

University of Wales Trinity Saint David

Leading and Implementing Workplace Change

Module code: BMSW6103

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Date: 27/05/2024

Executive Summary

Purpose of the Report: This report aims to conduct a critical analysis and develop a comprehensive change management plan for Kentucky Fried Chicken (KFC). Given the constant evolution in the fast-food industry and emerging challenges, this report explores strategic changes necessary for KFC to maintain and enhance its global market position.

Company Choice - KFC: Kentucky Fried Chicken (KFC) has been selected for this analysis due to its expansive global presence, influence in the fast-food sector, and the impact it has on consumer trends and international market dynamics. As an iconic brand with a history of adaptation and innovation, KFC presents a compelling case for examining the application of change management theories.

Business Analytical Tools: The report will employ various business analytical tools to ensure a robust evaluation of KFC's strategic position:

- **SWOT Analysis:** To evaluate KFC's strengths, weaknesses, opportunities, and threats, thereby understanding the internal and external factors influencing its operational strategy.
- **PESTEL Analysis:** To assess the macro-environmental factors affecting KFC, such as political, economic, social, technological, environmental, and legal influences that could impact strategic decisions.
- **9M Model:** To assess the internal capabilities of KFC, considering aspects such as Men, Money, Markets, Materials, Machinery, Make-up (corporate structure), Management, Method, and Message (branding).

Change Management Theories: The change management plan will be underpinned by relevant theories and models to ensure a structured approach to the proposed strategic changes:

- **Lewin's Change Management Model:** Utilizing the unfreeze-change-refreeze concept to guide the introduction of change within KFC.
- **Kotter's 8-Step Change Model:** To provide a step-by-step framework for implementing change, ensuring comprehensive stakeholder engagement and effective change execution.
- **McKinsey 7-S Model:** To consider the alignment of KFC's shared values, strategy, structure, systems, style, staff, and skills for cohesive change implementation.

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Introduction:

Businesses need to be able to adapt and modify in order to compete in the current business climate, which is unexpected, uncertain, complex, and difficult. The methodologies of analytics and change management are beneficial to KFC change management. Why KFC chosen for this study. Since KFC is a global brand, it must contend with shifting consumer preferences, technological advancements, and economic conditions (Shoyemi, 2014). The dynamic nature of the situation makes fast food corporations excellent managers of strategic change. The dual analysis approach is utilised in this study to manage the complexity of organisational transition. In order to identify external issues that need to be addressed, this report will initially carry out a PESTEL analysis (Amoako et al., 2021). The objective is to have a solid understanding of KFC business plan and their response to COVID-19. PESTEL is able to demonstrate how economics, technology, and consumer preferences are the primary drivers of change. Beyond the limits imposed by external factors, this study will investigate the organisational culture and change management practices of KFC. The purpose of this investigation is to determine how the culture of KFC influences the effectiveness of transformations and how future attempts might be improved. KFC strategy is influenced by a variety of elements, including law, politics, economics, society, technology, and the environment. In the second part of the paper, the ADKAR Model, Lewin's Change Management Model, and Kotter's 8-Step Change Model will be utilised to investigate their respective theories regarding change management. The analysis of KFC surrounds will result in the development of unique viewpoints and plans for the expansion of the organisation.

Current Operational Stance

Business Model and Market Positioning

Setting up franchises is how KFC mostly does business. This has been an important part of its business plan since it began growing in the 1950s. With this strategy, KFC has been able to reach a lot of people around the world and get into a lot of markets with less risk and cash. KFC's strong global footprint is helped by the fact that its franchise system lets it learn about local markets and run its business more efficiently (Burnes, 2004).

KFC has over 24,000 locations in more than 145 countries, making it one of the most well-known fast food chains in the world. As part of its foreign strategy, it creates meals that are specific to each region's tastes. This helps it become more popular in those areas and improves its position in the market. This global presence not only gives KFC more ways to make money, but it also lowers the risks that come with changes in the markets in different areas.

Market Penetration: KFC has a large share of both developed markets (like the US and UK) and developing markets (like China and India).

Metrics for Operations

Health of the Company's Finances: Profitability measures like EBITDA margins are competitive, which shows that costs are being managed well and operations are running smoothly.

business Share: KFC has a big piece of the fast-food business, especially when it comes to chicken. Market share data shows that KFC is the market leader in many of the areas where it operates. This is because its customers are loyal to the brand and know it well. Comparative studies with competitors show that KFC is good at coming up with new menu items and making sure customers are happy, which helps it have a strong position in the market.

