



Critical Analysis of Change Management of Beijing Bestway Exhibition Co., Ltd

MODLE NAME: Change and Stability Management (7000)

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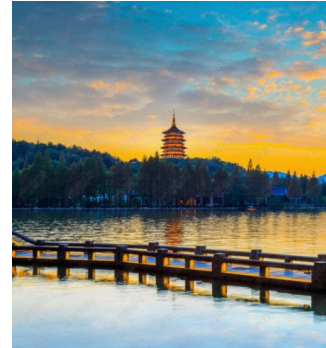
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Self-Introduction

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My hometown: Zhejiang



My occupation: Human Resources

01

INTRODUCTION

Introduction



Beijing Bestway Exhibition Co., Ltd. (hereinafter referred to as Beijing Bestway), founded in 2009, is a professional exhibition company with high professional quality and popularity in the exhibition industry.

Under the influence of digital transformation of exhibition enterprises and COVID-19, Beijing Bestway began to change at the end of 2019, and now has formed the core business value of digital intelligence empowerment.

Change Management



02

Internal and External Factors Driving Organizational Change

This part mainly includes PESTLE, SWOT and stakeholder analysis.

External Factors - PESTLE



Political

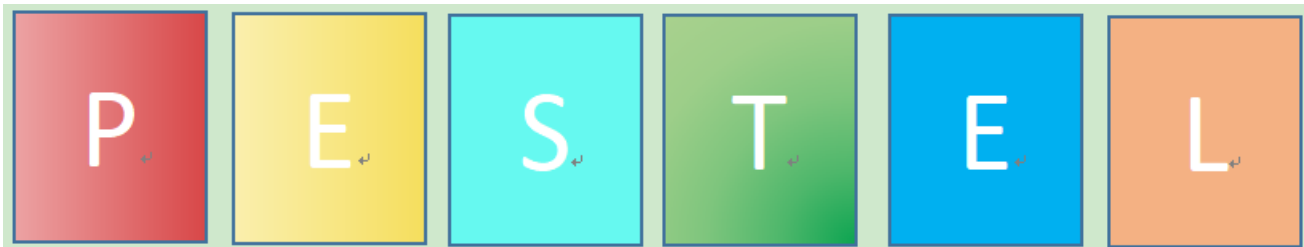
The Chinese government has introduced a policy system to support the development of exhibition enterprises, such as tax incentives, financial support, etc. (Zeng, et al., 2022). Since the outbreak of COVID-19, the Chinese government has encouraged enterprises to change their offline activities to online ones, providing a good policy environment for exhibition enterprises.



External Factors - PESTLE

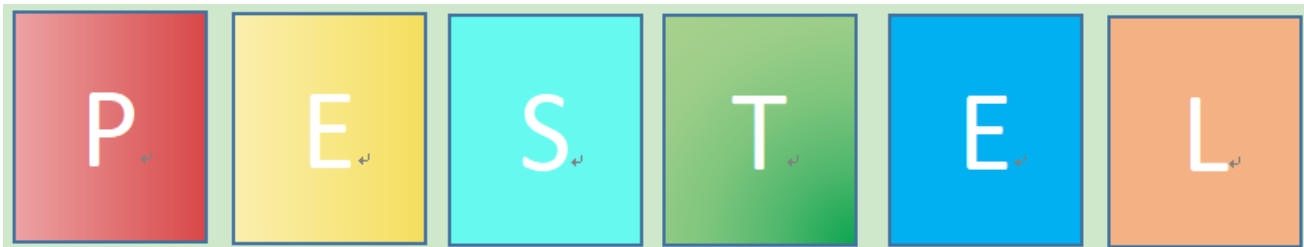
Economic

The development of digitalization has pushed China into the era of digital economy. Science and technology have enabled the economy. All industries have actively realized the digital transformation at the strategic level (Wang&Zhang, 2022). At the same time, COVID-19 brings the demand related to the digitization of the exhibition industry.



