

LEVEL 7 ASSESSMENT SPECIFICATION

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Change and stability analyze report of ↵
Tsui Wah Restaurant↵

Kami, Kwok Wai Kam↵

2227330↵

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8th May 2023↵

Table of Contents

	<u>Page</u>
Executive Summary	i
1 Introduction 100	1
2 Summary of Company 300	XX
3 Major change driver of the situation 600	XX
4 Analysis and discussion of (About 700 words)	XX
4.1 Organizational change benefit?	
5 Change or maintain in exceptional event (e.g. COVID-19 pandemic)	XX
6 Illuminate the suggested change approach to sustain the business growth.	
Conclusion 100	
References	XX
Appendices (If any)	XX

Executive Summary

Tsui Wah restaurant is one of the famous Hong Kong-style food restaurants listed in 2012 which under the leadership of current CEO, Mr. Lee since the mass emigration wave. He made massive and revolutionary change to build the image of local restaurants while compared to other restaurants. With the help of Mainlanders who frequently visit Hong Kong, Tsui Wah Restaurant 's outstanding image become the must-go spot to visit, Tsui Wah Restaurant 's outstanding image become the must-go spot to visit, while became not-value-for-money for in the mind of locals and avoid go. Nevertheless, the number of visitors arrival decreased these years and the revenue also follow. Tsui Wah restaurant closed its branches in prime locations and sold its premises to increase of profit, but it still not works on the financial status. In the post-covid time, world change and the food industry also change. The running mode of business will not resume to pre-covid time. To be survive in the new world, Tsui Wah restaurant needed to change as per others.

1. Introduction

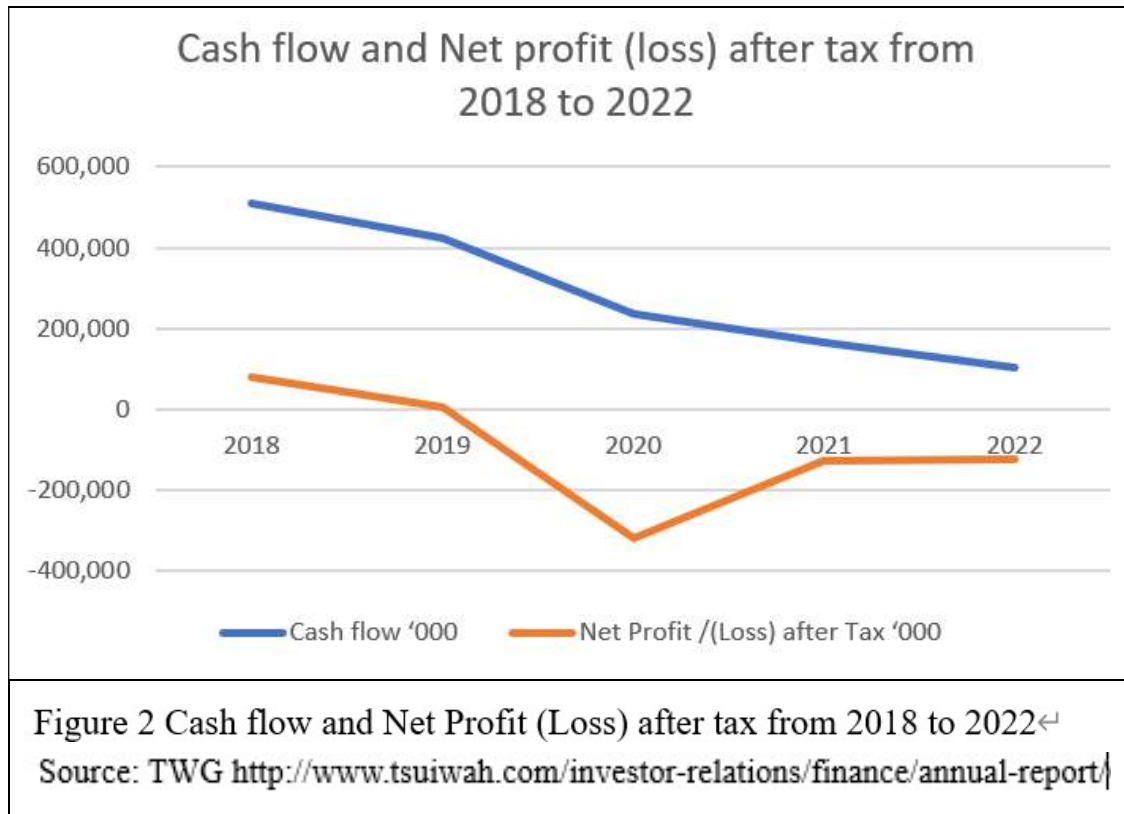
COVID-19 hits over the world since 2020, countries locked down. The industries of Tourism and aviation taking a hit. Under the abnormal situation, eatery industry in Hong Kong has an attack from the epidemic. “Cha Chaan Teng” is Hong Kong style restaurant present in quick and efficient of fast-living speed. Tsui Wah restaurant under Tsui Wah Group (TWG) is one of the famous brands that concentrate the market of tourists instead of locals. The revenue had been affected since the tourists decreased. TWG is the chosen organization in this study. In then expected issue, change is inevitable in the new era.

