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Organisational Change Case Study

Company name: Mcdonalds

²Name of the student: ANU

Student ID: 2228058

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Introduction

In this report, the change management strategies will be discussed with the help of an organisation, especially after the Covid pandemic. This report is focused on the change management for the McDonald's company after the Covid pandemic. Change management is required for every organisation to implement some new system or to train some innovative design to the employee. Change management helps to develop the new system, which is required for the improvement of the output of the company. After the Covid pandemic, McDonald's is facing service-related issues provided to customers after the prolonged lockdown due to the Covid pandemic. The management of McDonald's during the pandemic has implemented some new changes which are helping to enhance their service and help to face the challenges after the pandemic. Change management depends on different factors, including leadership, culture, power, competition and digitisation for the organisation. McDonald's changed some of the areas to implement new systems, which are very effective for solving the challenges they faced after the pandemic.

In this report, the first section will highlight the background of the McDonald's company. Next, it will highlight the reason behind the main changes that McDonald's has undergone. The use of an appropriate change management model will help to understand the transformation of McDonald's. These models have helped to change some of the small and large scales that will be discussed. Different factors of the changes will also be discussed in this report. The change agent who recommended the change methods to implement the total changes will also discuss in this report.

Background of the organisation

³ McDonald's is an American multinational fast food chain with over 36000 restaurants in 100 countries worldwide. Ray Kroc founded it in the year of 1940. Primarily, this organisation sells and produces hamburgers. Later, they sold a wide range of products, fast foods, and snacks, including fried chicken, chicken wings, sandwiches, French fries, soft drinks, and breakfast items (Tienet al., 2020). There are different kinds of burgers found at McDonald's. McDonald's is famous for the quality of the food and also the taste of the food. This organisation is mainly famous for selling burgers, pizza, and children and teenagers like their products. Recently, McDonald's decided to make its products sustainably as they announced that they could not use artificial preservatives and also they are not using any food additives which have a bad impact on the health

of the people. The top restaurants at McDonald's are in the United States, and after that, China and the restaurant and the different outlets of McDonald's are in different corners of the world (Schwenkenbecher et al., 2019). According to the finance report for 2022, it is estimated that the organisation's revenue is 23,223US \$.

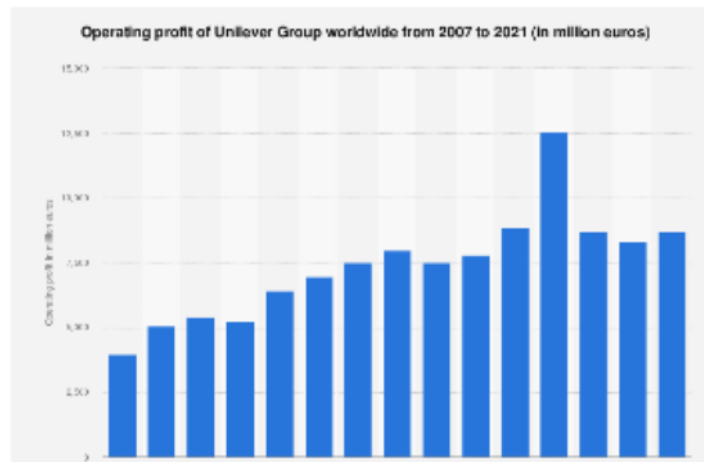


Figure 1: McDonald's

(Source: Schwenkenbecher et al., 2019).

The reason for the change in management

McDonald's faces difficulties due to the covid 19 pandemic, and it is the main reason for the change management system that the organisation has implemented. Prolong pandemic and lockdown have closed the inner lining of McDonald's cafes and restaurants worldwide, which greatly impacts the customer base and the service of McDonald's (Cameron and Green, 2019). During that period, McDonald's faced challenges keeping their employees and maintaining regularity in paying their salary. Maximum people are more conscious about hygiene and safety to eat food sitting in cafes and restaurants, and people's behaviour has changed after the Covid-19 pandemic. Thus, McDonald's decided to ***change their operating system*** to maintain safety and focus more on hygiene and maintaining customer trust (Antony and Gupta, 2019). The management of McDonald's decided to increase promotional activities on social media, enabling their online service through some food delivery organisations or McDonald's online service or

home delivery. Since people like to eat a burger and fried chicken at home, McDonald's focuses on maintaining the online service's development. So, change management is required for McDonald's to fulfil the requirements of the online service throughout all areas from the nearest outlet (Lepeniotes, 2020). The marketing strategy of the McDonald's is also changed because they are now more focused on developing food delivery through online service (Cox, Pinfield and Rutter, 2019). Change management is required for the *training of the marketing team* and the employee for the changes of the operation management, which helps to develop the organisation's overall process.