External Factors - PESTLE

*Socio-
cultural*



The traditional convention and exhibition industry is dominated by offline industries, and the flow of people, logistics, and information is highly distributed. From investment invitation, construction, display, negotiation, and transaction, all aspects can not be separated from face-to-face interaction of relevant personnel. The outbreak of COVID-19 led to the cancellation or postponement of all kinds of exhibition activities, prompting exhibition enterprises to launch online marketing exhibitions (King, et al., 2021), and promoting the digital transformation of the exhibition industry.

External Factors - PESTLE

Technological



Cloud computing, big data, 5G technology and other technologies promote the change of exhibition enterprises (Han&Cui, 2021). Technology-based change enterprises with high level of digital technology innovation and application have formed unique competitiveness by providing customers with high-quality digital products and services through independent innovation and research and development, such as exhibition enterprise cloud conference platform companies, live broadcast companies, etc. However, enterprises with low level of digital technology innovation and application, such as Beijing Bestway, need to receive external technical support, such as virtual studios.

External Factors - PESTLE



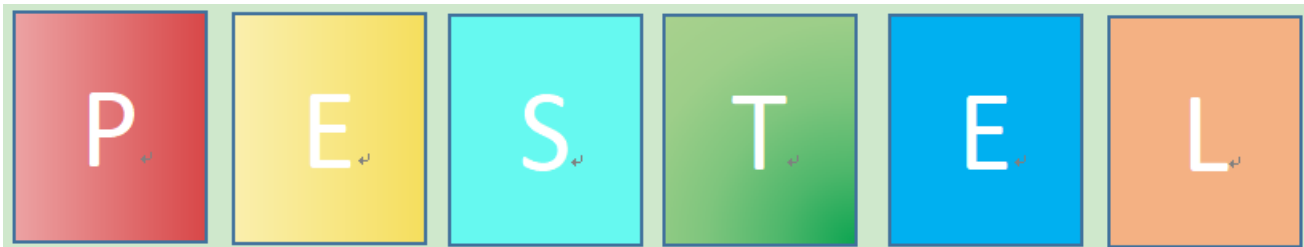
Legal



The 19th National Congress of the Communist Party of China proposed to speed up the construction of a powerful network country, a digital China and a smart society. The Outline of the Fourteenth Five-Year Plan proposes to accelerate the development of digitalization and build a digital China. In addition, China's Anti-monopoly Law, Anti-unfair Competition Law and Network Security Law supervise the digital change of exhibition enterprises.

External Factors - PESTLE

*Eco-
environmental*



Digital technology is conducive to promoting the green transformation of the development mode, and has a driving role in energy conservation and environmental protection, clean production, clean energy, ecological environment, green upgrading of infrastructure, green services and other aspects (Zhang, et al., 2023). The integration of digital economy and green economy is an important measure to solve the ecological crisis.

Internal Factors – SWOT - Strengths

·Resource advantages

Beijing Bestway has the advantages of technical resources, customer resources, supplier resources, human resources and other resources.

·Experience advantages

Beijing Bestway has been focusing on providing "one-stop" solutions for enterprise customers for many years, with standardized operation process and rich experience.

·Technical advantages

Beijing Bestway has been exploring the changes brought by technology to the industry for a long time, and actively carries out practical applications.

S • Fundamentals of digital technology • Exhibition business experience • Supplier accumulation (including new technology) • Rich customer resources • Financial capacity guarantee	W • The concept of digitalization and the shortage of digitalized talents • Insufficient digital pioneering power • The industrial chain platform is not connected • Data dispersion is not effective • The transformation plan is not clear
O • National encouragement and policy support • Digital economy application increase • Promotion of COVID-19 • Technology development drives change • Change of industrial chain enterprises	T • Uncertainty of COVID-19 • Economic environment affects development • Data and network security threats • Competitor transformation threat • Threats from cross-border competitors

Internal Factors – SWOT - Weaknesses

• Traditional services account for a large proportion
Most of the existing exhibition business of Beijing Bestway belongs to the traditional offline service model.