Customers are usually happy with KFC because the food is always good, the service is quick, and the menu has new, interesting things. Satisfaction polls and other ways for customers to give feedback show that they are happy with the quality of the products and the speed of the service. However, there is variation across areas that needs to be fixed.

Participation of Employees: Participation of KFC employees is very important to the company's operations. The business spends money on training and development programs that help employees grow professionally and personally. This creates a good work atmosphere and boosts total employee happiness and productivity. Internal polls often show that employees strongly support the values and goals of the company. However, more attention could be paid to award systems and job advancement to improve employee involvement.

Need for Change

Contemporary Market Trends:

- **Shift in Consumer Preferences:** There is a noticeable trend towards healthier eating habits and increased demand for more diverse and sustainable food options.
- **Digital Transformation:** Rapid advancements in technology have led to the rise of digital ordering platforms, changing consumer expectations for convenience and speed.
- **Intensifying Competition:** The fast-food industry is becoming increasingly competitive with the entry of new players and the emergence of niche food concepts (Bridges, 2009).

Internal Challenges:

- **Operational Inefficiencies:** Existing processes and systems may be outdated or inefficient, hindering agility and responsiveness to market changes.
- **Employee Engagement:** Maintaining high levels of employee morale and engagement is crucial for delivering quality customer service and sustaining operational excellence.
- **Supply Chain Management:** Managing a complex global supply chain presents challenges in ensuring product quality, consistency, and sustainability.

External Pressures:

- **Regulatory Environment:** Compliance with evolving food safety, labor, and environmental regulations imposes additional operational constraints and costs.
- **Economic Uncertainty:** Fluctuations in the global economy and currency exchange rates can impact costs and consumer spending habits.
- **Societal Expectations:** There is increasing pressure from stakeholders and consumers for businesses to demonstrate social responsibility and sustainability in their operations(Kotter, 1996).

Objectives of Change

Enhancing Menu Innovation and Healthier Options:

- Introduce a wider range of menu options that cater to evolving consumer preferences for healthier, more diverse, and sustainable food choices.

Embracing Digital Transformation:

- Implement digital ordering and delivery systems to enhance convenience and accessibility for customers, meeting their expectations for seamless and efficient service.

Improving Operational Efficiency:

- Streamline internal processes and systems to improve agility and responsiveness to market changes, reducing waste and optimizing resource allocation.

Strengthening Social Responsibility:

- Enhance corporate social responsibility initiatives by promoting community engagement, environmental sustainability, and ethical business practices.
- Partner with local organizations and charities to address social issues and contribute positively to the communities in which KFC operates(Hiatt and Creasey, 2003).

TABLE 1:SWOT ANALYSIS

Strengths	Weaknesses
1. Global Brand Recognition: KFC is a globally recognized brand with a strong market presence.	1. Standardization vs. Localization: Balancing the global brand while adapting to local tastes can be challenging.
2. Strong Supply Chain: Robust supply chain with a history of effective distribution and logistics.	2. Health Perception: KFC's menu is often associated with high calories and fast food's unhealthy image.
3. Secret Recipe: The unique and secret recipe of KFC's chicken creates a distinct competitive	3. Pricing Strategy: Pricing can be perceived

Strengths	Weaknesses
advantage.	as high, especially in price-sensitive markets.
4. Innovative Menu Items: Continuous innovation in menu to cater to various tastes and preferences.	4. Supplier Issues: Occasional challenges with suppliers that can lead to operational disruptions.
5. Strong Franchise Model: A franchise-based model that facilitates rapid expansion and market penetration.	5. Market Saturation: High competition and saturation in the fast food industry can limit growth.
Opportunities	Threats
1. Expanding into New Markets: Potential for growth in emerging markets with increasing demand for fast food.	1. Intense Competition: Facing stiff competition from other fast food chains and local eateries.
2. Menu Diversification: Opportunity to broaden the menu with healthy, vegetarian, and culturally diverse options.	2. Changing Consumer Preferences: Shift towards healthier eating habits and fresh food could impact demand.
3. Technological Advancements: Adopting new technologies for order taking, food delivery, and customer service.	3. Supply Chain Disruptions: Vulnerability to disruptions in the global supply chain affecting operations.
4. Strategic Partnerships: Forming partnerships with delivery services and technology platforms to increase reach.	4. Regulatory Challenges: Facing stricter regulations related to health, environment, and employment.
5. Sustainability Initiatives: Implementing sustainability and eco-friendly practices to enhance brand image.	5. Economic Fluctuations: Economic downturns can reduce consumer spending and affect sales.

