

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Kwok Wai Kam	Student ID number:	2227330
Programme:	MBA		
Module:	Change & Stability Management		
Module code:	HKBM7015	Contribution to Overall Module Assessment (%):	75%
Lecturer:	Dr. Joe Leung	Internal Verifier:	Dr. Poon Che Cheong
Assignment Title:	Assessment 2 Report	Word count (or equivalent):	3,000 words (maximum)
Submission deadline:	8 May 2023	Return date of provisional marks & written feedback:	Within 20 days after submission
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
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.		

Change and stability analyze report of ↵
Tsui Wah Restaurant↵

Kami, Kwok Wai Kam↵

2227330↵

↵

8th May 2023↵

Table of Contents

	<u>Page</u>
	i
Executive Summary	i
	1
1 Introduction	1
	2
2 Summary of Company	2
	5
3 The Change driver in organizational environment	5
3.1 General	5
3.1.1 Socio-Cultural Dimension	5
3.1.2 Technology Dimension	6
3.2 Task	8
3.2.1 Competitors	8
4 Benefits organizational change	10
	13
5 Reactions to the exceptional event -COVID-19 pandemic	13
	17
6 The change approach used for sustaining the business growth	17
6.1 New Channels	18
6.2 New Experience	19
6.3 New model	19
	20
7 Conclusion	20
	ix
References	ix
	ix
Appendices (If any)	ix

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, while became not-value-for-money in the mind of locals and avoid go. Nevertheless, decrease in the number of visitors arrival and the revenue followed. 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 business mode 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. (WHO, 2020) “Cha Chaan Teng” in eatery industry received attack from the epidemic. The style symbolizes the uniqueness of Hongkongers’ strong surviving skill and is an intrinsic part of the collective memory. Tsui Wah restaurant under Tsui Wah Group (TWG), one of the famous brands that attract tourists. Its revenue had been affected since the tourists decreased. TWG is the chosen organization in this study. In the unexpected issue, change is inevitable in the new era.

2. Summary of Company

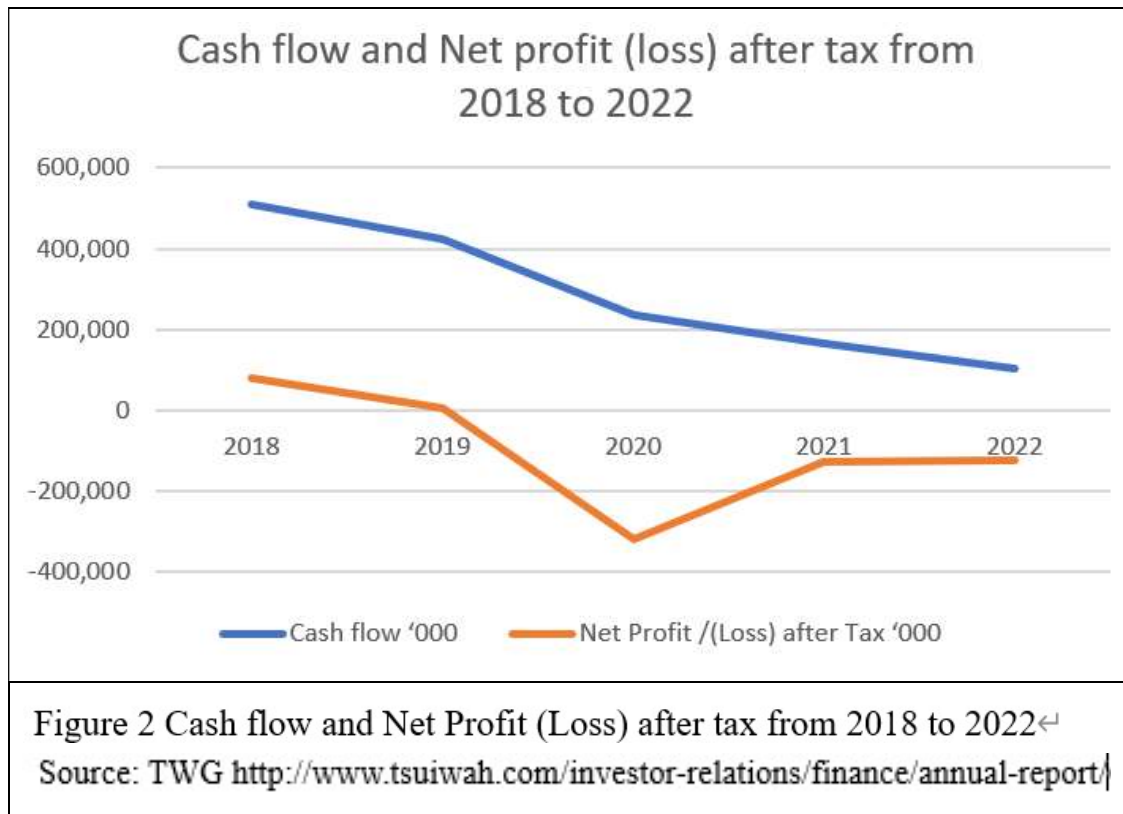
TWG is a legend of “Cha Chaan Teng” that first be listed in 2012 (Yahoo!, 2012) It leading the market in Hong Kong, also covers Macau, China, and Singapore with own delivery services called ‘Tsui Wah Delivery’ and own central kitchens to ensure the delivery service and to standardized food quality (Tsui 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)



Figure 1 ‘Tsui Wah Delivery’ order Website

It found in 1967 and taken over by Mr. Lee in the 90s, he leads 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 that is pioneer in the industry. The positioning image actively promotes Hong Kong's traditional culinary culture. "Frequent Individual Traveler" (FIT) launched in 2003, more Mainlanders visit Hong Kong. TWG hired ‘Mandarin Speaker’ to take care these visitors and opened branches in prime tourists’ locations, e.g., the Peak, Airport, Jordan, Tung Chung, etc. (Tsui Wah Group, n.d.) By the word-of-mouth within

Mainlanders, TWG became a must-go place for FIT. (城市惠, n.d.) Tourists become the major revenue of TWG. (Tsui Wah Group, n.d.) However, the tourists' market had been changed while Hongkongers are not interested to go since FIT boomed in Hong Kong. (Chinadaily, 2016, He et al, 2023)