• Lack of digital talents

In the past, Beijing Bestway's talents were mainly traditional convention and exhibition elites, who lacked the concept of digital marketing and core capabilities related to digital.

• The business platform for digital transformation has not been completed

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Internal Factors – SWOT - Opportunities

·Policy opportunities

At the policy level, China has guided and strongly supported exhibition enterprises to carry out digital transformation.

·Market opportunities

The outbreak of COVID-19 has led to the rapid development of the digital economy and stimulated people's demand for digital products.

·Technical opportunities

Cloud computing, big data, 5G, artificial intelligence and other technologies have brought change opportunities for exhibition enterprises (Fletcher&Griffiths, 2020).

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Internal Factors – SWOT - Threats

·The uncertainty of the arrival of COVID-19

With the comprehensive opening up of China, offline activities have resumed, and the preparation of Beijing Bestway for online exhibition activities may cause resource waste. COVID-19 will continue to affect people's behavior and market demand for a period of time, making the future business of Beijing Bestway face greater uncertainty.

·Data security

Network security will inevitably pose a threat to the digital change of exhibition enterprises.

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Stakeholder

Stakeholder categories	Specific stakeholders
Core stakeholders	Government, exhibition companies, exhibitors and exhibitors
Sub-core stakeholders	Venue enterprises
Supporting stakeholders	Exhibition-related enterprises (exhibition stand design, transportation and construction enterprises) exhibition industry association
Marginal stakeholders	Public, hotel, catering, transportation and tourism

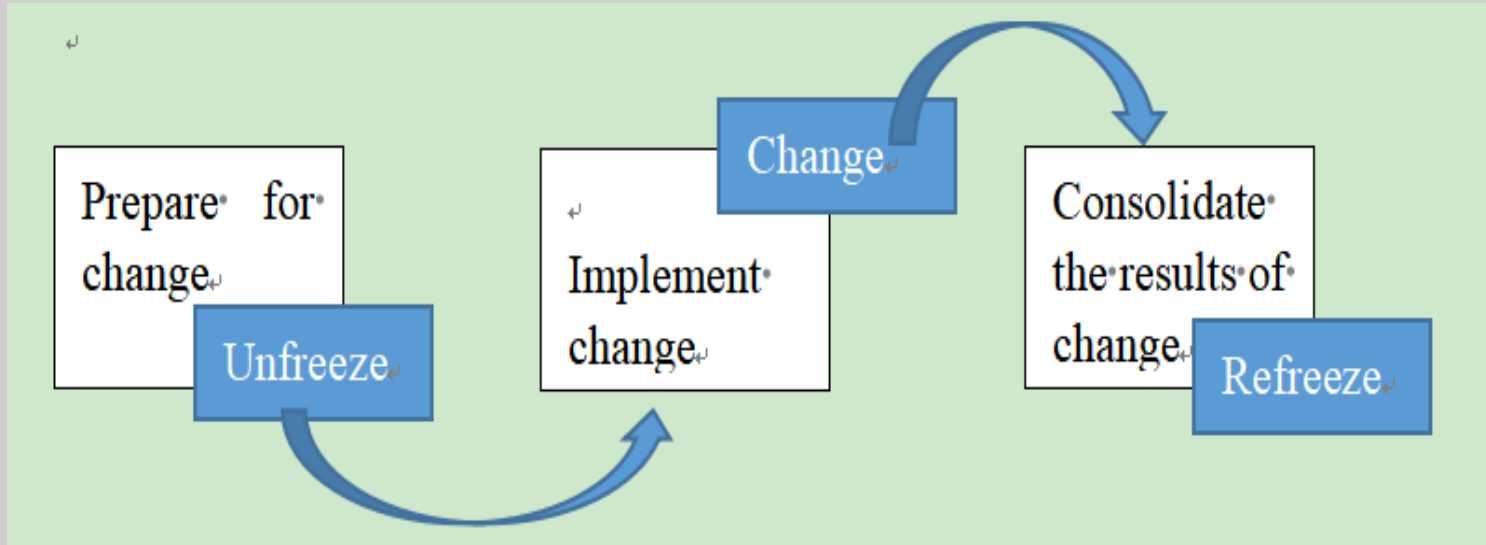
The holding of exhibition activities can promote the performance of hotels, catering, transportation and tourism to a certain extent, and the harm of exhibition activities to the ecology will affect the public. The government has played a vital role in the development of the exhibition economy, especially the support of government policies, which has promoted the development of Beijing Bestway, and also coordinated the relationship between various stakeholders, so that the entire exhibition industry can develop healthily.