TABLE 2:PESTEL ANALYSIS(LEWIN, 1947)

Political	Economic
- International trade agreements and tax policies impacting global operations.	- Global economic fluctuations affecting consumer purchasing power.
- Political stability in countries where KFC	- Currency exchange rates influencing cross-

Political	Economic
operates, which can affect its outlets and supply chain.	border operations and profitability.
- Government regulations related to health and food safety standards.	- The economic growth of developing countries presenting opportunities for expansion.
Social	Technological
- Shifting consumer preferences towards healthier food options.	- Advancements in food preparation and delivery technology.
- Cultural sensitivity and adaptation of menu items to fit local tastes.	- Use of digital marketing and social media platforms for promotion and engagement.
- Demographic changes and the rise of millennial consumers influencing product offerings.	- Implementation of management information systems for efficient operations.
Environmental	Legal
- Increased awareness and regulations on environmental sustainability affecting sourcing and packaging.	- Compliance with labor laws and employment practices in different jurisdictions.
- Impact of climate change on agricultural outputs, affecting supply of key ingredients.	- Intellectual property laws protecting KFC's secret recipes and trademarks.
- Waste management regulations and the move towards reducing plastic usage.	- Legal actions related to health claims and nutritional labeling requirements.

TABLE 3: 9M MODEL (MCKINSEY & COMPANY, 2008)

Men (Human Resources)	Money (Financial Resources)
- Skilled workforce including cooks, managers, and customer service staff.	- Strong revenue streams from global sales and franchising.
- Training and development programs for employees.	- Investments for expansion and technology upgrades.
- Employee retention strategies and competitive	- Budget allocation for marketing, R&D, and

Men (Human Resources)		Money (Financial Resources)	
benefits (Duck,2001).		sustainability initiatives.	
Markets (Customer/Market Share)		Materials (Raw Materials)	
- Large global market presence with widespread brand recognition.		- High-quality ingredients essential for the signature KFC taste.	
- Diverse customer base across various demographic segments.		- Sustainable sourcing practices for chicken, vegetables, and other materials.	
- Adapting to local market trends and consumer preferences.		- Relationships with suppliers to ensure consistent quality and supply.	
Machinery (Equipment/Technology)		Make-up (Corporate Structure)	
- Modern kitchen equipment for efficient food preparation.		- Hierarchical structure with clear divisions for operations, marketing, finance, etc.	
- Point-of-sale systems for fast and accurate order processing.		- Franchise model providing a framework for global expansion.	
- Adoption of new technologies for cooking and delivery.		- Strong corporate governance ensuring company-wide policy adherence.	
Management (Leadership)	Method (Processes/Procedures)	Message (Branding/Communication)	
- Strong leadership team with a clear vision for growth.	- Standardized cooking and service procedures to maintain quality.	- Consistent brand messaging emphasizing the secret recipe and taste.	
- Decision-making capabilities to steer global operations.	- Efficiency in supply chain management and logistics.	- Marketing campaigns that resonate with various cultures and markets.	
- Crisis management skills evidenced by responses to supply chain challenges.	- Continuous improvement of operational processes for cost-effectiveness.	- Social media engagement and advertising strategies that enhance brand image.	

TABLE 4: LEWIN'S CHANGE MANAGEMENT MODEL AT KFC (MCKINSEY & COMPANY, 2008)

Unfreeze	Change	Refreeze
Assessment	Implementation	Solidification
- Determine areas within KFC needing change.	- Implement the planned changes in a controlled manner.	- Ensure the changes are solidified into the corporate culture.
Communication	Support	Standardization
- Communicate the need for change to all levels of staff.	- Provide support and training to employees to adapt to the change.	- Establish new standards and procedures reflecting the changes.
Preparation	Adaptation	Integration
- Prepare the organization by building a strong case for change.	- Monitor the adaptation process, making adjustments as needed.	- Integrate the changes into everyday business practices.
Involvement	Transition	Evaluation
- Involve key stakeholders in planning to create buy-in.	- Transition from the old ways to the new, ensuring smooth operations.	- Evaluate the effectiveness of the changes and their acceptance.
Expectation Setting	Feedback Loop	Reinforcement
- Set realistic expectations and a clear vision for the future.	- Establish feedback mechanisms for continuous improvement.	- Reinforce the changes through recognition and rewards.

Application to KFC:

1. Unfreeze:

- KFC identifies the need for a new menu item to address health-conscious consumers.
- Leadership communicates the change, emphasizing benefits and addressing concerns.