2. Summary of Company

TWG is a legend of “Cha Chaan Teng” that first listed in 2012 as 1314. (Yahoo!, 2012)

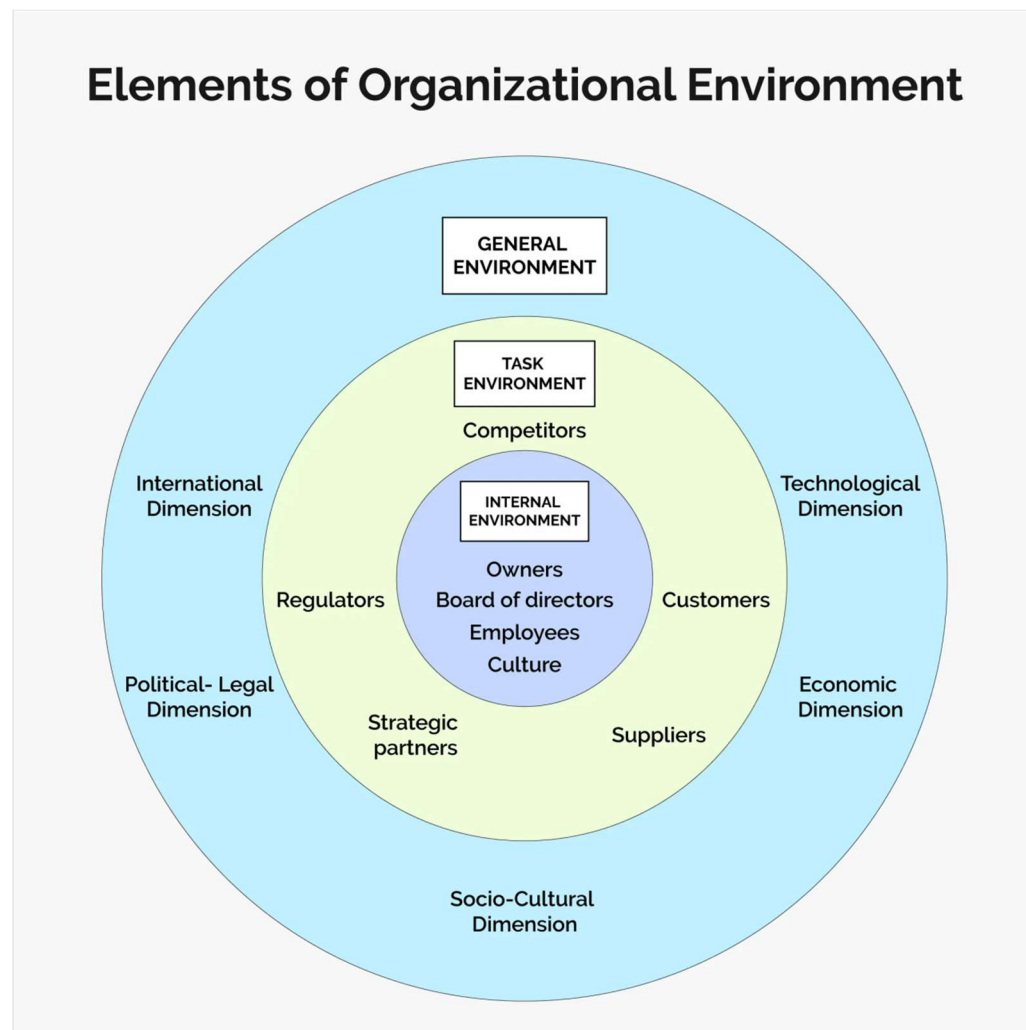
It leads market share in Hong Kong, covers Hong Kong, Macau, China, and Singapore as modernized restaurants with own delivery services called “Tsui Wah Delivery to ensure its delivery service and its own central kitchens to standardizing the food quality (Tsui Wah Group, n.d.) TWG aims to strive for the reputation as food paradise in Asia by innovating traditional dishes and delivering high standards of food quality and customer service. (Tsui Wah Group, n.d, FRANCES, 2013) (Chinadaily, 2016)