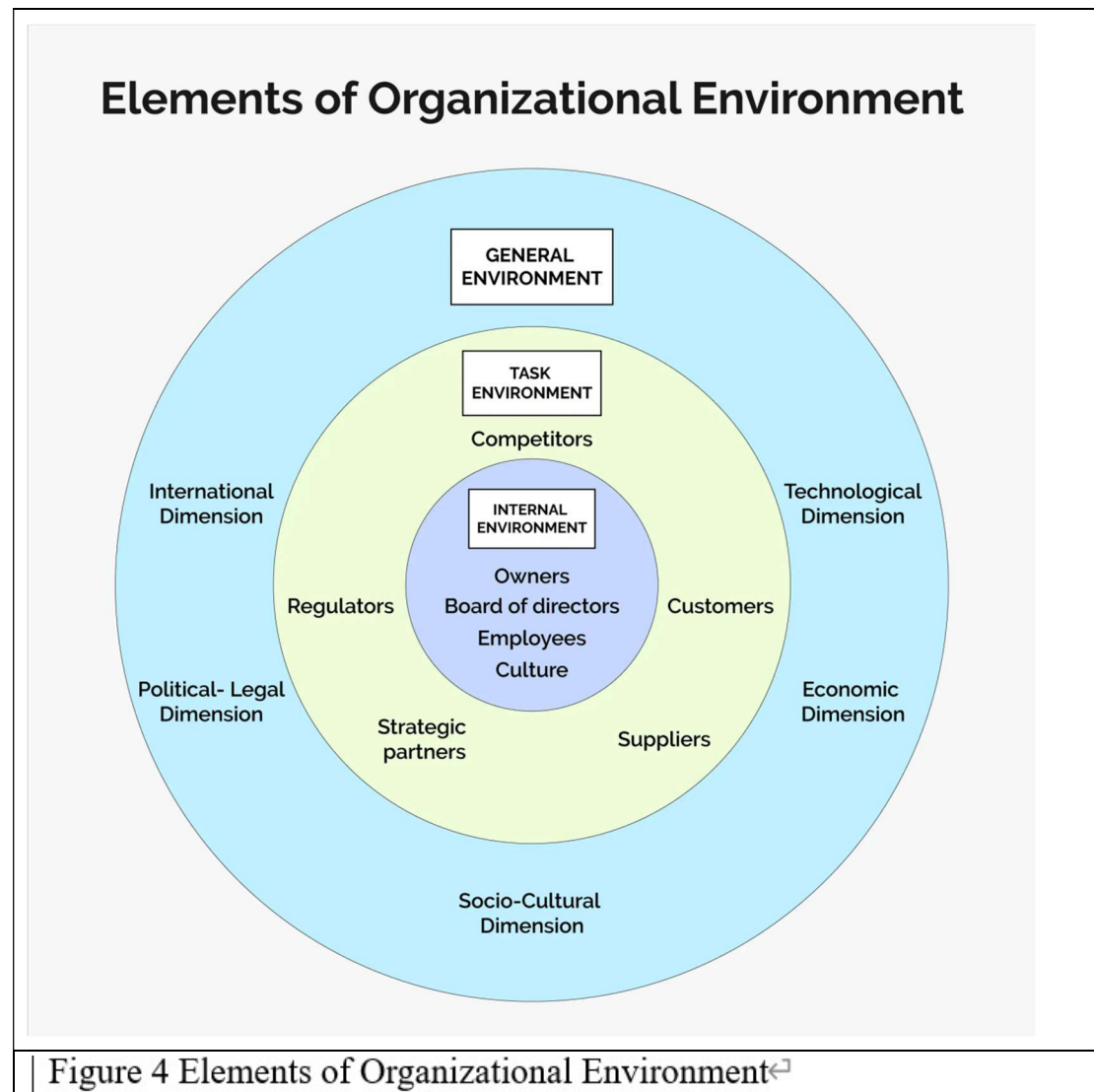
Shown on the figure 2, the number of tourists decreased since 2018, the revenue is deteriorated. To reverse the situation on imbalance of high operating expenses and rental fees with low revenue, TWG closed the branches in prime tourists' locations in Mongkok, Yau Ma Tei and the Peak until only 8 branches left now. (Tsui Wah Group, n.d.) In 2021 and 2022, TWG sold its own properties strive for the higher net profit after tax. (Sile, 2017) However, the drop trend did not change as showed in Figure 3. (星島頭條網, 2022)



Figure 3 Number of Stores in HK, Rental fee and other operating expenses in 2018 to 2022↵

Source: TWG <http://www.tsuiwah.com/investor-relations/finance/annual-report/>

3. The Change driver in organizational environment



TWG is facing several challenges now. This study will investigate general and task environment.

3.1 General

3.1.1 Socio-cultural dimension

TWG leads the local markets and showing the determination in promote Hong-Kong-style food since 2012. TWG is recommended to the tourists by the Hong Kong tourism Board. (Discover Hong Kong, n.d, Hui, 2023) It brings out the trend of old-style Hong Kong after the image change since 2015. In 2017, TWG had cooperated with television broadcasting company, TVB in drama series ‘Heart and Greed’ to promote the iconic

product-milk tea and released in Mainland. (Tsui Wah Group, n.d.) TWG imaged as the iconic Hong-Kong-style. It became the must-try experiences and culture. (智通财经网, 2019) However, it is still a local restaurant in Hong Kong market but already targeted the Mainlanders. (Yahoo!, 2016) Hongkongers avoid go TWG as had been identified tourists' spots with chaos and crowded and will choose other restaurants. (方 et al, 2017) The revenues dropped over 6% since 2019 that affected the tourists' arrivals with the compulsory 14-days quarantine. (Flannery, 2020, HKSAR, 2020) While Hongkongers had no confidence in dine-in and prefer to cook themselves or take away for avoiding the infection. (Leung, et al, 2020) Many restaurants chose to use takeaway to strive with no dine-in.

3.1.2 Technological

Rapid digitalization changed the way of the businesses. The impact of social media and smart phones became important as our daily. Everyone can become an influencer by sharing their opinions and the spread of the information had been faster than ever before. (Mekky, 2022) The image of TWG will be also affected by social media. (Tsui Wah Restaurant, 2019) As compared to baby boomers, the Gen Ys, Gen Zs, and millennials will be affected and follow the comments on the social media platform. (Deloitte, 2022) 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 ongoing promotion discounts made the hits among the locals. (Becker, 2020, Hirschberg et al, 2016) While even TWG had the own ordering website updates in 2021, but it only can order its own food which is limited choices. Although TWG is the first mover in the industry to develop its own delivery team in decade ago, extra fee will add if does not meet the

minimum amount. The orders are cash on delivery and needed to prepare the actual amount for settlement. (Tsui Wah Group, n.d.) These will also discourage locals.

