

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Tow Choon Liang	Student ID number:	2322637
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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.		

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Analytical Report on Organisational Change at HKTVMALL

Introduction

HKTVMALL, a prominent e-commerce platform, has successfully navigated ever-changing market environments with exceptional flexibility. Nevertheless, with the changing consumer behaviours and rapid technical breakthroughs, the organisation is urgently required to undertake substantial organisational change. The purpose of this paper is to analyse HKTVMALL's reform programme thoroughly. Using Kurt Lewin's Force Field Analysis, the analysis will investigate the factors that propel and impede change. It will then utilise John Kotter's Eight Steps of Change model to develop a highly effective change strategy. Additionally, it will evaluate different leadership styles that foster successful implementation and explore tactics for effectively managing resistance to change. The research aims to use these analytical frameworks to offer insights and recommendations to help HKTVMALL navigate its transformative path and maintain its relevance and performance in the competitive e-commerce industry.

Force Field Analysis for the Organisational Change

Kurt Lewin's force field analysis effectively comprehends the factors that propel or impede organisational development. Lewin's theory states that any change attempt is impacted by two forces: driving forces promoting change and restraining forces hindering change (Bugalia, Maemura, and Ozawa, 2020; Shafaghat *et al.*, 2021). Force field analysis involves identifying and evaluating these forces to assess their relative intensity and impact on the process of change (Shafaghat *et al.*, 2021; Silva *et al.*, 2021). The analysis usually entails constructing two tables: one illustrating the prevailing forces, which are the factors presently in effect that either bolster or hinder the change and another displaying the forces for change, which are the factors that must be introduced or reinforced to facilitate the desired alteration (Bugalia, Maemura, and Ozawa, 2020; Burnes, 2020). Organisations can obtain valuable insights into the dynamics of the change process and build effective strategies to overcome opposition and strengthen support for change by evaluating the magnitude of each factor on a scale of 1 to 5.

Several influential factors impact organisational transformation within HKTVMALL. Initially, traditional organisational structures are a notable obstacle (Bugalia, Maemura, and

Ozawa, 2020). Furthermore, the current organisational structure may hinder the implementation of change initiatives due to intricate hierarchies and bureaucratic protocols (Freiherr von Fircks, 2021). According to Hong Kong Technology Venture Company Limited (2023), outdated systems and procedures in HKTV MALL may impede the implementation of new technologies and practices, acting as obstacles to change. In addition, the absence of a culture that embraces change within HKTV MALL could hinder the progress of change initiatives, as employees may resist adopting new work methods (Leung, 2020). Finally, the limited acceptance of technology is a hurdle since employees may encounter difficulties adjusting to new technologies, which can impact the effective execution of digital transformation programmes (Wessel *et al.*, 2021). The combination of these elements has a cumulative influence on organisational change efforts within HKTV MALL, emphasising the necessity for strategic planning and efficient change management procedures.

Table 1: Existing Forces (Factors Hindering Change)