TWG was first found in 1967 and after being taken over by Mr. Lee in the 90s, TWG had a radical change in improving operations and image, by hiring female staffs, launching non-smoking workplace, changing glooming by wearing uniforms. To streamline the business operations, he implemented a computerized POS system and uses PDAs for placed orders. The positioning image actively promotes Hong Kong's traditional culinary culture. "Frequent Individual Traveler" (FIT) launched in 2003, more and more Mainlanders visit Hong Kong. TWG specially hired specialist to take care the visitors and opened branches in prime tourists' locations over HK, e.g., the Peak, Hong Kong International Airport, Jordan, Tung Chung, etc. By the word-of-mouth on social media platforms, TWG became a must-go place for Mainlanders. (XXXX). Tourists are the major revenue of TWG. Nevertheless, the tourists' market had been changed and losing the interests from Hongkongers. (Tsui Wah Group, n.d.)



However, the number of tourists decreased before the epidemic since 2015, the revenue of TWG deteriorated. Then, TWG closed the branches in prime tourists' locations in Mongkok, Yau Ma Tei and the PEAK till only 6 branches left now to decrease the expenses in operating expenses and rental fees. In 2021 and 2022, TWG sold its own properties strive for the higher net profit after tax. However, the drop trend does not change its direction.

3. Change driver



TWG facing different situations now. According to XXX, there are three types of organizational environments in general, task and internal.

3.1 General

3.1.1 Socio-cultural dimension

Although TWG listed in 2012, it leads the local markets and showing the determination in promote Hong Kong style food. TWG had been listed in recommendation to the tourists. (Discover Hong Kong, n.d.) It also started the trend that promoting old style Hong Kong with new brand image after renovations since 2015. In 2017, TWG had cooperation with local television channels, TVB in drama soup to promote its own iconic product-milk tea. (Tsui Wah Group, n.d.) With the help of the popularity of drama

soap of TVB and the films describe the culture of bar-lovers in China, TWG had already penetrated the Mainlanders that TWG is the presenting Hong Kong style. It became the must-try experiences and culture. (XXXXXX) However, it is still a Hong Kong restaurant that serving Hong Kong market. In Hong Kong, TWG had already targeted the Mainlanders instead of locals. Locals are avoiding going TWG since it had been identified as serving the tourists. Hongkongers will choose other restaurants indeed. (XXXXXX)

The revenues dropped over 6% since 2019 which affected the tourists' arrivals (Flannery, 2020, Tsui Wah Group, n.d.) Hongkongers had no confidence in dining out to reduce infection risk. They will prefer to cook themselves or take away for avoiding the infection and offended the law. Many restaurants chose to use takeaway to strive in the epidemic.

3.1.2 Technological

Rapid digitalization changed the way of the business mode in all aspect. The use of social media and smart phones became part of or daily life. Everyone can be KOL by just sharing their comments and opinions about the issues. And the spread of the information had been faster than ever before. The image will be also affected by social media. (XXXXXXXXX) As compared to baby boomers, the Gen Ys, Gen Zs and millennials will be affected and follow the comments on the social media platform. It also needs to handle carefully in the digitalization era. In the meanwhile, the food delivery platform became mature, user-friendly allows easier order. Easier online payment method, instant customer reply, orders status checking and convenient made it common among the locals. While even TWG had the own ordering website updates in 2021, but it only can order the food in TWG which is less choices for users. Although TWG is the first mover in the industry to develop its own delivery team in decade ago,

extra fee will be added if the amount does not meet the minimum. The orders are cash on delivery while the customers need to prepare the actual amount to pay the bills. These will also discourages locals.

10 >

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本身幫襯多年，但發現近年食物質素每況愈下。今日去坑口分店用餐，已經不是坐滿，但半小時也未出到飯，催促了兩次，兩個男侍應態度非常敷衍，換來...

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Chun Kit Pau doesn't recommend 翠華餐廳 Tsui Wah Restaurant.

25 Mar at 7:23 pm · 🌐

今天在坑口外賣海南雞飯，雞食到嘔，雞無味，但係淡茶色，飯係咖哩咁色，仲好鬼硬，以前的海南雞飯係好好食，現左雞、飯、湯都吾得，管理層監管不...

