

University of Wales Trinity Saint David

Master's in Business Administration

CHANGE & STABILITY MANAGEMENT

Academic Year 2023-2024

Divya Jayeshkumar Modi

Student ID: 2227499

Supervisor: Marie pitson

[05/05/2023]

**This Report is submitted in partial fulfilment of the requirements of university of wales
trinity saint david for the degree of MBA**

Table of Contents

Discussion of the organization's plan for the change of the internal and external factors/ drivers' culture/ leadership/digitalization/ the scope.....	3
Discussing the resistance and ways and approaches to use for overcome the challenges	8
Displaying the Power and politics of the company	9
Implementation of change management	10
Evaluation of change management and appropriateness of change activities	13
Conclusion	15
Recommendation	15
References	16

Discussion of the organization's plan for the change of the internal and external factors/ drivers' culture/ leadership/digitalization/ the scope

Global travel site Airbnb provides a platform for hosts to promote their properties while simultaneously enabling travellers to book lodging, experiences, and activities. In order to stay competitive (Arthur, 2022). The analysis has gone through how Airbnb anticipated change and the variables that affected it and adjust to shifting market conditions, Airbnb has undergone a lot of adjustments recently. The SWOT and PESTLE analyses of Airbnb, organizational culture and leadership, and the effect of digitalization on the business have been discussed below.

Planning for change

Over the years, Airbnb has seen a lot of changes, including modifications to its business model and expansion into new areas. Airbnb has adopted a strategic approach to change management that involves assessing both internal and external factors that could have an impact on the company (Stich, 2022). The business regularly does SWOT and PESTLE assessments to evaluate the political, economic, social, technological, legal, and environmental aspects that could have an impact on its operations and to identify its strengths, weaknesses, opportunities, and threats.

SWOT analysis

Strength:

- Brand Recognition: With a strong global presence in more than 191 countries, Airbnb is one of the most well-known brands in the hospitality sector (Wijaya, 2022). Through the use of its recognizable emblem and innovative marketing initiatives, the company has developed a strong brand presence.
- Worldwide Presence: With more than 191 nations where it is accessible, Airbnb is one of the most well-liked lodging providers in the globe. The company has been able to grow its customer base and penetrate new areas because of its global presence.
- Technology: Airbnb has created cutting-edge tools like its smartphone app, which lets users book lodging without going to the company's website with strong analytics platform.

Weaknesses:

- Regulation: Because of its innovative business strategy, Airbnb has run afoul of the law in a number of nations. This resulted in several nations placing limitations on Airbnb's operations, which has constrained its ability to expand.
- Lack of Physical Presence: Due to its lack of physical presence in many nations, Airbnb is less able to build connections with regional vendors and clients.
- Lack of Control Over Hosts: Because Airbnb does not have complete control over its hosts, guests may have a negative experience.

Opportunities: ● Growth in Developing Markets: With a sizable unmet market for hospitality services in emerging economies, Airbnb has the chance to increase its presence there. ● Demand Growing: There is a growing demand for hospitality services, especially in emerging markets. This offers a chance for Airbnb to profit from the rising demand. ● Better Technology: In order to enhance the customer experience and boost productivity, Airbnb has the ability to continue developing its technology.	Threats: ● Competition: Long-standing hospitality businesses like hotels and rental agencies pose a serious threat to Airbnb. These businesses are well-established in the sector and could limit the expansion of Airbnb. ● Growth of Other Solutions: The market share of Airbnb is being threatened by the growth of alternative alternatives like home-sharing services. ● Regulations: Depending on the nation, different laws may apply to Airbnb, which may have an impact on its ability to operate and expand
---	--

PESTLE analysis

Political	Particularly in terms of taxation, Airbnb operates in a highly regulated and complicated regulatory environment. Short-term rental restrictions and laws apply in certain countries like Airbnb. In some nations, such as France, where the government has levied a €5000 fine for unlawful rentals, the corporation is also up against legal challenges.
-------------------------	--

Economic	One of the most important elements affecting Airbnb is the economic climate. The demand for Airbnb services changes along with the state of the world economy. In order to increase its global presence, the corporation has been successful in gaining access to rising markets like China and India.
Social	Because Airbnb depends on user feedback and reviews to grow its user base, the social environment is crucial. Also, the business has had success using social media sites like Facebook, Instagram, and Twitter to advertise its services.
Technological	The foundation of Airbnb's business strategy is technology. To enhance the client experience, the business leverages cutting-edge technology including artificial intelligence (AI), machine learning, and big data.
Legal	There are several local laws and regulations that Airbnb must follow. The corporation has experienced legal issues in various countries, like France and Germany, due to its short-term renting policy.