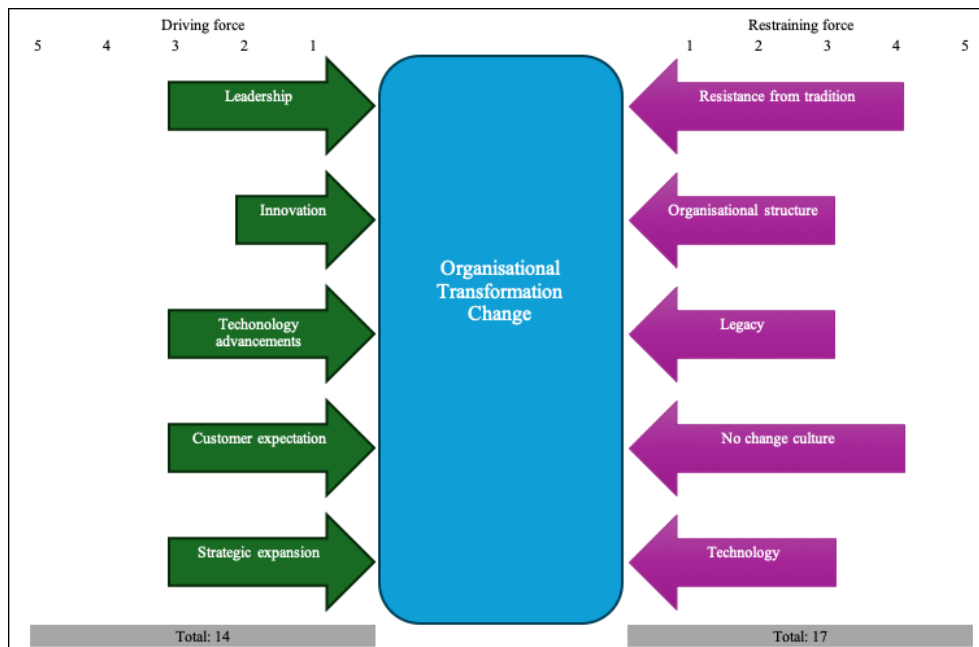


Table 1 demonstrates the current factors that impede organisational transformation in HKTV MALL. It is crucial to comprehend these aspects as they serve as barriers that must be resolved to effectively carry out change activities (Shafaghat *et al.*, 2021). The opposition encountered by conventional organisational frameworks is a substantial obstacle. HKTV MALL may face opposition from personnel accustomed to conventional operating methods, thereby hindering the implementation of new processes and technologies (Bugalia, Maemura, and

Ozawa, 2020). The current organisational framework of HKTVMALL may present obstacles to initiatives aimed at implementing reform. The presence of intricate hierarchies and bureaucratic procedures can impede the speed of decision-making and restrict flexibility, posing challenges in swiftly implementing changes (Freiherr von Fircks, 2021; Wessel *et al.*, 2021). The existence of legacy systems and processes in HKTVMALL could impede the implementation of changes. Obsolete technologies and deeply entrenched work practices may hinder attempts to modernise operations and adopt innovation (Del Giudice *et al.*, 2021). The absence of a culture that embraces change at HKTVMALL may impair the company's success. In the absence of a culture that actively supports and promotes change and experimentation, employees may display hesitancy in adopting new practices and technology (Mukhtar and Fook, 2020). The organisation's lack of widespread technology use may impede efforts to implement change. Insufficient training or resources for staff can cause difficulties in successfully implementing digital transformation initiatives.

Table 2: Forces for Change (Factors Facilitating Change)

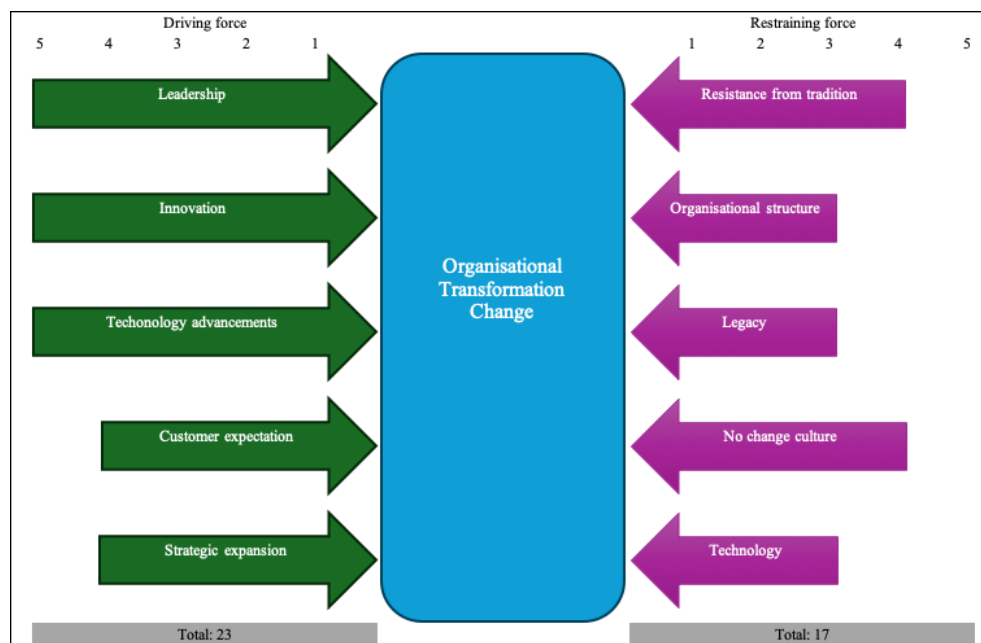


Table 2 provides an overview of the factors that promote organisational transformation within HKTVMALL. These aspects give potential for promoting and facilitating change initiatives (Shafaghat *et al.*, 2021). The commitment of leaders is a vital element in supporting transformation. Practical leadership support and a clear vision are crucial for navigating the organisation through the change process and uniting personnel towards shared objectives (HM