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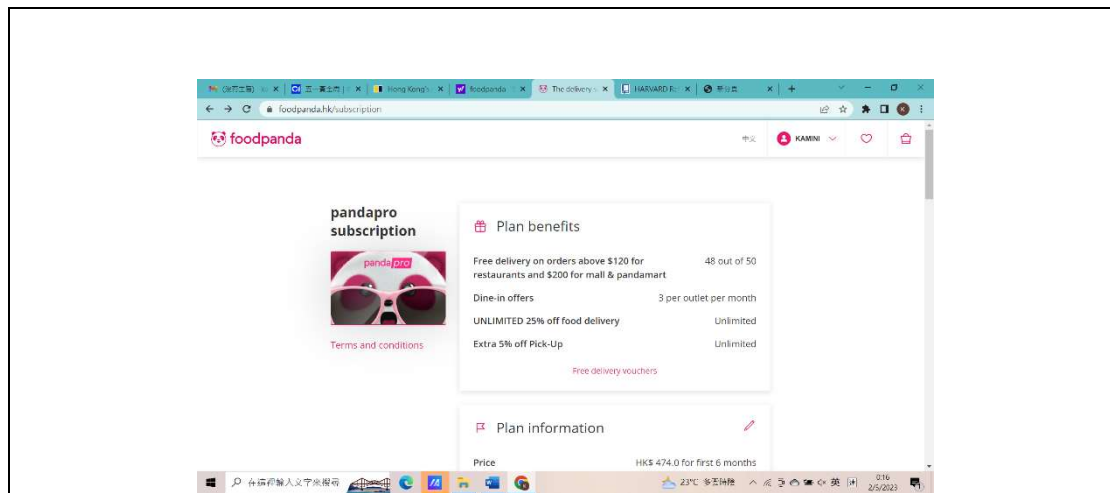
Yung Lee doesn't recommend 翠華餐廳 Tsui Wah Restaurant.

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土瓜灣翠華9:35am落單10:06am追多次單才能出到一個火腿通粉，眼見多個牛肉面都出了人家食完在等...



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3.2 Task

3.2.1 Competitors

Recent decades, the Old Hong Kong style became popular again. Lion rock spirit and the old Hong Kong style are memorable by others. Cha Chaan Teng is one of this style that made people remembered the orient Hollywood and the those old days in 90s. With the success of the style of old hong kong works on the instgramable spots, many restaurants decided to follow to be the internet-famous shop. Local restaurants also imitate the way and the food of TWG like milk tea, crispy bun, etc. The modern design that can take photogenic spot on soical media that make looks amazing all over social media with tasty food will attract customers to visits. Many local restaurants opened or re-branded and promoting the same style and food as TWG and some of them are work in chain, Capital Cafe, Kam Kee Café, Waso Café, Red Tea Café, Milk Café, Tai Hing, etc. These restaurants sharing the same market with TWG, and the entry of the industry is low. Besides, there are courses teaching the iconic dishes like milk tea, egg tarts which encourage more people to operate local restaurants. (XXXCX, XXX) Besides, there are 'Ghost kitchen' cooperate with the food delievery platform are increasing, that will lower the operating costs in food industry (XXXX). The platform will help to recommend frequently to users to increase the chance to catch more eyes of

Hongkongers. The increased number of competitors with the same targeted market or the food will also affect the revenue of TWG. As the 'Cha Chaan Teng' had been a imitate icon and had became internet-famous shops for Mainlanders, these are transformed to the mixture of shop and Cafe selling the food in the style of Canton, Chinese, Hong Kong, and western.these all increase the competitive in Mainland than TWG, so the way running by TWG in Hong Kong already fade-out and have to launch products that Mainlanders will see in Mainland. (xxxx) From the social media platform in China, KOL had already recommended others not to go TWG as it not value for money and suggested to go others to explore the experience of locals.