03

Organizational Change Management Process

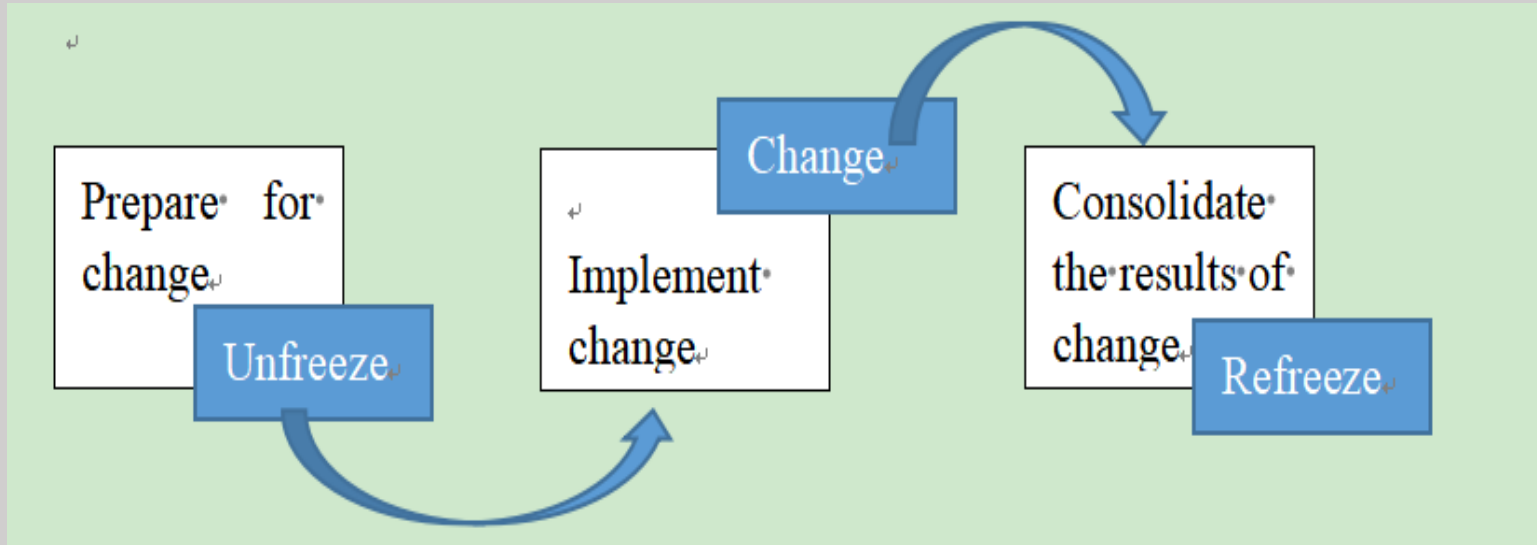
Beijing Bestway's change management process conforms to Lewin's change model.

Change Management – Unfreeze



At this stage, Beijing Bestway identified the driving force and resistance of enterprise change and formed a preliminary change plan.