and Abidin, 2023). Moreover, the need in the market for innovation creates a favourable circumstance for implementing change. HKTVMALL can utilise market demand to stimulate innovation and distinguish itself as consumer preferences change and competitors develop new products (Khan and Ahmed, 2024; Rahman and Dekkati, 2022). Improvements in technology have substantial possibilities for instigating change. By utilizing cutting-edge technology such as AI and data analytics, HKTVMALL is able to maximize operational efficiency, enhance customer experiences, and stay ahead of the competition (Huang and Yen, 2021; Suraña-Sánchez and Aramendia-Muneta, 2024). The changing expectations of consumers present a strong rationale for implementing change. In response to the growing consumer desire for customised experiences and smooth interactions, HKTVMALL needs to adjust its strategy and products to align with these evolving tastes (Hanelt *et al.*, 2020). Strategic growth projects offer a chance for transformation. HKTVMALL can stimulate growth and instigate organisational change by venturing into new markets or broadening its range of products.

Applying a Change Model/Approach

The Eight Steps of Transformation model developed by John Kotter is a highly acclaimed paradigm for efficiently managing organisational transformation. The model offers a systematic method for effectively managing the intricacies of change and guaranteeing a prosperous execution (Kotter, 2012). The initial stage in Kotter's paradigm is "Establishing a Sense of Urgency." It entails raising awareness among stakeholders of the necessity of change and the potential hazards associated with sustaining the existing state of affairs (Wessel *et al.*, 2021). The next phase, "Creating a Guiding Coalition," highlights the significance of forming a heterogeneous group of prominent leaders to propel the transformation project (HM and Abidin, 2023). In the third stage, "Developing a Vision and Strategy," leaders establish a distinct vision for the future and formulate a detailed strategy to accomplish it (Khan and Ahmed, 2024). The fourth stage entails "Communicating the Change Vision," which necessitates continually disseminating the vision and plan to all stakeholders to achieve alignment and dedication (Lundmark, Richter and Tafvelin, 2021). Through Kotter's steps, organisations can navigate change, ensuring a prosperous execution and sustain transformational success.

The steps model provides a strategic roadmap for organisations to achieve lasting transformational success. The fifth stage, known as "Empowering Broad-Based Action,"

involves the elimination of obstacles and the empowerment of employees at all hierarchical levels to actively contribute to the implementation of the desired change (Mukhtar and Fook, 2020). The sixth phase, "Generating Short-Term Wins," involves leaders acknowledging and commemorating little achievements to establish a sense of progress and momentum towards the intended transformation (Rahman and Dekkati, 2022). The seventh step, "Consolidating Gains and Producing More Change," entails strengthening the change by integrating it into the organisation's culture and processes (Del Giudice *et al.*, 2021). Lastly, the eighth step, "Anchoring New Approaches in the Culture," involves leaders ensuring that the change becomes ingrained in the organisation's DNA by institutionalising new behaviours and practices (Kotter and Schlesinger, 2008). These eight steps offer a clear and strategic plan for organisations to navigate the change process and accomplish long-lasting transformation.

When applying Kotter's approach to HKTV MALL's change project, the initial actions are building a feeling of urgency and forming a steering coalition. The leadership of HKTV MALL recognises the necessity of adapting to market changes following the COVID-19 pandemic and the importance of implementing artificial intelligence (AI) technologies (Khan and Ahmed, 2024). The sense of urgency compels stakeholders to synchronise with the change endeavour. HKTV MALL forms a heterogeneous group of prominent leaders to propel the transformation project, guaranteeing widespread acceptance within the organisation (Mukhtar and Fook, 2020). Afterwards, the organisation prioritises the development of a clear vision and strategy for implementing the transformation. HKTV MALL presents a distinct and well-defined plan for the future, highlighting the strategic integration of AI and expansion into the Greater Bay Area (Del Giudice *et al.*, 2021). This vision serves as a strategic plan for the change initiative, directing decision-making and allocating resources. In addition, HKTV MALL maintains a continuous and effective communication strategy to convey its vision for change to all stakeholders, ensuring that everyone is on the same page and fully committed to it (Lundmark, Richter and Tafvelin, 2022). HKTV MALL strengthens the significance of the change and encourages employees at all levels to actively contribute towards its achievement through regular communication channels and engagement activities.