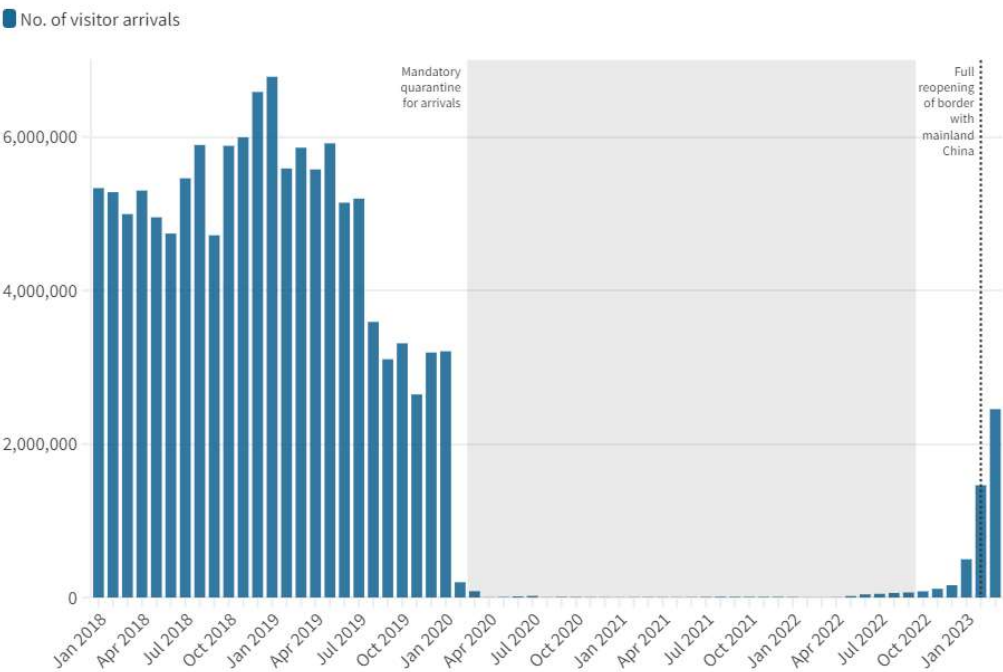
3.3. Internal

3.3.1 Owners

The prolonged success from the boom of FIT. (Tsui Wah, n.d.) The management team still locked the illusion of the original success. 'Trap of success' and the 'Death Spiral' makes the decrease in customer focus, keep spending cost on internal procedures will increase costs made TWG do more the same things.(David et al,1995) It will keep the same result looping in less innovation and decreases performance. This is the current situation of TWG keep staying in same tourists' market instead of local market. TWG

experienced in death of spiral and the trap of success.

Hong Kong total visitor arrivals



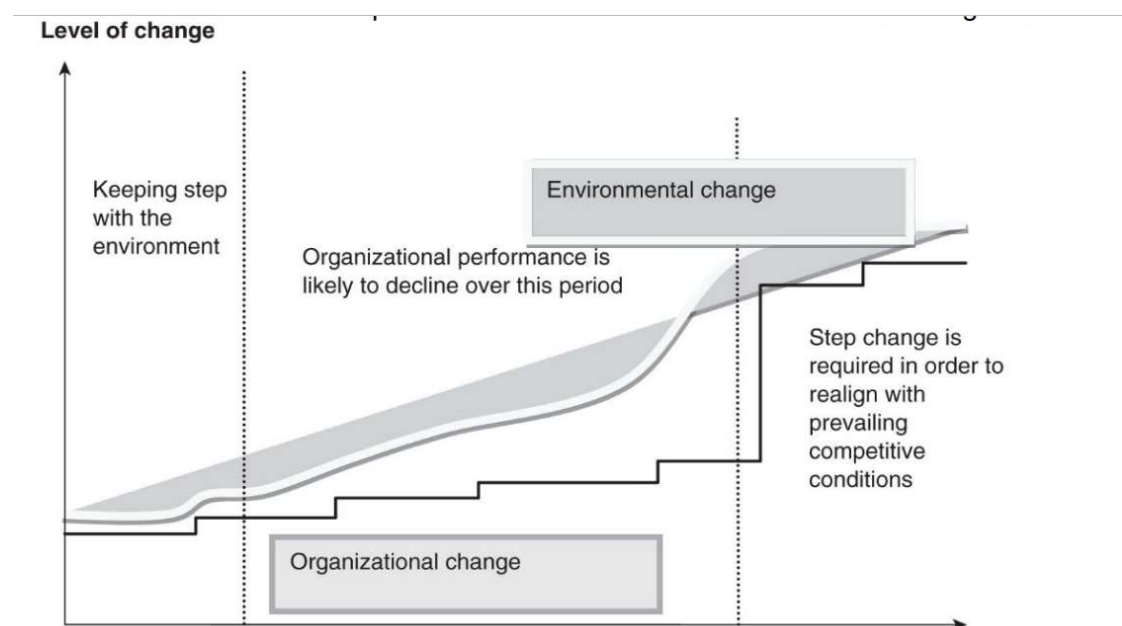
Source: [HKTB](#). * provisional figures

4. Organizational change

According to Patrick and Constantine (2017), organizational change is the transition over time from a present to the desired future that is sometimes planned and managed to achieve anticipated visions which in unexpected ways. There are two types of changes, incremental and discontinuous. Incremental change is the process of continuous doing small improvements resulted to the targeted when at equilibrium in the industry that focus on "doing it better." Normally, incremental changes do not significantly have any impacts to the existing structures or current methods that only simultaneously and continuously improving the status. Discontinuous change a large-scale transformation that turns organizations all round change.