3.2 Task

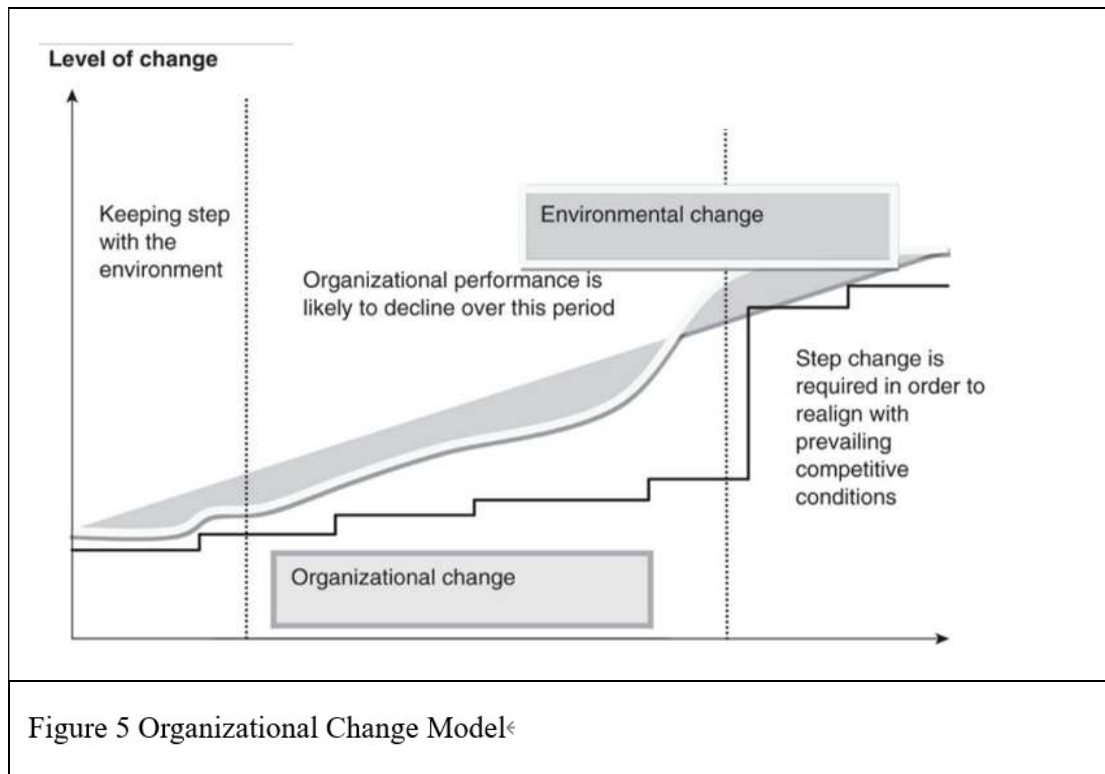
3.2.1 Competitors

Recent decades, the Old-Hong-Kong style became popular again. Lion rock spirit and the old-Hong-Kong style are the collective memory. 'Cha Chaan Teng' made people remembered those old days in 90s and the pride of orient Hollywood. (Kamcha, n.d., Jones, 2022) With the success of the style of old-Hong-Kong works on the instgrammable spots, many restaurants decided to follow to be the internet-famous shop. Local restaurants also imitate the way and the food of TWG. The modern design with tasty food is photogenic spots on social media that make looks amazing all over social media which is the attraction points for visitors. Many local restaurants boomed out in promoting the same 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. (ERB, n.d., Kamcha, n.d.) With the increasing 'Ghost kitchen' cooperate with the food delivery platform which will lower the operating costs in food industry for easier to enter the industry. (Flashlane, n.d, HSBC Business Go, 2022). The platform will recommend these shops frequently to catch more eyes of users. All these will increase number of competitors and affect the revenue of TWG. As the 'Cha Chaan Teng' are the imitating icon and had become internet-famous shops in Mainland, it transformed to the mixture of restaurants and Cafe selling the food with the style of Canton, Chinese, Hong Kong, and western. These all increase the competitions, so the way running by TWG in Hong Kong already fade-out and have to launch the products like curry fish balls, cart noodles, cartooned-ice drinks etc., to attract visitors that hits in Mainland. (安吉拉频道,2022, 内参君, 2022) In Mainland, the KOLs on the social

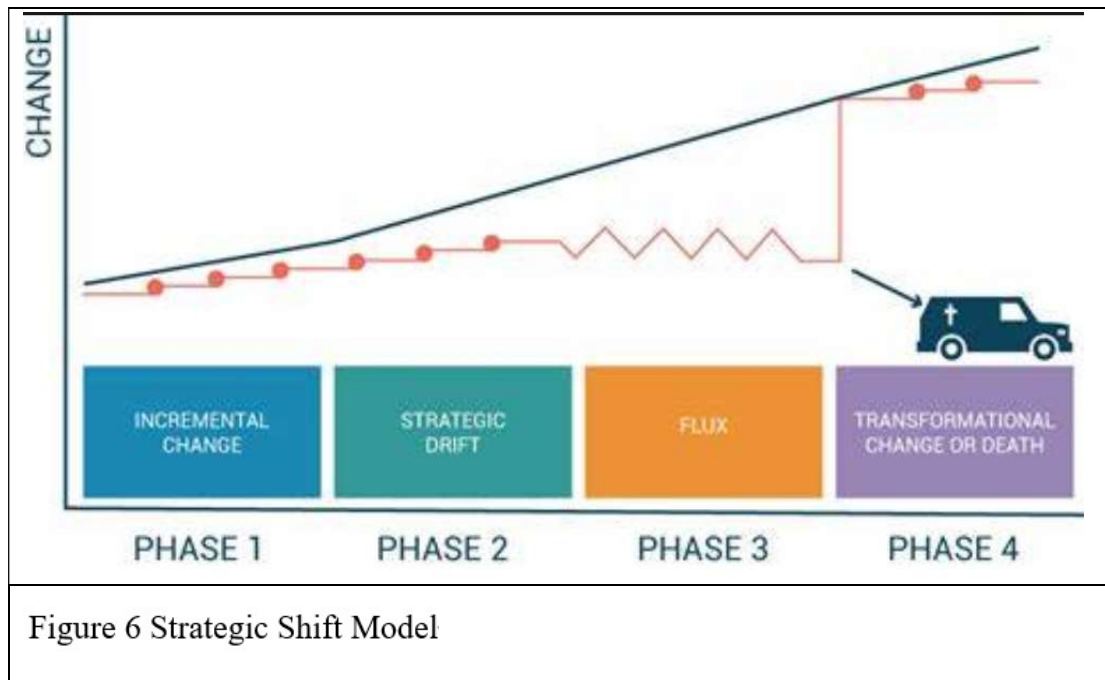
media platform had already recommended others not to go TWG as it not value for money and suggested to go others to explore the experience of locals. (Yahoo!, 2023a)

4. Benefits of Organizational change

According to Patrick et al (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. (David et al, 1995) Importantly, incremental changes follow the original practices as baseline systematically to improve the product, service, or system and before any significant change in technology, demands, preferences, and the economy in the dynamic business environment so that can have success from their past performance. Based on section 3, the changes of TWG needed is incremental change but not strategic shift even TWG had been loop into the illusion of the original success. As the strategic drift is a gradual deterioration of competitive action and resulted in the failure of an organization to aware of the dangers and respond to small changes in the business environment. So, TWG need to be proactive in stay ahead of the curve and not too late to respond. Normally it happens when management is complacence and does not even have the awareness in the changing market with poor attitudes towards change and thought of the works are obsolete. (Cameron, and Green, ,2015)



According to Gerry et al (2011), organizational change should be implemented incremental change in the middle period before the environmental change. As shown above, the organizational change should carry out before the stepped into environment changes. There are 4 stages in strategic shift: incremental stage, strategic drift stage, flux stage and transformational stage showed in figure 6. Stage 1 is little distance between external changes and the strategic action of the organization. Stage 2 happens in the business environment changes while the business organization continues its previous operations, the steps-by-steps changes are not enough to match the actual in the business environment. Therefore, impacted on financial and it decline. Strategic actions become less effective.