In the later phases of Kotter's model, HKTV MALL prioritises the creation of immediate successes, solidifying progress, driving further transformation, and embedding new methodologies into the organisation's culture. HKTV MALL has had early results in using

artificial intelligence (AI) and expanding its market, showing progress towards the desired shift, as evidenced by Rahman and Dekkati (2022). These victories generate momentum and bolster confidence, fostering ongoing support for the reform initiative. HKTVMALL further solidifies these advancements by integrating novel behaviours and practices into the organisation's culture and operational procedures (Del Giudice *et al.*, 2021). HKTVMALL strengthens the implementation of AI technologies and the expansion plan by providing training programmes and performance incentives, thereby ensuring continuous progress. HKTVMALL solidifies the new ideas in company culture by formalising them as standard operating procedures (Kotter and Schlesinger, 2008). HKTVMALL ensures the long-term success of its organisation by incorporating AI-driven decision-making and cross-border collaboration into its daily operations, thereby firmly establishing these practices as part of its organisational identity.

Leadership and Implementing Successful Organisational Change

Leadership is crucial in driving organisational change and significantly impacts the effective implementation and acceptance of projects inside the organisation. Freiherr von Fircks (2021) states that leadership styles provide several methods for handling change, each with advantages and disadvantages. Within the framework of HKTVMALL's change effort, the ability to comprehend and proficiently employ various leadership styles can influence the triumph of the transformation process. Authoritarian leadership, also known as autocratic leadership, refers to a style of leadership where the leader has complete control and makes decisions without input from others. Authoritarian leadership involves a centralised decision-making approach, where leaders have complete control over the change process and enforce their instructions on subordinates (Lundmark, Richter and Tafvelin, 2022). Within HKTVMALL's reform project framework, an authoritarian leadership style can prove advantageous in circumstances that demand prompt decision-making and unambiguous guidance. During the early phases of the change process, particularly when immediate action is required to deal with market changes after COVID-19, an authoritarian leader can offer precise and authoritative direction to guarantee a swift response to emergent issues (Khan and Ahmed, 2024). In cases where there is strong opposition to change, such as when introducing new AI technology, an authoritarian leader can ensure that people comply and stay focused on the agenda for change (Mukhtar and Fook, 2020). Excessive control and limited employee involvement might result in decreased motivation and

innovation among team members, which may impede the long-term effectiveness of the transformation attempt.

Participative leadership prioritises the active participation and collaboration of team members in decision-making processes, promoting a sense of ownership and dedication to the change agenda (Bugalia, Maemura, and Ozawa, 2020). Implementing a participative leadership approach at HKTVMALL can increase staff engagement and yield significant ideas from various perspectives. When formulating a vision and plan for a change effort, the active participation of employees from different departments and hierarchical levels within the organisation can result in more thorough and inventive solutions (Del Giudice *et al.*, 2021; Wessel *et al.*, 2021). In addition, in the implementation phase, seeking input and suggestions from frontline personnel can assist in identifying possible obstacles to change and promoting the seamless acceptance of new procedures (Rahman and Dekkati, 2022). Although participative leadership encourages a cooperative atmosphere and empowers employees, it can result in delayed decision-making and difficulties reconciling different perspectives.

Managing Resistance to Change

Institutions such as HKTVMALL sometimes encounter widespread resistance to change organisational reforms. It frequently arises from apprehension about unfamiliar circumstances, anxiety regarding work stability, or hesitancy to let go of familiar habits (Kotter, 1999). The education and communication approach are crucial when dealing with resistance. Organisations can reduce opposition and gain support for a programme by giving employees explicit and open information about the reasons for change, the anticipated results, and the impact on their roles and responsibilities (Kotter, 2012). HKTVMALL can improve employees' comprehension of the change process and relieve worries about possible disruptions by utilising efficient communication channels such as town hall meetings, newsletters, and interactive workshops, as Kotter and Schlesinger (2008) suggested. Incorporating employees into meetings and soliciting their views helps cultivate a feeling of ownership and enables them to actively engage in creating the change agenda.

Active engagement and inclusion are crucial for surmounting opposition to change, including employees in decision-making processes and seeking their opinions on managing the transition effectively. At HKTVMALL, establishing cross-functional change teams and task

forces allows employees to contribute their knowledge and perspectives to the change project (Lundmark, Richter and Tafvelin, 2022; Rahman and Dekkati, 2022). Promoting transparent communication and establishing channels for input can empower employees to express their apprehensions and actively participate in finding answers, thereby cultivating a sense of responsibility and dedication towards the change process (Bugalia, Maemura, and Ozawa, 2020). Organisations can leverage their employees' collective intelligence and creativity by involving them in the change process, which helps to overcome opposition and achieve effective outcomes.