Incremental change fits the Newtonian framework in a linear, gradual, and predictable world which easier to communicate and comparatively easier to adopt under the unmistakable logic. Importantly, it follows the original practices as baseline systematically to improve the product, service, or system so that users can have success from their past performance. It happens before any significant change in technology, demands, preferences, and the economy that allows the organizations adapt consistently in the dynamic business environment. Based on section 3, the changes of TWG match in incremental change but not strategic shift even TWG had been loop into the illusion of the original success in the boom of the FIT. As the strategic drift is a gradual deterioration of competitive action and resulted in the failure of an organization to acknowledge and respond to changes in the business environment. However, strategic shifts occur when the management had not noticed or remains unaware of small changes in the business environment. So, to avoid in the shift, TWG should face the change before it is too late to respond in environmental change for whole industry. Organizations need to be aware of the dangers of strategic drift and be proactive in

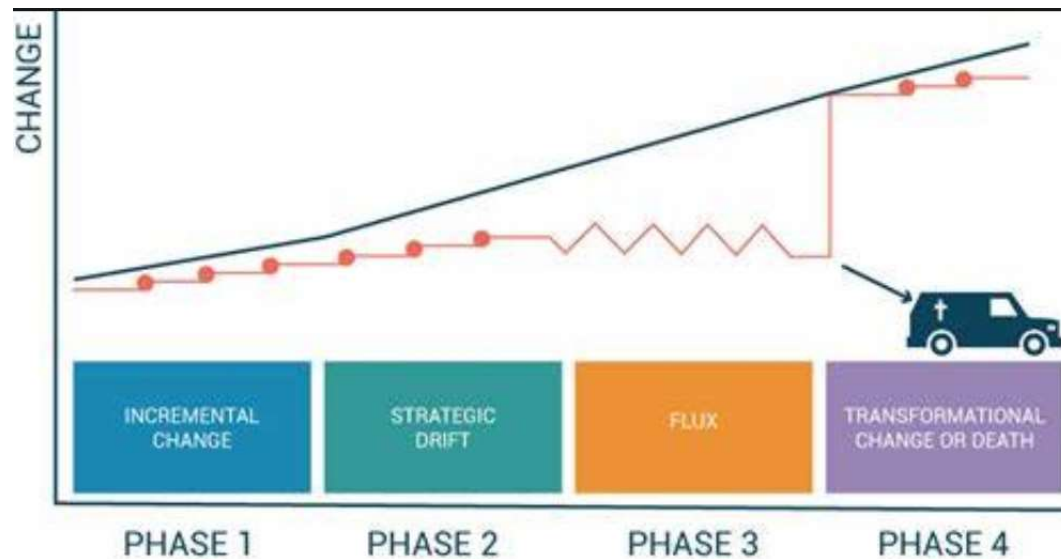
making sure they stay ahead of the curve. Normally it happens when management is complacence and does not even have the awareness in the changing market and lack of the abilities to face the problems. Poor organizational attitudes towards change is resistance, and thought of the works are obsolete. As seen in the previous practices, TWG is an organization that accept changes. It shows from the branding in 2015 and 2017, so it accepts in changes.



According to Gerry John et al (2011), organizational change should be implemented in the middle period and should do incremental change to cope with before the environmental change stage. As shown in figure 3, the business environment change show in the upper line and the lower line shows the changes that the organization do. It shows the organizational change should carried out before the stepped into environment changes. It is because when the organization falls into the strategic shift, there will be in 4 stages, incremental stage, strategic drift stage, flux stage and transformational stage. In stage 1, it is no alarm during because there is little distance between external changes and the strategic action of the organization. Stage 2, when the business environment changes while the business organization continues its operations with the previous

phase, the steps-by-steps incremental changes are not enough to match the actual changes in the business environment. Therefore, the impacted in financial decline.

Strategic actions become less effective.



Stage 3, the management finally cannot ignore the gap between the customer demand and the supply by the organization that clearly know to implement change. However, it's not easy for management agrees on what they need to change and how they will do it.

So, the changes required here should be transformational. Stage 4,, the company only have options, neither develop and implement a change management strategy that enables to meet the expectations can lead to a company's success or failure nor continue in old strategies and the result will be a slow death.

Therefore, TWG should establish a flexible environment in open-minded which allows feedbacks and opinion and avoid the manager's opinion when assigning tasks and assign one person from the group to be the opinion leader, not reluctance to question change when it seems irrelevant. To identify new challenges and prioritize them according to their importance in react to the market, to create a comprehensive and well-defined

business strategy. To be conclude, the implantation of organization change will be benefit to TWG.