Environmental	As part of its commitment to protecting the environment, Airbnb. The business is making investments in programs for waste management, renewable energy sources, and energy and water efficiency.
----------------------	--

Culture and Leadership

The culture of Airbnb is distinctive and emphasizes inclusivity, honesty, and community. The executive team of the organization is dedicated to these principles and has put policies and programs in place to support them (Branson, 2023). For instance, Airbnb's Belong Everywhere ad highlights the significance of experiencing home wherever one goes. In order to further foster a sense of community, the organization also invites hosts to share their own experiences and tales with visitors.

Digitalization

The tourism sector has seen a huge change as a result of digitalization, and Airbnb has been at the forefront of this transformation (Agostino, 2022). The business has made significant technological investments, including the creation of a smartphone app that enables users to quickly book accommodations and experiences while on the road. Also, Airbnb uses social media to communicate with clients and build its brand.

Scope

Airbnb has expanded its scope beyond typical accommodations, offering experiences and activities in addition to housing. In order to offer packaged vacation packages, the company has also formed relationships with other travel businesses, including airlines and vehicle rental agencies (Gin, 2022). Due to its increased revenue streams and expanded customer base, Airbnb has been able to diversify.

Discussing the resistance and ways and approaches to use for overcome the challenges

Resistance in organisation can arise due to various reasons such as the fear of change or the lack of trust in leadership and the lack of information. It purchases a loss of power or status and past negative experience and uncertainty about the future. Overcoming the resistance that requires a strategy approach may address the route causes a foreign resistance and effective communication that benefits the change for approaches and may be used to overcome the resistance in the company as an online marketplace that can exit travel with hosts who rent out their properties.

Effective communication is an important tool for overcoming the resistance which is an important part for communicating and benefiting the change in the way that reason needs with the employees. Airbnb can use various communication channels such as the town hall meetings and the news letters as well as training sessions for engaging the employees and addressing their concerns (Şengül *et al*, 2022). Leaders should also encourage two-way communication where the employees ask questions about them and also express their concerns by providing feedback.

Inviting employees to participate in the change process can also reduce the resistance which involves employees in the decision-making process by forming Focus group or committee to provide feedback on the proposed changes. The broch helps to increase the employees to buy in and ownership of the organisation that leads to a more positive attitude towards it.

Education and training shows that there are islands that can rise due to a lack of information and understanding about the change. Airbnb can provide education and also provide training programs for helping the employees and understanding the benefits of the changes such as how it will affect the work and what is their role for the process (Naser *et al*, 2022). This approach helps to alleviate fears and also show concern about increasing the confidence in the change.

Incentives such as a bonus or promotion can also help you overcome the resistance where the company can offer research incentive to the employees to support changes. This provides valuable feedback for participating in the change process and also demonstrating and providing an attitude towards it. This approach helps in motivating the employees to embrace the change and also see it as a positive opportunity.

Leadership process should be strong and which is also essential for overcoming the resistance. It should be visible and accessible for responsive concerns to the employees that can lead to demonstrating a positive attitude towards changes. Airbnb can also appoint a change champion

who can act as advocates for a change and also help from motivating and inspiring others to embrace it.

Implementing changes on a small scale can also reduce resistance and also identify potential challenges before ruling it as a companywide (Abdelmaboud *et al*, 2022).The company can conduct pilot testing for proposed changes and evaluate the effectiveness of making necessary adjustments.

Resistant changes can also arise due to various reasons which are important for addressing the route to cause and resistance for overcoming it effectively (Valdez, 2023). The company can use a combination of approaches such as the effective communication of the employee participation for strong leadership for overcoming resistance and implementing changes successfully. The company increases employee engagement and enhancement of organisational performance for remaining competitive in a constantly involving market.