Facilitation and support are crucial elements in effectively handling resistance to change. It highlights the significance of offering employees tools, training, and emotional support as they navigate the transition (Kotter, 1999). At HKTVMALL, employees can enhance their confidence and adaptability to shifting roles and responsibilities by participating in training programmes focused on new technologies and processes. Additionally, they can receive mentorship and coaching support and benefit from establishing support networks (Del Giudice *et al.*, 2021). In addition, acknowledging and commemorating minor achievements during the change process can enhance morale and strengthen employees' dedication to the change agenda (Bugalia, Maemura, and Ozawa, 2020). Organisations may establish resilience and reduce resistance to change by creating a supportive atmosphere and meeting employees' needs, which is crucial for the successful implementation of change.

Conclusion/Recommendation

Successful organisational change implementation at HKTVMALL necessitates a multidisciplinary strategy incorporating knowledge from diverse academic viewpoints. The organisation should prioritise developing its leaders and creating a culture that is open to change. Mukhtar and Fook (2020) suggest that developing emotional intelligence in leaders might improve their capacity to manage intricate change initiatives and instil trust in staff members. HKTVMALL can enable staff members to take charge of the change process and lend their expertise to its success by encouraging a participative leadership style, in which leaders actively involve staff members in decision-making and request their input on change initiatives (Lundmark, Richter and Tafvelin, 2022; Wessel *et al.*, 2021). Establishing a task force or change management office specifically tasked with supervising the execution of change initiatives can

offer centralised coordination and oversight, guaranteeing prompt resolution of implementation issues and alignment with strategic goals.

Moreover, technology and data-driven insights can potentially augment the efficacy of change activities at HKTVMALL. The company may obtain insights into employee sentiment, market trends, and consumer behaviour by using artificial intelligence and big data analytics. It will allow more focused interventions and better decision-making (Khan and Ahmed, 2024). Furthermore, implementing agile techniques and iterative change management approaches can speed up experimentation and adaptation, enabling HKTVMALL to react quickly to changing stakeholder feedback and market dynamics (Del Giudice *et al.*, 2021). Additionally, spending money on employee training and development initiatives that emphasise digital literacy and change management techniques can strengthen organisational resilience and capabilities while giving staff members the skills and information they need to prosper in a changing setting (Bugalia, Maemura, and Ozawa, 2020). By adopting a comprehensive change management strategy that incorporates employee empowerment, technology adoption, and leadership development, HKTVMALL can set itself up for long-term success in the ever-changing e-commerce market.

In conclusion, the HKTVMALL organisational change journey is a prime example of how leadership, technology, and organisational culture interact intricately to facilitate successful changes. HKTVMALL has shown its dedication to innovation and adaptation in the ever-changing e-commerce industry by adopting a participative leadership style, utilising technical improvements, and promoting a culture ready for change. Nevertheless, the organisation must stay alert in dealing with possible obstacles and maintaining progress in its transformation initiatives. HKTVMALL should focus on leadership development, equipping leaders with the necessary skills and abilities to motivate change and manage unpredictable situations. Allocating resources toward technology and using data-driven insights can improve the organization's ability to quickly adapt and respond to changes in the market, allowing it to maintain a competitive advantage in a continuously changing industry. Cultivating a culture that promotes ongoing learning and adjustment is crucial to support change initiatives in the long run. It involves people adopting new work methods and demonstrating resilience in facing future obstacles. HKTVMALL may establish itself as a frontrunner in the e-commerce industry by

actively and flexibly responding to changes, fostering creativity, and providing clients with valuable services in the digital era.

Appendix

Strategic and operational data points that are crucial for understanding the organization's recent developments and performance as obtained from 2023 Interim report creating new opportunities with innovation and technology. (Hong Kong Technology Venture Company Limited, 2023).

Category	Details
Monthly Active App Users	Increased from 1,581,000 in June 2023 to 1,650,000 in July 2023.
Unique Customers	Increased from 1,107,000 in first quarter 2022 to 1,229,000 in first quarter 2023.
Main Product Categories Purchased	Average per customer was 2.95 in 2 nd quarter 2023, slightly down from 2.97 in last quarter 2022.
Purchase Frequency Per Customer	Decreased to 4.80 in 2 nd quarter 2023 from 5.09 in last quarter 2022.
GMV on Completed Orders	Decreased to HK\$3,986.6 million in first quarter 2023 from HK\$4,135.3 million in first quarter 2022.
Key Product Categories Performance	Groceries, Beauty and Health, Houseware and Household, Pets, and Others with specific revenue figures for first quarter 2023 and first quarter 2022.
Ecommerce Business Growth	Slower than expected, with strategic focus on maintaining online shopping habits and consumer conversion.

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