Stage 3, the management urged to face the gap between the customer demand and the supply by the organization that should implement change. However, management may resist on the what and how change to do it. So, the changes required here should be transformational. Stage 4, the company only have options in develop and implement a change management strategy that enables to meet the expectations can lead to a company's success or 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 even when it seems irrelevant and assign the opinion leader in the group and assigning tasks before voice out from the manager. 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. Reactions to the exceptional event -COVID-19 pandemic

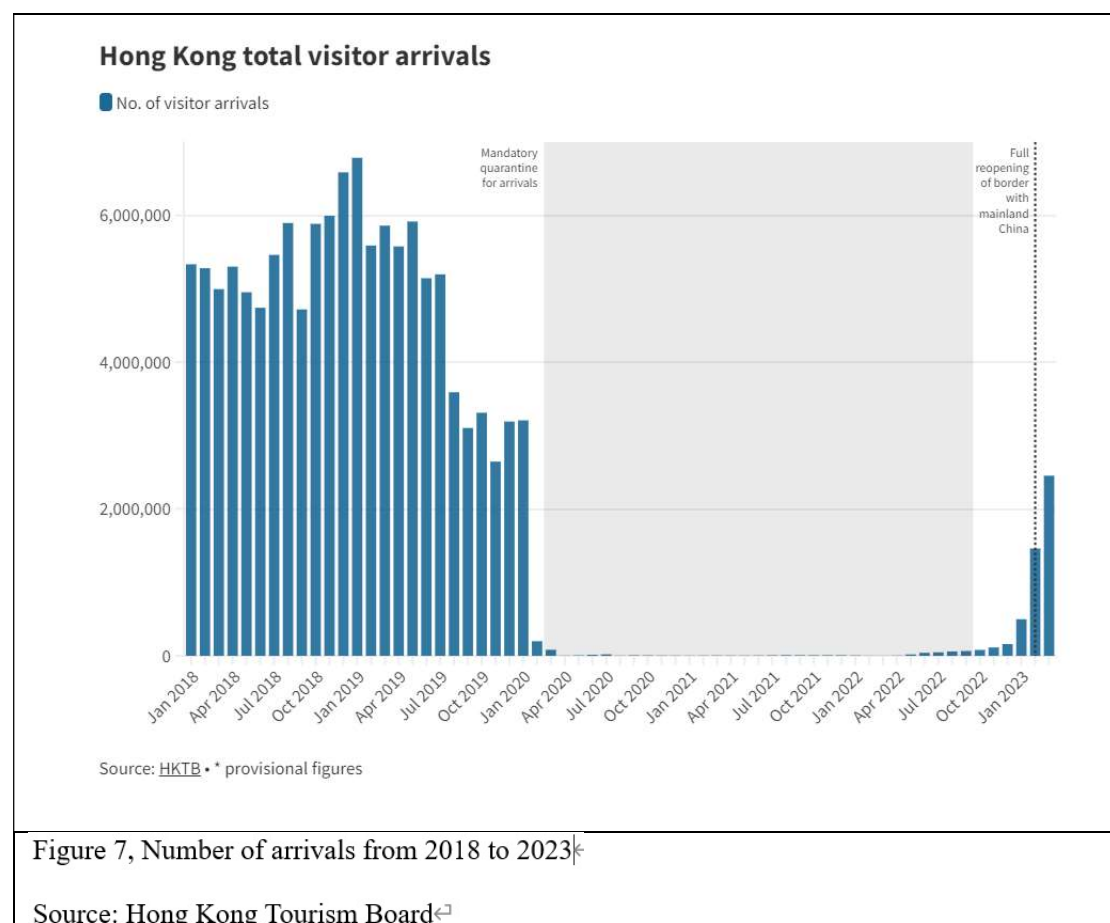
COVID-19 is the exceptional event that even met in this century. It affects all that no one can even expect last for 3 years long than SARS in 2003. It stopped the world start from early 2020, the economy stopped because of the locked down. (WHO, 2020) All business had to find a new way to survive with the measures that avoid in infection.(Leung, 2020)

Facing the pandemic, death and social distancing are common during that time. People are forced to stay at home and bringing a pause silent to re-think about the life and the relationship with nature. New behaviors formed and changed., while technology helps and smooths the resume during the pandemic time. (Fabius et al, 2020) People thinks health is the most important which also make them think about work-life-balance. (Dartnel, 2022) And the essence of work in office had been change to hybrid mode. Work and learning had changed to online by video conferencing like zoom, Google meet, Microsoft Teams., etc. (Fabius et al, 2020) 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. (McKinsey & Company, 2020)

People have better health awareness that explore to the natural environment, cook themselves, having entertainment at home. Hang out in restaurants changed to buy takeaway. (Valinsky, 2020) 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 waves of lay-off the employees to decrease in overheads. (Neiman, 2021) The revenue and the net profit are decreasing even restaurants have the increase in takeaway. However, people tend to cook

themselves rather. Therefore, many restaurants are forced to closures to clear cut the losses. (Murphy, 2021) The business mode of the whole world had been changed. The world must face the new normal under the post-covid era. (Morgan Stanley, 2020)

In Hong Kong, we have been a paradise of Asian food and tourism destinations. WHO announced that COVID-19 is not determined as ongoing health issue no longer constitutes a public health emergency of international concern. (The Guardian, 2023) Mr. John Lee and Mr. Paul Chan strongly believed that after the icon of tourist's paradise of Hong Kong will resume normal as pre-COVID time. (Hutton, 2023, Wu, 2023, The Standard, 2023a) The report revealed that after the full opening with Mainland China, Mainlanders is increasing since January as shown in Figure 7.



