improve reward program "YUU" to attract and retain more customers who shop online. In a situation where data seems to be biased, respondents immediately clarified mobile calls or field visits for clarifications. The retail statistics were provided in a report that covers clients' spending power on Manning's brands, which accounts for more than 60% of entire consumer spending (Alvi, 2016).

Discussion of the Findings

Manning's Hong Kong should apply the concepts of consultancy frameworks when embracing changes and strive to attain a sustainable competitive advantage in China market. Manning's should demonstrate a clear commitment to embrace change and innovation in their mobile app in order to attain initial success in the retail sector. The commitments to embrace

change in the organization will harden with time and finally contain a business potential to adapt to its competitive environmental shifts. From the survey conducted, Mannings should develop strategic plans for improving sales performance and enhancing innovation to compete fairly in the modern-day competitive market environment. Strategic frames give focus and fit new data into a broader pattern, thus enabling the management to match Manning's vision and develop strategic plans to implement change successfully (Alvi, 2016).

Majority of the respondent prefers that Manning's Hong Kong should invest in technology to improve the delivery of its services, widen market share and improve their sales performance in China market. In a list of 36 respondents, 24 recommend Manning's to adopt information technology system and improves mobile apps. Information technology system plays a fundamental role in the management of complex retail operation since a program will be designed which determine where a customer has made an order immediately. It will improve efficiency in the delivery of products (Singh, 2014). During the COVID-19 pandemic period, information technology has been greatly relied on by retailers; thus, Mannings should invest in technology since it will help understand market knowledge and control information key to attaining a competitive advantage in the supply of health and beauty products.

Conclusion and Recommendations

Conclusion

Manning's operates in an oligopolistic market structure where it faces competition from other firms such as the HKTV mall, which has well-established online merchandisers, which can attract more customers to shop on the instead of Manning's. Thus, to attain a sustainable competitive advantage and embrace successful change implementation, Manning's has enhanced

innovations of its stores and mobile apps and shopping experiences through promotion strategies such as a reward program known as "YUU." Implementing the YUU reward program has attracted about 10% of customers who shop online in Manning's stores. Embracing change and enhancing mobile apps' innovation to attract and retain customers has enabled Manning's to penetrate a wider market; hence, it has kept it outstanding in the market for a long time. Efficient and effective application of a consultancy model such as SWOT analysis, PESTLE, Lewin's, Kotter's, and McKinsey 7S model will enable Manning's to implement changes successfully and realize drastic improvement in sales performance. The strategy for Manning's to invest in technology is the best move since it will enable them to market and allow online ordering of the products by customers, hence boosting sales. Technology enables the employees effectively in the firm; thus, the retail sector requires an efficient information technology system that facilitates effective working across stores to ensure that there is the most efficient use of stock and enhances its sales operation.

Recommendations

The following are the recommendation that Manning's Hong Kong stores should undertake to achieve and maintain a competitive advantage in the Chinese market and have a successful organizational change.

- ❖ To critically analyze the consultancy model and framework discussed and use the appropriate concepts to implement change and enhance their business innovation.
- ❖ To invest in technology and implement the most effective information technology system will help in retail management and marketing of beauty and health brands in China.

- ❖ Manning's should diversify its brands and improve the delivery time to retain and attract more customers.
- ❖ To conduct a mass campaign to enlighten the customers of the discount days and benefits of having YUU ID so that it will attract more customers and become a top leader of beauty and health products in China.

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