Displaying the Power and politics of the company

Airbnb is a technology company which operates an online marketplace for people to rent their homes and apartments to travellers. Despite the reputation as a sharing economic platform, Airbnb is a complex organisation which involves power dynamics and politics for different levels. Power can be defined as the ability for the individual and the group that influences others for achieving a desired outcome. The operation and level power held for the individual employees that sets the ability for influencing the colleagues and customers for hosting and providing exceptional services and utility for influencing the ratings and reviews of the property. The corporate level where Airbnb finds the founders and executive as well as investors that holds the significant **Power** for overcoming the organisation. The co-founder and the CEO of Airbnb has the power to set strategic direction for the company. It may take various key decisions about investment and acquisition that influences the culture and values of the organisation. Relatively the investors who have a stake in the primary field of the company can have expert power over the company by providing funding and setting the performance target by influencing the decision about the growth of the company (Shoikhedbrod, 2022). Similarly, the team members in the support system of the department have the power to set the policies and procedures for handling the customer enquiry and complaints that can influence the satisfaction and loyalty of the customers. It is terms and impact on the earnings and reputation on the platform which the

customer service representative goes above and beyond to help a satisfied customer that influences the perception of the company and potentially prevent negative reviews and cancellation.

Politics can be determined as the process and strategies for gaining and maintaining power by the given settings. They manifest in a different way which includes alliance and conflicts for political lobbying and conflicts which involve political efforts in various sites and countries for promoting the favourable regulation for short term rentals. Those efforts involve forming alliances of local residence and business as it uses various strategies for influencing the public opinion and policy makers (Callander *et al*, 2022). Politics can take the form of conflicts between different departments or teams, or between individuals with competing interests or goals.

Implementation of change management

The implementation of change management is crucial for adopting changes within the business. The business has explored an operation by considering the current business situation. Airbnb is dealing with different difficulties during the COVID-19 period that are required to make changes for making a better operational development. In order to make a business growth, the company has planned for promoting a change management that is regarded in developing overall position. The implementation of change management planning is composed for dealing with the business factor. Implication of changes are mainly conducted for the following reasons:

- Problem during the time of COVID-19
- Local impact for higher regulation during the time
- Poor customer engagement and cancellation process
- Limited involvement of direct contact with the customer
- Cancellation of guest suddenly impacting on sales
- Complaints regarding the business impact

The implication of change management has been planned in context to Airbnb which has been made based on the current issues. In order to deal with the current issues, it has demonstrated the scenario for the business. Application of McKinney's 7s framework can be used for considering the changes in the business. Issues regarding the COVID-19 have hampered the sales orientation along with the business performance. It has considered some of the useful changes in the

operation of the business that are positively enhanced the overall scenario (Le Grand and Deneckere, 2019). It can be adopted as a useful process within the business support which has considered business impact for the value. As per the application of Nudge theory, it can represent the application of a model and evaluate the overall factor. Considering the of business model can also represented within the evaluated factor for the time period which has demonstrated as follows:

<i>Factor</i>	<i>Description</i>
Structure	The company has made structural changes in consideration of the operation business process. It has mainly defined structural modifications that are controlled in adopting the changes. Structural exposure within the context can be highlighted based on exposure. It has commonly defined a better scenario in booking and supervision changes in Airbnb. As per the structural changes, it has further adopted the structural modification. The description of the factor is estimated in developing the overall scenario. It has composed the integration of overall structural benefit within the business context.
Strategy	The attribution of strategic changes is adopted in elaborating factors that are composed within the business value. The strategic innovation within the business context can be elaborated a development in business that can be influenced by the business innovation. It has made the main strategic changes in the global marketing consideration. Evolution of better marketing engagement has been influenced within the business value. Strategic changes have been considered in usage of mobile applications in adopting homestay, hotels and also the people's involvement. Evaluation of the factors contribute to a developed business value within the