And the travel restrictions of different countries had been released. Hongkongers travel to other countries for their long-awaited vacations. (The Standard, 2023b) However, there are increase in closures of restaurants even the ‘Hello, Hong Kong!’ campaign launched to attract the tourists. It does not work. (Yahoo!, 2023b) There are rumors said in there will become normal in ‘May-1-golden-week’, there are increase tourists arrived, and around 8 out of 10 from FIT as pre-covid. (RTHK HK, 2023, KIHARA, 2023) Nearly 40% of them left on the same day or the second day. (歐陽, 2023)

In the new era, there are more internet-influencers suggested the must-go place for tourists over the applications, like Xiaohongshu, Dianping, WeChat, etc. to taste the uniqueness of Hong Kong and chase the admirable and memorable spots of the films and drama series. (布, 2023) TWG is not the must-go items even in the weeks of ‘May-1-golden-week’.

Besides, the internet-influencers encourage to visit other restaurants other than TWG, which had become a trap that the Mainlanders not to go. (Yahoo!, 2023b) To visit those famous spots that was the scenario in drama series and films like police station in Yau Ma Tei, the fixed-pitch stalls in Mongkok, the ice-cream of ‘Mobile Softee’, etc., to take an internet-famous photos to post on social media. (Wong, 2023) The changes had been made, and cannot be resume to pre-covid time. The raising trend on more in-depth travel that experience the locals live in Hong Kong on one-day travel or with no accommodations. (Wang, 2023)

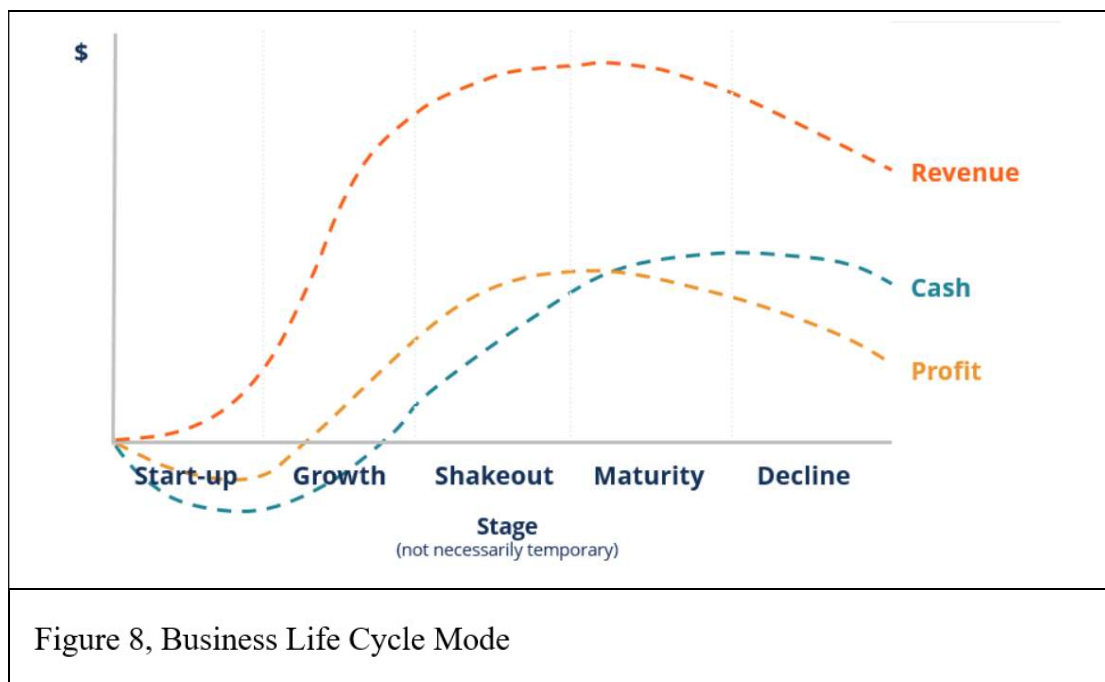
Hong Kong had losing its icon in the mind of Mainlanders. Thus, rather than concerning on Mainlanders, TWG should change and staying in the original business mode. The

illusion of the previous success will gradually make TWG lose its chance to change.

Now, is the time for TWG to change before it's too late.

6. The change approach used for sustaining the business growth

TWG suggested to use 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 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.



In post-Covid, TWG should take the change as mentioned in section 4. The technology had been affecting human daily life. 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 Hong-Kong-style food through regain the confidence of Hongkongers. Second, form a powerful coalition to

support the change. The management team lead the selected managers and employees with different skills and invite customers to join to show the determination in change that 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. Sixth, 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, don't let up. TWG should continue to build on the short-term wins and expand the scope of the digitalization initiative and to track progress up and ensure accountability during the progress. Lastly, to making Change Stick. The changes will integrate into the TWG's day-to-day operations and cultures, with regularly evaluate and review to action plan is effective and aligned to change vision. It could know that TWG chosen growth strategy in business. However, the world is changing. Technology is the tools that helps to align with the change even in the customer market. The customer demand and preferences are the keys to be survive in the post-covid for restaurants before any changes. (Dartnell,2022, Morgan 2022)

6.1 Explore newer channel to show up.

New distribution channels that can drive revenue growth with the any products. By the use online delivery platforms, TWG can have more exposure to the local market. With

the brick-and-mortar stores, the increase in to-be-seen rate is higher than just using its original platform and more likely boost revenue by only increase their physical store as the customers habits changed. (Criniti IV, 2020)

6.2 New experiences

By using the online platform, TWG can also use dine-in discounts for the customers neither local nor tourists with retention program. It can increase sell on same products to the customers and but increase in retention rate. It is powerful in connecting with customers.

6.3 New model

Sell goods in new ways in creating new revenue streams by new distributions, new online channels, and have more value creation. This could be as simple as membership program.

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

7. 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.

Reference

Becker, S. *et al.* (2020) *Delivering when it matters: Quick-service restaurants in Coronavirus Times*, McKinsey & Company. McKinsey & Company. Available at: <https://www.mckinsey.com/industries/retail/our-insights/delivering-when-it-matters-quick-service-restaurants-in-coronavirus-times> (Accessed: 3 April 2023).

Chinadaily. (2016). *Tsui Wah debacle offers taste of hard choices ahead* | Hong Kong Business | [chinadaily.com.cn](http://www.chinadaily.com.cn). China, China Daily, Available at: http://www.chinadaily.com.cn/hkedition/2016-07/04/content_25951765.htm (Accessed: 3 April 2023).

Criniti IV, Anthony M. (2020) *7 things restaurant entrepreneurs must do to survive and thrive during the Great Pandemic Depression*, Entrepreneur. Entrepreneur. Available at: <https://www.entrepreneur.com/money-finance/7-things-restaurant-entrepreneurs-must-do-to-survive-and/357379> (Accessed: May 1, 2023).