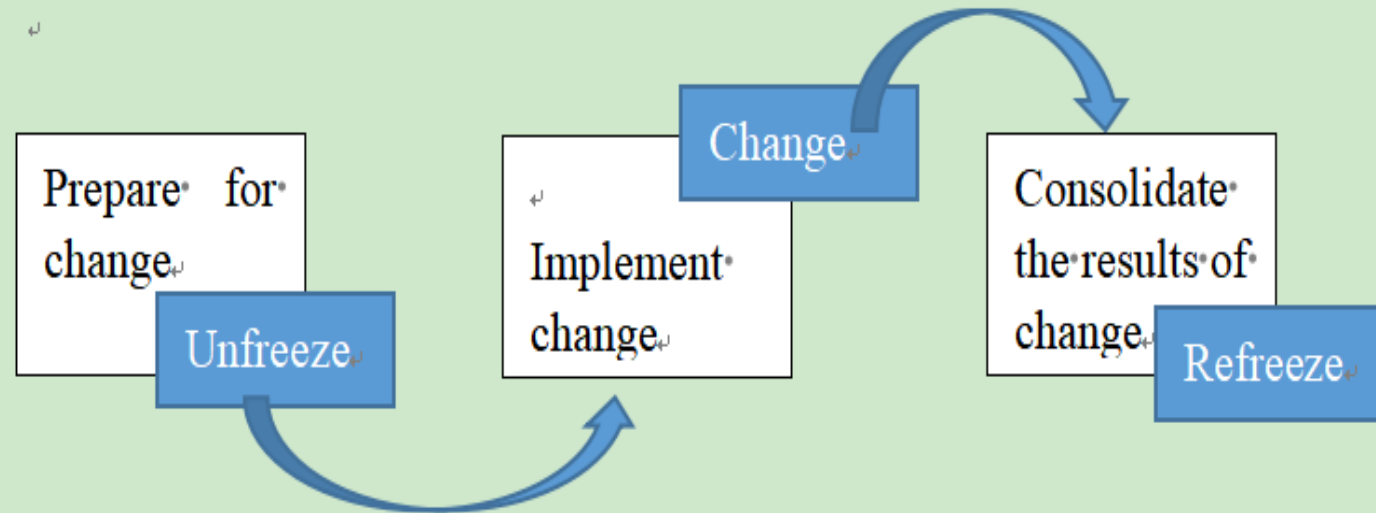
Change Management – Change



At this stage, Beijing Bestway took specific measures to change according to the proposed change plan.

Change Management – Refreeze

After the enterprise changes, there is still a risk of returning to the original habits and behavior (Errida&Lotfi, 2021).



Therefore, Beijing Bestway has taken many stabilization measures, including institutionalized measures, to stabilize the change results.

04

Assessment

In general, the change management of Beijing Bestway is successful.

Assessment

Beijing Bestway's digital change has gone through the process of unfreezing, changing and refreezing, from a traditional exhibition enterprise to a digital exhibition enterprise, from providing a single traditional exhibition service to providing comprehensive intelligent services. Through technology empowerment, the company's differentiated competitive advantage has been greatly improved.



05

Conclusions and Recommendations

Conclusions and Recommendations - Conclusions

Driven by the digital economy and the impact of COVID-19, Beijing Bestway opened the road of digital change. In the process of change, the uncertainty after the change and the concerns of employees hinder the implementation of the change, while the negative impact of COVID-19, the continued intensification of industry competition and the common vision of common development drive the implementation of the change. After the game between the two forces, Beijing Bestway finally completed the digital change and gained a certain competitive advantage.

Conclusions and Recommendations - Recommendations

·Strengthen Change Management

The management of Beijing Bestway should strengthen the management of change, formulate a new development strategy for the organization after change (Sheninger, 2019), and carry out the top-level design of digital transformation according to the characteristics of Beijing Bestway, so as to comprehensively, systematically and comprehensively carry out the digital change layout.

·Improve Technical Level

Beijing Bestway needs to increase the proportion of digital business and reduce the scale of traditional exhibition business to ensure the effectiveness of change.

·Absorb and Cultivate Digital Talents

Beijing Bestway needs to train its original employees, so that all employees can generally form digital awareness, and some employees can be competent for digital work. At the same time, Beijing Bestway also needs to introduce some digital talents from outside, especially digital technical talents and innovative talents.

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