	marketing influences.
System	The changes in the system have also been adopted within the business context that are proposed as a development as per the COVID-19. The changes in the system mainly included adaptation of business value that contributed a focus for delivering better support. Contributions of system engagement are influenced in proposing or normalizing the overall chain for booking of management processes (Tohănean <i>et al.</i> 2020). It has contributed a focus in adopting the change management application within the business evaluation.
Shared value	Planning of change management has shared a proper value that is focused on adopting processes in elaboration of factors. It has composed in sharing of developed ways for proposing business factors by elaborating a value share towards the business. It has proposed a proper value towards the business impact that can be effective for the business process.
Skill	It has also planned for making changes in the skill evaluation for the process. Covid-19 has impacted on the overall skill set of the employees. The reduction of skill exposure has contributed to less revenue within the business. Integration of skill setting and business exposure are a focus within the business value. It can be managed in developing the experiences of skill. Changes in skill can be motivated in describing a better growth in business.
Style	The proper application of style and also the business system is required to implement that contributed focus on making the changes. The changes in Airbnb are required to make a focus on

	developing the booking style and also the other focuses that are contributed in adopting the process (Islam <i>et al.</i> 2020). It is a development within the overall scenario for exposing business. It has contributed a value in deciding better focuses within the styles and approaches.
Staffs	The better engagement of staff and employees in the business can be delivered as a useful support for making changes in business. Implication of proper application of engagement of staff can be useful for developing the business position. Adaptation of change management reflects better support within the business factor. Due to covid-19, most of the staff are involved in their jobs from home. It is impacting on the ability of providing productivity towards the firm. It has contributed a focus on considering the change management within the business value for enhancing the productivity and efficiency.

Table 1: Change management plan

(Source: Latilla *et al.* 2020)

Evaluation of change management and appropriateness of change activities

The change management evaluations are delivered with better support within the business context. The analysis of focus is composed in making appropriate changes within the business. Business evaluation planning has considered the issues area for the impact of COVID-19. Airbnb has intended to focus on the major issues area and made the necessary change management within the business. The appropriate application of changes management is applied in context to the business process for making changes during covid-19. Descriptions of the system are imposed in delivering better changes in the global context. Applying the business model, it has highlighted the necessary changes in the business proposition that are reflected in a better value within the business context (Harmon, 2019). As per the structural exposure, it has provided support within the business that can be compared to changes in the digital transformation.

Furthermore, Airbnb has made changes in the adaptation of employee training and also the strategic involvement. It has also proposed changes in the value sharing towards the business expansion. It has contributed an issue COVID-19 expansion process that has delivered useful support within the business process. It has contributed a focus on applying a data process that is explored within the system (Thakhathi *et al.* 2019). It has adopted a proper change management within the business style that has made the valuable changes in collection of customer and revenue.

The proposed change management is appropriate in context to Airbnb as it has provided better support within the business. The evaluation of systems is engagement in providing better value within the business context. It is appropriate for the business exception for the following reasons:

- It has considered an issue for rules and regulations that has reduced by applying proper skill management
- Better customer interaction is mainly useful for mitigating the issues
- Strategic changes in the business has also performed for impacting on sales
- Share value within the business can improve the branding position and it is appropriate to make changes in business operation (Vidmar *et al.* 2021).
- Staff management has explored a better evaluation system which has described for involving
- The application of change management is applied within the business context.

Conclusion

It can be concluded that the expansion of business is a better factor within the business context. It has mainly proposed an expansion of business value that contributed to the development of business processes. The change management activities are exposed for delivering a better involvement within the support. The expansion of business further delivered a useful value for expansion of business. It has contributed a focus for exposing business description and development. Airbnb has proposed a proper application of tools for contributing business management. It has contributed an exposure within the business value which has delivered better support within the system. The evaluation of business tools contributes to better marketing involvement within the business process that are proposed within the marketing value. The description of business processes is further developed in proposing appropriate tools for the business expansion. It has composed a business expansion for describing business development within the marketing value.

Recommendation

The analysis of the change management has introduced some of the useful modifications within the business. The planning is required to make some of the changes which have successfully contributed a focus for marketing integration. The recommendation is highlighted as follows:

- It is suggested to snake the changes in the strategic implementation and business value
- Development of business expansion are contributed within the focuses based on marketing involvement
- Marketing influences are provided in context to the business expansion and delivered value

It has contributed a better value for business elaboration that is useful for providing support within the business.