Dartnell, L. (2022) *The COVID-19 changes that could last long-term*, BBC Future. Available at: <https://www.bbc.com/future/article/20200629-which-lockdown-changes-are-here-to-stay> (Accessed: 03 May 2023).

David A. Nadler, Robert B. Shaw and A. Elise Walton (1995), *Discontinuous Change: Leading Organisational Transformation*, Wiley.

Deloitte (2022) *Deloitte's Gen z and millennial survey reveals two generations striving for balance and advocating for change - press release*, Deloitte. Available at: <https://www.deloitte.com/global/en/about/press-room/deloittes-gen-z-and-millennial-survey-reveals-two-generations-striving-for-balance-and-advocating-for-change.html> (Accessed: 27 March 2023).

Discover Hong Kong. (no date) *Tsui Wah Restaurant* Available at: <https://www.discoverhongkong.com/seasia/plan/qts/restaurants-results/restaurants-details.id4323.tsui-wah-restaurant.html> (Accessed: 11 March 2023).

ERB (n.d.) *Course Information*, Available at: https://www.erb.org/MyERBWeb/action/courseDetail/courseDetail.execute?course_id=24096750235033995&tc_id=24096750235027969 (Accessed: 3 May 2023).

Fabius, V. et al. (2020) *How covid-19 is changing consumer behavior-now and forever*, McKinsey & Company. Available at: <https://www.mckinsey.com/industries/retail/our-insights/how-covid-19-is-changing-consumer-behavior-now-and-forever> (Accessed: 3 May 2023).

Flannery, R. (2020) *Tsui Wah Cuts Pay as Coronavirus Pressures Hong Kong Anew*, 9 February. Available at: <https://www.forbes.com/sites/russellflannery/2020/02/09/tsui-wah-cuts-pay-as-coronavirus-pressures-hong-kong-anew/?sh=371d2c4e5238> (Accessed: 16 March 2023).

FRANCES G., (2013). *Here's why Barclays believes recently listed Tsui Wah is a good buy*. Hong Kong Hong Kong Business. Available at: <https://hongkongbusiness.hk/hotels-tourism/news/heres-why-barclays-believes-recently-listed-tsui-wah-good-buy> (Accessed: 16 March 2023).

Freshlane (no date), *Ghost Kitchens for Restaurant Delivery & Takeaways: freshlane*. Available at: <https://freshlane.hk/en/ghost-kitchen/> (Accessed: 3 April 2023).

Gerry, John (2011), *Exploring Strategy*, Pearson Education Limited.

He , H., Westbrook , L., Yeo, R. (2023) *Why do Mainland Chinese tourists no longer find hong kong cool?*, *South China Morning Post*. Available at: https://www.scmp.com/news/hong-kong/hong-kong-economy/article/3217505/why-are-mainland-chinese-tourists-cool-hong-kongs-attractions-luxury-goods-lose-lustre-and-language?module=perpetual_scroll_0&pgtype=article&campaign=3217505 (Accessed: 2 May 2023).

HKSAR (2020) *Compulsory quarantine of certain persons arriving at Hong Kong Regulation and prevention and control of disease (Disclosure of Information) Regulation gazette, Press Releases*. Available at: <https://www.info.gov.hk/gia/general/202002/07/P2020020700674.htm?fontSize=1> (Accessed: 16 March 2023).

HSBC Business Go. (2022) *雲端廚房的興起: 如何有效地控制「虛擬餐廳」?* Available at: <https://www.businessgo.hsbc.com/en/article/foodivalblogsep01?fromVG=true&> (Accessed: 27 March 2023).

Hui, S. (2023) *Eats, visits that are a must for tourists*, *The Standard*. Available at: <https://www.thestandard.com.hk/section-news/section/11/251753/Eats,-visits-that-are-a-must-for-tourists> (Accessed: 29 April 2023).

Hutton, M. (2023) *Visitor arrivals to Hong Kong growing, but aviation sector staff shortage threatens full tourism recovery*, *Hong Kong Free Press HKFP*. Available at: <https://hongkongfp.com/2023/04/17/visitor-arrivals-to-hong-kong-growing-but-aviation-sector-staff-shortage-threatens-full-tourism-recovery/> (Accessed: 20 April 2023).

John Kotter (2012), *Leading Change*, Harvard Business Review Press

Jones, G. (2022) *Hong Kong's 'Greasy Spoon' cafes*, *BBC Travel*. BBC. Available at: <https://www.bbc.com/travel/article/20220310-hong-kongs-greasy-spoon-cafes> (Accessed: 7 April 2023).

KamCha (no date) *Academy*, Available at: <https://www.kamcha.com.hk/en/8academy/> (Accessed: 7 April, 2023).

KIHARA, T.A.K.E.S.H.I. (2023) *Hong Kong tourism pins hopes on mainlanders' return*, *Nikkei Asia*. Nikkei Asia. Available at: <https://asia.nikkei.com/Spotlight/Coronavirus/Hong-Kong-tourism-pins-hopes-on-mainlanders-return> (Accessed: 7 March 2023).

McKinsey & Company (2020) *How COVID-19 has pushed companies over the technology tipping point-and transformed business forever* Available at: <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/how-covid-19-has-pushed-companies-over-the-technology-tipping-point-and-transformed-business-forever> (Accessed: 3 May 2023).

Mekky, M. (2022) *Council post: How social media is changing the face of Pr*, *Forbes*. Forbes Magazine. Available at: <https://www.forbes.com/sites/forbesagencycouncil/2019/02/21/how-social-media-is-changing-the-face-of-pr/?sh=12c0ebcd724f> (Accessed: 7 April 2023).

Morgan Stanley (2020) *Covid-19 ERA serves up big changes for U.S. restaurants*. Available at: <https://www.morganstanley.com/ideas/coronavirus-restaurant-trends> (Accessed: 3 April 2023).

Morgan, B. (2021) *What will restaurants look like after Covid?*, *Forbes*. Forbes Magazine. Available at: <https://www.forbes.com/sites/blakemorgan/2021/01/07/what-will-restaurants-look-like-after-covid/?sh=37f21dcc1acb> (Accessed: 3 May 2023).

Murphy, T. (2021), *A post-pandemic survival guide for restaurants*, *Entrepreneur*. Entrepreneur. Available at: <https://www.entrepreneur.com/growing-a-business/a-post-pandemic-survival-guide-for-restaurants/387360> (Accessed: 3 May 2023).

Neiman, H. (2021) *Council post: What will the restaurant industry look like post-pandemic?*, *Forbes*. Forbes Magazine. Available at: <https://www.forbes.com/sites/forbescommunicationscouncil/2021/06/08/what-will-the-restaurant-industry-look-like-post-pandemic/?sh=6cae62281982> (Accessed: 3 May 2023).