Evaluate the key change management models.

The change management strategy of McDonald's depends on the McKinsey 7S Model, and the change management procedure of the organisation through this framework is as follows-

Structure: The main changes of McDonald's are related to the operation changes, which is for the making of the challenges after the Covid 19 (Kihlander, Magnusson and Karlsson, 2022). The structure of the change management of McDonald's is mainly organised and thus comprises factors including technical factors, market competition, and environmental shifts. The organisational hierarchy is flatter in Unilever, and thus with lesser managerial levels between senior management and leadership, the company have implemented training and other operational changes.

Strategy: Strategy is required for the implementation of change management and thus McDonald's has made some strategies which are helping the company to implement the change management process. McDonald's has implemented some technical changes which have helped to effectively impose speed delivery to the customer through the online service and also help to maintain competitive advantages (Razmi, Mehrvar and Hassani, 2020). Technological advancement also helps to develop the organisation's economy and solve the challenges of the covid 19. The change management strategy has helped the company to fulfil the competitive pressure and also o analyse the customer confidence and trust to eat the food items of McDonald's (Sukartini, MASFI and Hidayat, 2020).

System: McDonald's has better implemented strategic leadership and defined control for systems which have helped the company to make better decision-making skills that are very important for

maintaining change management. The leadership also decided to implement technical and other changes after the Covid 19 (Kumar, 2019). The leader is the main one responsible for making the decisions for the changes and the changes in the organisation and also the system of the organisation. To operate the new systems of McDonald's, the data and information help to maintain the operation system of the restaurants and cafes of McDonald's (Melinda and Wagianto, 2021). The data and the information are helping to maintain the operation management system easier, which is effective for the McDonald's organisation.

Skills: Through the changes in the marketing system and also the operation management of McDonald's, the employee or the staff maintained the customer base and also the customer trust, which helped to maintain the brand image of McDonald's after the prolonged lockdown of the covid 19 (Lauer, 2021). The skills of the employees also help to implement the technical factors.

Styles: The management and the higher authority of McDonald's also arrange the training programme for every employee to understand the change management inside the organisation. Initially, it was difficult for the employees since they needed help understanding the change management and how to implement this; thus, the higher authority helped conduct the training programme and implement the new system (Elofsson and Virdebrant, 2022). All the employees are aware of the change management and help the management and cooperate with them for the change management procedure (Scott, 2020).

Staff: McDonald's is changing the working conditions and found the best-supporting employee who can support the change management in the workplace. Thus, the supporting senior manager supports the employees and takes care of their health and well-being of the employees (Imran and Iqbal, 2021). The employees are very much pleased with this system. The management of McDonald's also decides to reward the employee who is responsible for making the best performance and which directly affects the output of McDonald's.

Shared values: The exchange management of McDonald's also achieved the aims and objectives of the organisation, and the change management helped to increase the quality of the food and improve the service provided to the customer (Belihu et al., 2020). Some core values are creativity and honesty, which have helped McDonald's enhance motivation and organisational commitment.

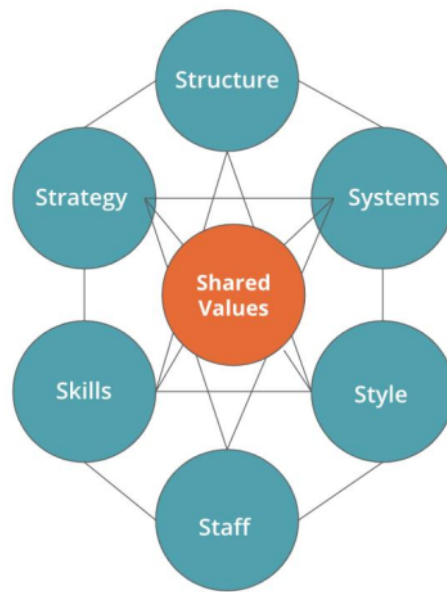


Figure 2: McKinsey 7S Model

(Source: Belihu et al., 2020).