5. Change or maintain in exceptional event (e.g., COVID-19 pandemic) 700.

COVID-19 is the expectational event that even met in this century. It affects all surround to us that no one can even expect will last for 3 years long than a fatal diseases SARS which only last for half a year in 2003. It stopped the world start from early 2020, the economy stopped because of the locked down. All business had to find a new way to survive without the physical . The earth is recovered during the time with no more emission of the pollutants. (XXXXXX) The pause had been holding on the hand of the nature. Facing the fatal pandemic, death and social distancing are common to face during that time. People are forced to stay at home and bringing a pause silence for them to re-think about the life and the relationship with nature. As revealed from various surveys and consultants, new behaviors formed and changed. Technology helps and smooths the resume during the pandemic time. People thinks health is the most important which also make them think about work-life-balance. And the essence of working in office had been change to hybrid mode of involving work-from-home. The mode of work and learning had changed to use online video conferencing like zoom, Google meet, Microsoft Teams., etc. than just face-to-face interactions. (XXXXXXXX) To decrease the risk of infection, the less time expose to indoor public will be better, so online grocery and shopping are boomed in our life as normal the help of digitalization. People have better health awareness and practices which will more expose themselves to the natural environment, cook themselves, having entertainment at home instead of going outside. Hang out in restaurants changed to buy take takeaway for consumption. Therefore, the catering industry had been damaged. Decrease in revenue, customers table turnover, increase in operating expenses and rental fee resulting loss for the restaurants, so there are a wave of lay-off of the employees to decrease in expenses. The revenue and the net profit after tax are decreasing even restaurants increase the

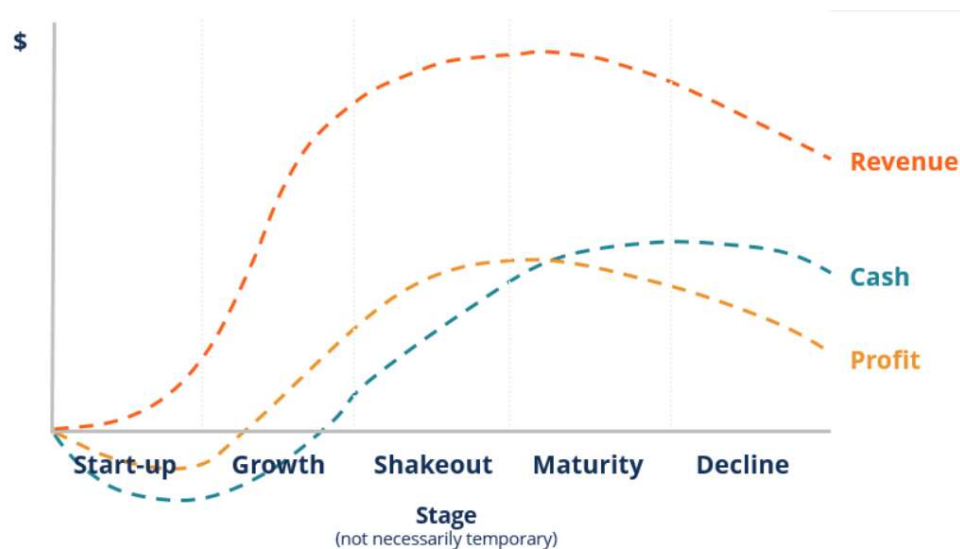
sales on takeaway. However, people tend to cook themselves rather. Therefore, many restaurants are forced to closures to clear cut the losses. (XXX) The business mode of the whole world had been changed. And the world must face the new normal under the post-covid era. In Hong Kong, we have been a paradise of Asian food and tourism destinations in the world. There are trillions of tourists arrived in pre-covid period. (XXX) The spokesman of Travel industry Authority and Mr. Paul Chan of Financial Secretary strongly believed that after the icon of tourist's paradise of Hong Kong will resume normal as pre-COVID time. (XXXXX) The report revealed that after the full opening with Mainland China, Mainlanders is increasing since January 2023. And the travel restrictions of different countries had been released. Hongkongers travel to other countries for their long-awaited vacations. However, there are increase in closures of restaurants even the 'Hello, Hong Kong!' campaign launched to attract the tourists to consume. (XXX) There are less sales and customers ever than in covid-time within 3 years. And there are rumors said in there will be normal in 'May-1-golden-week' Days passed, there are increase tourists arrived compared to last 3 year, and around 8 out of 10 is the Mainlanders from FIT. Nearly 40% of them left and turn to Macau or back to Mainland on the same day or the second day.(XXX) In the new era of social media, there are more internet influencers suggested the must-go place for tourists over the applications, like xiaohongshu, Dianping, WeChat, etc. to taste the unique Hong Kong style and the affects of the films and TVB artists that are also admired and memorable by the Mainlanders. TWG is not the must-go items even in the weeks of 'May-1-golden-week'. Besides, TWG had become a trap that the Mainlanders asked others not to go. And the internet-famous encourage to visit another restaurants other than the famous brand chain. The raising trend on experience the locals lives in Hong Kong which is one-day travel or will not reserve for any accommodations. (XXX) Another style is to visit those famous spots for the took scenario like closed police station in Yau Ma Tei,

walking along the street in Mongkok with the stalls, waiting the queue for the ice-cream, etc., to take an internet-famous photos to post on social media.(XXXXXX)