References

- Abdelmaboud, A., Ahmed, A.I.A., Abaker, M., Eisa, T.A.E., Albasheer, H., Ghorashi, S.A. and Karim, F.K., 2022. Blockchain for IoT applications: taxonomy, platforms, recent advances, challenges and future research directions. *Electronics*, 11(4), p.630.
- Agostino, D., Saliterer, I. and Steccolini, I., 2022. Digitalization, accounting and accountability: A literature review and reflections on future research in public services. *Financial Accountability & Management*, 38(2), pp.152-176.
- Arthur, T.O., 2022. “We Bring Home the Roots”: Black Women Travel Influencers, Digital Culture Bearing, and African Internationalism in Instagram. *Social Media+ Society*, 8(2), p.20563051221103843.
- Branson, M.L. and Martinez, J.F., 2023. Churches, cultures, and leadership: A practical theology of congregations and ethnicities. InterVarsity Press.
- Callander, S., Foarta, D. and Sugaya, T., 2022. Market Competition and Political Influence: An Integrated Approach. *Econometrica*, 90(6), pp.2723-2753.
- Gin, L.E., Pais, D.C., Parrish, K.D., Brownell, S.E. and Cooper, K.M., 2022. New online accommodations are not enough: the mismatch between student needs and supports given for students with disabilities during the COVID-19 pandemic. *Journal of Microbiology & Biology Education*, 23(1), pp.e00280-21.
- Harmon, P., 2019. *Business process change: a business process management guide for managers and process professionals*. Morgan Kaufmann.
- Islam, M.N., Furuoka, F. and Idris, A., 2020. Employee championing behavior in the context of organizational change: a proposed framework for the business organizations in Bangladesh. *Journal of Asia Business Studies*.
- Latilla, V.M., Frattini, F., Franzo, S. and Chiesa, V., 2020. Organisational change and business model innovation: an exploratory study of an energy utility. *International Journal of Innovation Management*, 24(04), p.2050036.
- Le Grand, T. and Deneckere, R., 2019, July. COOC: an agile change management method. In *2019 IEEE 21st Conference on Business Informatics (CBI)* (Vol. 2, pp. 28-37). IEEE.

- Naser, M.Z. and Kodur, V.K., 2022. Explainable machine learning using real, synthetic and augmented fire tests to predict fire resistance and spalling of RC columns. *Engineering Structures*, 253, p.113824.
- Nwakanma, A.P., 2022. From black lives matter to EndSARS: Women's socio-political power and the transnational movement for black lives. *Perspectives on Politics*, 20(4), pp.1246-1259.
- Player-Koro, C., Jobér, A. and Bergviken Rensfeldt, A., 2022. De-politicised effects with networked governance? An event ethnography study on education trade fairs. *Ethnography and Education*, 17(1), pp.1-16.
- Şengül Demirak, M.Ş. and Canpolat, E., 2022. Plant-based bioinsecticides for mosquito control: Impact on insecticide resistance and disease transmission. *Insects*, 13(2), p.162.
- Shoikhedbrod, I., 2022. Private Wealth and Political Domination: A Marxian Approach. In *Wealth and Power* (pp. 85-103). Routledge.
- Stich, T., Alagboso, F., Křenek, T., Kovářík, T., Alt, V. and Docheva, D., 2022. Implant-bone-interface: Reviewing the impact of titanium surface modifications on osteogenic processes in vitro and in vivo. *Bioengineering & translational medicine*, 7(1), p.e10239.
- Thakhathi, A., le Roux, C. and Davis, A., 2019. Sustainability leaders' influencing strategies for institutionalising organisational change towards corporate sustainability: a strategy-as-practice perspective. *Journal of Change Management*, 19(4), pp.246-265.
- Tohănean, D., Buzatu, A.I., Baba, C.A. and Georgescu, B., 2020. Business model innovation through the use of digital technologies: Managing risks and creating sustainability. *Amfiteatru Economic*, 22(55), pp.758-774.
- Valdez, J., 2023. The politics of Uber: Infrastructural power in the United States and Europe. *Regulation & Governance*, 17(1), pp.177-194.
- Vidmar, D., Marolt, M. and Pucihar, A., 2021. Information technology for business sustainability: a literature review with automated content analysis. *sustainability*, 13(3), p.1192.
- Wijaya, P.M. and Pribadi, M.A., 2022. Interaksi Simbolik Influencer dengan Konsumen dalam Membangun Brand Recognition (Studi Kasus Pada Brand Doppel). *Kiwari*, 1(4), pp.684-692.