The model used in small or large-scale change management

This framework helps maintain the changes on a small scale and the large-scale changes in McDonald's.

McDonald's is making a strategy for the marketing system with a long-term goal. After the pandemic, McDonald's decides to make an online marketing strategy through social and digital media promotion (Santos et al., 2022). The management of McDonald's trained the marketing team on how they can be promoted in digital media and social media. The marketing teams of McDonald's implement some innovative ways to advertise the menu and products through creative video making and posting them on YouTube, Twitter and Instagram.

The different systems of the framework help to maintain the change management of McDonald's. The leader is responsible for making all decisions about change management because they are aware of the issues of the organisation (Hamdo, 2021). Thus, the leader makes sure to properly implement decision-making in case of the implementation of the technical factors and also to make

decisions related to implementing employee-related issues (Cameron and Green, 2019). The maximum number of employees at McDonald's are affected by the virus, and thus the company faces an employee shortage at that time and safety issues (Franklin, 2021). After that, the leader noticed that health monitoring is very important for the employee to regulate the service of McDonald's.

With the help of different segments of this framework, the management of McDonald's collected the data and information which is effective for operating the service of McDonald's (Lather, Jain and Verma, 2022). Through the exchange management of the system of McDonald's, they decide to upgrade the system to collect different data and information from the operation management and also the employees, which will help maintain the customer's service and improve the service quality. During the covid pandemic and also the post covid situation., the McDonald's company are unaware of customer thoughts and also the information regarding employee health status, thus the management of McDonald's decided that important data and information are required to collect for making the ultimate decision and also helps to improve the quality of the service of the customers (Badakhshan et al., 2020).

In the implementation of short- and long-term goals, McDonald's implements the service of employee health and monitors the employees' health. McDonald's recruits a senior manager who takes responsibility for being aware of the health status of the employees (Georgiev and Puertas, 2019). With the use of implementation, the senior manager has regularly updated the health status of the employees, which helps to maintain job satisfaction, and the employees are more focused on improving the quality of the service of the organisation.

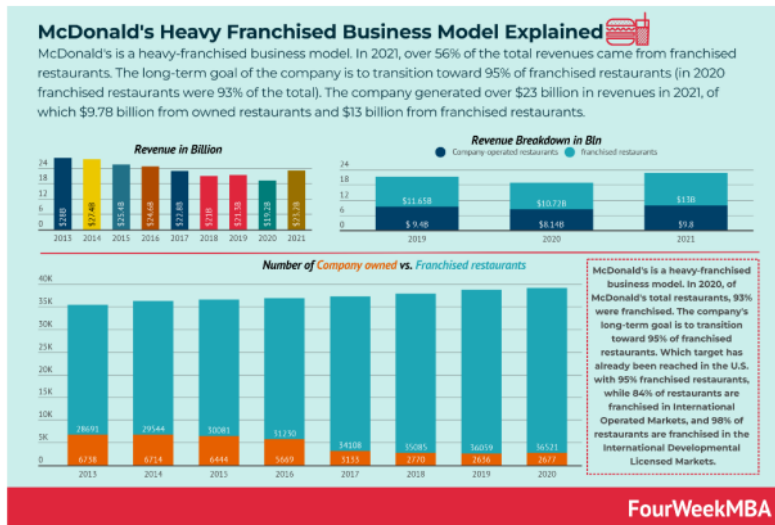


Figure 3: Business model of McDonald's

(Source: Georgiev and Puertas, 2019).