Patrick Dawson and Constantine Andriopoulos (2017), *Managing Change, Creativity and Innovation*, SAGE Publications Inc.

RTHK HK (2023) *pins hope on Golden Week to attract back tourists*. Available at: <https://news.rthk.hk/rthk/en/component/k2/1693565-20230325.htm> (Accessed: 29 April 2023).

Sile, A., (2017) *Fund manager rallies against ‘terrible’ Hong Kong property deal: ‘I’m getting sick of investing in Asia’*. CNBC. Available at: <https://www.cnbc.com/2017/02/09/pedro-de-noronha-rallies-against-tsui-wah-hong-kong-property-deal-im-getting-sick-of-investing-in-asia.html> (Accessed 17 March 2022).

The Standard (2023a) *John Lee welcomes the positive effects of the Golden Week Holidays*, *The Standard*. Available at: <https://www.thestandard.com.hk/breaking-news/section/4/203236/John-Lee-welcomes-the-positive-effects-of-the-Golden-Week-holidays> (Accessed: 04 May 2023).

The Standard (2023b) *More restaurants ready to receive mainland group tourists*, *The Standard*. Available at: <https://www.thestandard.com.hk/breaking-news/section/4/202993/More-restaurants-ready-to-receive-mainland-group-tourists> (Accessed: 29 April 2023).

Tsui Wah Group. (no date.) *Annual report 翠華集團*. Available at: <http://www.tsuiwah.com/investor-relations/finance/annual-report/> (Accessed: 8 March 2023).

Valinsky, J. (2020) *How covid-19 upended the design of fast-food restaurants* | *CNN business*, CNN. Cable News Network. Available at: <https://edition.cnn.com/2020/12/19/business/fast-food-restaurant-redesigns-coronavirus-2020/index.html> (Accessed: 3 May 2023).

Wang, W. (2023) *HK tours for next to nothing*, *The Standard*. Available at: <https://www.thestandard.com.hk/section-news/section/11/251840/HK-tours-for-next-to-nothing> (Accessed: 24 April 2023).

Wong, Rebecca (2023) 小紅書=內地版 Instagram? 社交媒體行銷新玩法: 打造香港最美打卡勝地吸人流! 「金魚街」如何變成網紅新寵? 跨境營商戰略 | etnet 經濟通 Available at: <http://www.etnet.com.hk/www/tc/lifestyle/digitalnewage/chinaecommerce/84271#%E5%B0%8F%E7%B4%85%E6%9B%B8=%E5%85%A7%E5%9C%B0%E7%89%88Instagram%E5%BC%9F%E7%A4%BE%E4%BA%A4%E5%AA%92%E9%AB%94%E8%A1%8C%E9%8A%B7%E6%96%B0%E7%8E%A9%E6%B3%95%E5%B8%B0%E6%89%93%E9%80%A0%E9%A6%99%E6%B8%AF%E6%9C%80%E7%BE%8E%E6%89%93%E5%8D%A1%E5%8B%9D%E5%9C%B0%E5%90%B8%E4%BA%BA%E6%B5%81%E5%BC%81%E3%80%8C%E9%87%91%E9%AD%9A%E8%A1%97%E3%80%8D%E5%A6%82%E4%BD%95%E8%AE%8A%E6%88%90%E7%B6%B2%E7%B4%85%E6%96%B0%E5%AF%B5%E5%BC%9F> (Accessed: 3 May 2023).

World Health Organization (2020) *Statement on the second meeting of the International Health Regulations (2005) emergency committee regarding the outbreak of novel coronavirus (2019-ncov)* (no date) World Health Organization. World Health Organization. Available at: [https://www.who.int/news/item/30-01-2020-statement-on-the-second-meeting-of-the-international-health-regulations-\(2005\)-emergency-committee-regarding-the-outbreak-of-novel-coronavirus-\(2019-ncov\)](https://www.who.int/news/item/30-01-2020-statement-on-the-second-meeting-of-the-international-health-regulations-(2005)-emergency-committee-regarding-the-outbreak-of-novel-coronavirus-(2019-ncov)) (Accessed: 7 March 2023).

Wu, W. (2023) *Hong Kong's finance chief 'confident' over economic rebound this year*, South China Morning Post, Available at: <https://www.scmp.com/news/hong-kong/politics/article/3218441/hong-kongs-finance-chief-paul-chan-confident-over-economic-rebound-year-consumption-climbs-positive> (Accessed: 27 April 2023).

Yahoo! (2012). 翠華身價 30 億創港產神話. Yahoo! Available at: <https://www.yahoo.com/news/%E7%BF%A0%E8%8F%AF%E8%BA%AB%E5%83>

%B930%E5%84%84%E5%89%B5%E6%B8%AF%E7%94%A2%E7%A5%9E%E8
%A9%B1-221523311.html (Accessed 14 March 2022)

Yahoo! (2016) 翠華營利大跌一半 香港人唔幫襯? Yahoo! News. Available at:
<https://tw.news.yahoo.com/news/%E7%BF%A0%E8%8F%AF%E7%87%9F%E5%88%A9%E5%A4%A7%E8%B7%8C-%E5%8D%8A-%E9%A6%99%E6%B8%AF%E4%BA%BA%E5%94%94%E5%B9%AB%E8%A5%AF-1570069186912310.html> (Accessed: April 8, 2023).

Yahoo! (2023a) 翠華內地光環已消失 如何迎戰譚仔? Yahoo! Finance. Available at:
<https://hk.finance.yahoo.com/news/%E7%BF%A0%E8%8F%AF%E5%85%A7%E5%9C%B0%E5%85%89%E7%92%B0%E5%B7%B2%E6%B6%88%E5%A4%B1-%E5%A6%82%E4%BD%95%E8%BF%8E%E6%88%B0%E8%AD%9A%E4%BB%94%EF%BC%9F-003024779.html> (Accessed: 29 March 2023).

Yahoo! (2023b) 旺角女人街遊客增 惜無助食肆生意 餐廳呻無外地人幫襯, Yahoo! News. Available at:
<https://hk.news.yahoo.com/%E6%97%BA%E8%A7%92%E5%A5%B3%E4%BA%BA%E8%A1%97%E9%81%8A%E5%AE%A2%E5%A2%9E-%E6%83%9C%E7%84%A1%E5%8A%A9%E9%A3%9F%E8%82%86%E7%94%9F%E6%84%8F-%E9%A4%90%E5%BB%B3%E5%91%BB%E7%84%A1%E5%A4%96%E5%9C%B0%E4%BA%BA%E5%B9%AB%E8%A5%AF-102121341.html> (Accessed: 28 April 2023).

內參君 (2022) 一天翻台 25 次, 新派茶餐廳靠“走老路”逆勢崛起, 一天翻台 25 次, 新派茶餐廳靠“走老路”逆勢崛起 聯商網. Available at:
<http://m.linkshop.com/article/news/489779> (Accessed: 7 May 2023).