The changes had been made from the covid-19, and it cannot be resume to pre-covid time. People have more in-depth travel and influenced by the social media than ever before. (XXXXXX) said Hong Kong had losing its icon in the mind of Mainlanders. Thus, rather than concerning on Mainlanders, TWG should change instead of stay in the original business mode that had been a illusion of the previous success. The trap of success will gradually make TWG lose its chance to change. Now, it the time for TWG to change before cycle of FIT no more benefits.

6. Illuminate the suggested change approach for the chosen organisation to sustain the business growth. (700 words)

TWG should apply change approach of John-Kotter's 8 steps change plan. John Kotter (2012) developed an 8-step change approach. It rooted to the organizational goals and identified the best process to have the best performance. TWG aimed to promote local Hong Kong cutlery food culture. So, it is suggested to change through the 8- steps. In business lifecycle, TWG had been fall into the growth and shakeout stage as shown in the figure below while nearly to maturity. As the cash flow, revenue and profit are also decreased that mentioned in section 2, TWG is overcoming the difficulties in the external environment. (Tsui Wah Group, n.d.)



After Covid-19 period, TWG should take the change as mentioned in section 5. Covid-19 foster the use of the digitalization. And the technology had been affecting our daily life not just only in tourist's market. So, suggested TWG to take the chance to get rid of the use of technology to promote in different markets and using the data to analyze the customer preference is more important.

By following the Kotter's 8-steps, 8-steps will be implanted based on the original objectives.

First, to establish a sense of urgency. The decreasing trend in revenue is an alert to the TWG and should highlight the importance of promoting the Hongkong local style food through regain the confidence of Hongkongers and Mainlanders in TWG.

Second, form a powerful coalition among the organization to support the change. The management team lead the Selected managers and employees with different skills and invite the royal customers to join. to show them the determination in change and receive feedbacks.

Third, to create a clear and execute the vision. The vision should be aligned as promote Hong Kong Culinary culture and food in Hong Kong and state to all stakeholders.

Fourth, to enhance the channels to communicate the vision, including allow regular updates and feedback through face-to-face meetings, email, social media to realign the same vision within the group and to stakeholders.

Fifth, to empower the use necessary resources, tools to support the vision and to establish to oversee the implementation plan and rectify it when there is any discrepancy.

The sixth step is to create short-term wins to proof the benefits of change. TWG should identify quick wins that can be achieved early stage to support evidence for further change process. While using the online ordering platform to enhance better customer services and the data to analysis to understand customer preferences.

Seventh, to consolidate gains and produce more change. TWG should continue to build on the short-term wins and expand the scope of the digitalization initiative. TWG should also establish metrics and milestones to track progress and ensure accountability.

The final step is to anchor the new approaches into the culture. The changes will integrate into the TWG's culture, processes, and structure which need regularly

evaluate and review with action plan. To ensure the strategy is effective and aligned with its change vision and overall business objectives.

It could know that TWG choosing growth strategy to grow the business. However, the world is changing. And technology is the tools that TWG to align with the change even in which customer market.

1. Explore newer channel to show up.

New distribution channels that can drive revenue growth with the any products. By the use online delivery platform, TWG can have more exposure to the local market. With the brick-and-mortar stores, the increase in to-be-see rate is higher than just using its original platform and morel likely boosting revenue by increasing their physical store presence and decrease in overhead.

2. New experiences.

By using the online platform, TWG can also use dine-in discounts for the customers neither local nor tourists with retention program. Sell more of the same kind of products to the customers and increase retention and share by powerfully connecting with customers.

3. New model.

Sell goods in new ways: Reimagine how you go to market by creating new revenue streams, channels and value creation. This could be as simple as moving to a subscription model.

So, using the 8-steps to being digital is a good choice that the organization can sustain and extend the business growth to go longer.

Conclusion

TWG, the legend of Hong Kong local-style restaurants rooted in Hong Kong definitely. However, the trend changed. The %generation is raised up together with the social media and the dine-in habits differed from those in baby boomers. Technology changed human over the world especially in post-covid and the effects of digitalization cannot be neglected. It is time for TWG to re-think about the organization strategy and its position.

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