Different factors of the changes

Culture: Change management is used to ensure the organisational culture of McDonald's. During the covid 19 and the prolonged lockdown, the inner dining set-up was close to McDonald's, which affected the organisation's full service and customer base. The management of McDonald's gathered feedback, and the customer needs to revise the culture of McDonald's. McDonald's implements a diverse culture as they operate in more than 100 countries, and thus the menu of McDonald's changed after the covid 19 from region to region (Acciarini, Brunetta and Boccardelli, 2021). Diverse culture helps maintain the different cultures and food habits of the people. It helps to maintain the operation of the service in different places of the world.

Leadership: In order to maintain the management, the McDonald's company changed some leadership processes through the change management process. The senior leader is responsible for setting up all the operating and management systems and coordinating with all leadership teams from various countries under the senior team leader. The senior team leaders are responsible for allocating the different work to the different team leaders, including the major decision-making of the operation management. Also, the safety precaution from the covid mainly improves the quality

of the service to the customer (Tabrizi et al., 2019). Every team leader has the right to decide in their area and discuss the decisions after finalising with the higher department of McDonald's. The sub-team is focused on employee health monitoring, and the senior team leader takes the final decision regarding employee health monitoring.

Power: Through the change management, McDonald's is increased. Due to the change in management, McDonald's has changed some operating systems that helped the company to develop the quality of the organisation's service. Thus the customers are very much satisfied with the improved customer service (Prasad, 2020).

Digitalisation: During the covid pandemic, the behaviour of people and the customer is changed. It is not intended to eat in open places because of the high chances of being affected by the virus. People are needed to order online, and thus McDonald's is also promoting their online delivery system through the change management process. McDonald's has made the promotion of their food delivery app which helps to order food from the menu and the delivery agent of McDonald's is responsible to deliver the items to the customer's doorsteps (Ren et al., 2020). After the covid pandemic, McDonald's is more focused on the digitisation system. Through the change management system, the delivery process and the marketing process of McDonald's are implemented by the change system.

Competition: Concerning the change management process, McDonald's is gaining competitive advantages by implementing new technology, which enables faster online delivery to the customer. Through the change process, McDonald's has changed its operating system, which is helping to improve the dining service that has created a developed service compared to the other competitive organisation in the international market of McDonald's. McDonald's is deriving feedback from the customers regularly through the latest technology and regularly communicating with the customers who are helping to maintain its competitiveness (Pedrini and Ferri, 2019). McDonald's also implements an innovative leadership system which helps maintain the competitive organisation's competition.

Methods of identification and dealing with the factors by a change agent

The change agent identified the areas which are needed to be changed for McDonald's, and the identification process by the agent is as follows-

Investigate the areas that need to be changed: the agent is responsible for investigating the areas that need to be changed by McDonald's to face the challenges of the after covid situation. The agent needs to take every person at the management level and get the employees' responses. The agent also collects information regarding customer feedback, and if they get negative feedback, they investigate the reason for it.

To investigate the negative factors McDonald's faces: the agent investigates the customer's need, and thus they assume that the customer needs to get the food through the online service, but McDonald's could not have any online delivery system (Wang et al., 2021). Thus the agent identified that McDonald's needs to change the supply chain management system, which helps to promote the online food delivery service. The agent is also investigating that the employees of the McDonald's area also face safety difficulties and a negative impact on the health of the employees. Thus the agent decided to make some changes to the health monitoring factors of the employees, which are helping to develop customer service and also the efficiency of the employees regarding providing service to the customers. To promote the digitisation system, the agent decides to make some changes to the marketing strategy, including social media and digital media.

After identification and investigation of the changes in the areas, the agent is also focused on the factors of the change, and the different factors which are needed to be changed are as follows-

Leadership factors: the leaders investigated that there is a need for better leadership implementation at McDonald's because of improper leadership management, there is the issue of decision-making arose, and thus the management could not make the proper decision-making to deal with the challenges after the covid 19(Ullah et al., 2021). So, the leaders decided to implement proper leadership management, which helps to maintain the overall service of McDonald's.

Communicate with the employees: The leaders also communicate with the employee, and they estimate that the senior manager and the higher authority could not take any important steps for

developing the situation of the employees, and thus the employers face some difficulties during the work.