布, 萊恩 (2023) 五一黃金周 | 舊油麻地警署成內地客打卡地 要多謝 TVB? 內地女讚: 好有港味, 香港 01. 香港 01. Available at:
<https://www.hk01.com/%E7%86%B1%E7%88%86%E8%A9%B1%E9%A1%8C/893888/%E8%88%8A%E6%B2%B9%E9%BA%BB%E5%9C%B0%E8%AD%A6%E7%BD%B2%E6%88%90%E5%85%A7%E5%9C%B0%E5%AE%A2%E6%89%93%E5%8D%A1%E5%9C%B0-%E8%A6%81%E5%A4%9A%E8%AC%9Dtvb-%E5%85%A7%E5%9C%B0%E5%A5%B3%E8%AE%9A-%E5%A5%BD%E6%9C%89%E6%B8%AF%E5%91%B3> (Accessed: 3 May 2023).

安吉拉頻道 (2022) 港風回歸，冰廳爆火，港式茶餐廳"網紅"背後還有多大潛力？, 港風回歸，冰廳爆火，港式茶餐廳"網紅"背後還有多大潛力？ 當我們談到"港風"，我們在談論什麼？是明艷大氣的港式妝容，是多才多藝的香港明星，是味道獨特的粵語歌曲，也是 TVB 劇里阿 S... - . 雪球. Available at: <https://xueqiu.com/1806480657/215099438> (Accessed: 7 March 2023).

城市惠(no date), 香港茶餐廳排行榜 Available at: <https://m.cityhui.com/hongkong/chacanting/> (Accessed: 7 April 2023).

星島頭條網 (2022) 「一生一世」不容易 翠華三招救亡靠生煎包圖翻身, 星島頭條 . 星島頭條網 . Available at: <https://www.stheadline.com/finance-live/3176378/%E4%B8%80%E7%94%9F%E4%B8%80%E4%B8%96%E4%B8%8D%E5%AE%B9%E6%98%93-%E7%BF%A0%E8%8F%AF%E4%B8%89%E6%8B%9B%E6%95%91%E4%BA%A1%E9%9D%A0%E7%94%9F%E7%85%8E%E5%8C%85%E5%9C%96%E7%BF%BB%E8%BA%AB> (Accessed: 10 March 2023).

智通財經網 (2019) 大家樂、大快活、翠華：香港老餐飲一线城市撈金記 _ 手機新 浪 網 . Available at: <https://finance.sina.cn/2019-06-24/detail-ihytcerk8846412.d.html?from=wap> (Accessed: 21 March 2023).

Tsui Wah Restaurant (2019) [Facebook]. 2019 Available at: https://www.facebook.com/Tsuiwahrestaurant/reviews/?ref=page_internal (Accessed: 11 April 2023).

歐陽, 德浩 (2023) 五一黃金周 | 餐飲業分析四大原因升幅不及疫前 冰室：冇人沖奶茶, 香港 01. 香港 01. Available at: <https://www.hk01.com/%E7%A4%BE%E6%9C%83%E6%96%B0%E8%81%9E/893928/%E4%BA%94%E4%B8%80%E9%BB%83%E9%87%91%E5%91%A8-%E9%A4%90%E9%A3%B2%E6%A5%AD%E5%88%86%E6%9E%90%E5%9B%9B%E5%A4%A7%E5%8E%9F%E5%9B%A0%E5%8D%87%E5%B9%85%E4%B8%8D%E5%8F%8A%E7%96%AB%E5%89%8D-%E5%86%B0%E5%AE%A4-%E5%86%87%E4%BA%BA%E6%B2%96%E5%A5%B6%E8%8C%B6> (Accessed: 3 May 2023).

方 楚茵 and 范 穎琛 (2017) 翠華承認不足 接受食客「負皮」 太子爺：做回香港人的翠華: 蘋果日報•聞庫, 聞庫. 聞庫. Available at: <https://collection.news/appledaily/articles/T2UBRDCZ4KV574HCMJQOZ7Y4ZQ> (Accessed: April 8, 2023).

Leung, K. and Low, Z. (2020) *Food delivery platforms provide a lifeline to empty restaurants*, *South China Morning Post*. Available at:
<https://www.scmp.com/news/hong-kong/hong-kong-economy/article/3079508/work-home-call-meals-food-delivery-platforms> (Accessed: March 8, 2023).

Hirschberg, C. *et al.* (2016) *The changing market for Food Delivery*, McKinsey & Company. McKinsey & Company. Available at:
<https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/the-changing-market-for-food-delivery> (Accessed: April 9, 2023).

Cameron, E. & Green, M. (2015), *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organisational Change*, 4th edition, London: Kogan Page

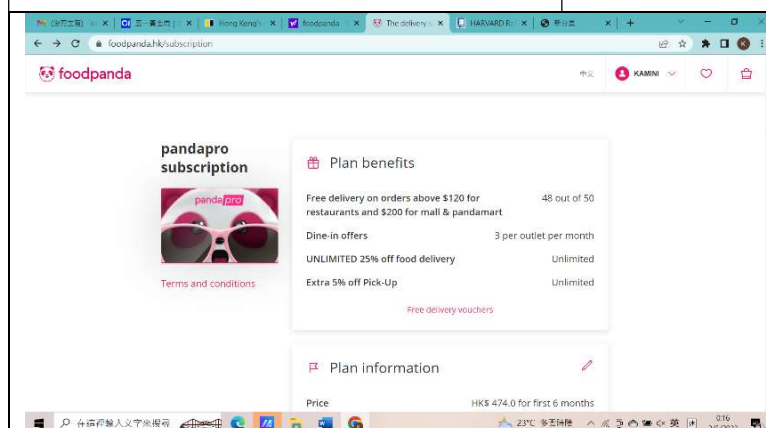
Appendices



Social media platform: Negative comments on new posts



Social media platform: Negative comments



Online delivery platform with discounts

🏠 foodpanda.hk/rewards 🔊 ⓘ ⋮

Help Center ▾

How can we help?

🛒 Get help with my orders >

🛒 I'm having trouble placing an order >

✉ My support requests
● Case resolved >

👑 pandapro >

🍴 Dine In >

🛡 Safety and Privacy Concerns >

🕒 My Account >

🎫 Vouchers and rewards >

💳 Payment and Refunds >

🍽 ShareTheMeal >



粉熊妹妹气泡水
小熊冻柠茶
鹅肝黑松露惠灵顿牛排
黯然销魂饭
瀑布猪扒包
旧金山西多士
暴富漏奶华
金多多薯条

Food supply on Mainland ‘Cha Chaan Teng’
that Hong Kong have to follow

Help center in online delivery
platform

x