Procedure to be aware of the completing the change program and also the effectiveness

The change management process of McDonald's by the agent is as follows-

Prepare for the changes: the agent is prepared for McDonald's employees and management for the changes they investigate. The agent is communicated with the higher authority of McDonald's and is aware of the changes. The leaders also know the purpose of the changes and the implementation plan (Steiss, 2019). After that, the agent needs to prepare the required changes, and thus the management of the McDonald's is understood the employee the changes.

Planning for the changes: After that, the agent is responsible for planning the overlap changes, the resources, and the timeline required. The leaders have created the strategic goal, which is helping to maintain the goal and objectives of the change management and also the reason for the change management for McDonald's. The leaders set the key performance indicators which are helpful to determine the effectiveness of the change management and the metric success indicators by which the changes can be measured (Shukla et al., 2019). After that, the leaders are also responsible for setting the stakeholders for the project, and the team is responsible for changing the management programme. The stakeholder's team cooperates in implementing the change management and also set the agent chosen as the team member from the employees of McDonald's. The leaders are also responsible for setting the project scope, which is used to determine the scope of the project and how the change management system helps maintain the overall aims and objectives of the change management process.

Implement the changes: After preparing the plan for the change management process, the leaders are also responsible for implementing the changes. To implement the changes which the leaders are decided to the change management programme, the leaders are more focused on the empower their team members to achieve the objectives of the projects (Cheong et al., 2023). The leaders are responsible for docs the implementation plan with all the team members, and thus the programme

is maintained by all the team members of the projects, and they achieve the project's goal through teamwork (Obeso et al., 2022).

To determine the deadline of the projects: The leaders are also responsible for identifying the deadline or the proper timing for the completion of the project in case of the change management of McDonald's.

With the use of project planning, the team leader makes the estimated decision to compete in definite periods. Thus leaders understand that the project is complete and the exchange management process is successful implements. The effectiveness of the change management for the McDonald's is as follows-

Implementation of leadership changed process, the different leaders are controlling the different sets of the world in different locations, which helps to minimise the work pressure of the senior team leader and improve the quality of the service (Wu et al., 2021).

The change management of Mcdonald's has utilised the health monitoring system of the employees evaluated. Thus the performance of the employees is improved which affects the output of McDonald's. The change management process also helps to increase the operation process of McDonald's, which helps to increase ¹the quality of the service to the customer and the other services.

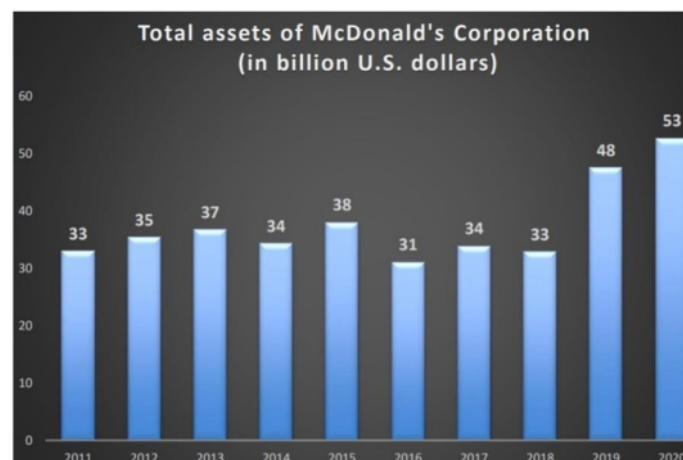


Figure 4: Effectiveness of the change management in McDonald's

(Source: Wu et al., 2021).

Conclusion

To sum up, from the above discussion, it is concluded that McDonald's was facing some difficulties during the covid pandemic. But with the effective implementation of the change management process, the company has strengthened its operations and employee retention strategies. During the prolonged covid pandemic, the sale of the company was low in McDonald's. Thus the company faced some challenges, but due to the proper change management model and different factors helped determine the development of the service McDonald's. In this report, the different changes implemented by McDonald's have been discussed. The change management factors are also discussed in this report regarding the changes in McDonald's. The change management system was easy for McDonald's through the leaders, as discussed in this report. Hence, the whole report have analysed the adaptability and the way to cooperate with the changing factors that might help a company to coordinate as well as implement the necessary changes in the organisation.

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