- Employees are involved in idea generation and testing, creating a sense of ownership.

2. Change:

- KFC launches a pilot program for the new menu in select markets.
- Staff receives training on the preparation and sale of the new items.
- Customer feedback is collected and used to refine the menu and service model.

3. Refreeze:

- Successful aspects of the pilot program are standardized across all outlets.
- KFC updates its operating manuals, training materials, and marketing strategies (Kotter and Schlesinger 1979).
- The new menu becomes a part of KFC's identity, with success stories shared company-wide.

TABLE 5: KOTTER'S 8-STEP CHANGE MODEL FOR KFC (MCKINSEY & COMPANY, 2008)

Step	Description	KFC Application
1. Create Urgency	Develop a sense of urgency around the need for change.	KFC could highlight competitive pressures or changing consumer trends to underline the need for a new strategy.
2. Form a Guiding Coalition	Assemble a group with enough power to lead the change.	Bring together a diverse team from KFC's leadership, franchise partners, and key employees to drive the change.
3. Develop a Vision and Strategy	Clarify how the future will differ from the past and how that future can be realized.	Articulate a clear vision for KFC's transformation, including new menu offerings, sustainability goals, or market expansion.
4. Communicate the Change Vision	Ensure that as many people as possible understand and accept the vision and the strategy.	Implement an internal communication plan that reaches all levels within KFC, utilizing various channels for clarity and impact.
5. Empower Broad-Based Action	Remove obstacles to change and change systems or structures that	Address operational or structural barriers at KFC that could impede

Step	Description	KFC Application
	undermine the vision.	the change; empower employees to contribute ideas and take action.
6. Generate Short-Term Wins	Plan for and create visible performance improvements.	Set and celebrate achievable milestones within KFC, such as the launch of a new product line or a successful marketing campaign.
7. Consolidate Gains and Produce More Change	Use increased credibility to change systems, structures, and policies that don't fit the vision.	Build on the momentum of early successes at KFC to further drive change initiatives, such as technology upgrades or global standardization.
8. Anchor New Approaches in the Culture	Reinforce the changes by demonstrating the relationship between new behaviors and corporate success (Schein,2010).	Embed the new practices into KFC's culture, ensuring they are maintained over time and become part of the company's identity and values.

Implementing the Model at KFC:

- **Step 1:** KFC could start by conducting market research to demonstrate the urgent need for menu innovation due to shifts in customer dietary preferences.
- **Step 2:** The coalition might include KFC's head chef, marketing director, select franchise owners, and a sustainability officer.
- **Step 3:** The vision could involve KFC becoming the leader in fast-food sustainability or diversifying into health-conscious markets.
- **Step 4:** Communication efforts could range from company-wide meetings to detailed briefs on KFC's intranet, emphasizing everyone's role in the change.
- **Step 5:** KFC could streamline processes, upgrade technology, or implement new policies that empower staff and align with the vision.
- **Step 6:** Early wins could be a successful test launch of a new product or achieving a sustainability milestone, celebrated across the organization.
- **Step 7:** Leveraging early wins, KFC could then introduce more significant changes like overhauling supply chain practices to be more eco-friendly.

- **Step 8:** Finally, the new approaches would be anchored in KFC's culture through ongoing training, performance metrics, and recognition systems.

TABLE 6: MCKINSEY 7-S MODEL APPLIED TO KFC (MCKINSEY & COMPANY, 2008)

Shared Values	Central beliefs and attitudes that are at the heart of KFC's culture.
Application to KFC:	KFC's shared values could include commitment to quality, customer satisfaction, innovation, and community engagement. These values need to be at the core of any change initiative.
Strategy	The plan devised to maintain and build competitive advantage over competitors.
Application to KFC:	KFC's strategy might involve diversification of the menu to include healthier options or global market expansion. Changes should support and be aligned with this strategic plan.
Structure	The way the organization is structured and who reports to whom.
Application to KFC:	Any changes at KFC should consider how the organizational structure supports the change, including potentially restructuring to meet new business demands (Nadler and Tushman, 1997).
Systems	The daily activities and procedures that staff use to get the job done.
Application to KFC:	Systems such as order tracking, inventory management, and customer feedback loops may need to be updated to ensure they support the strategic changes.
Style	The style of leadership adopted.
Application to KFC:	Leaders at KFC should embody and reinforce the change, using a leadership style that encourages innovation and supports the company's strategic direction.
Staff	The employees and their general capabilities.
Application to KFC:	KFC's change plan should include staff development programs to ensure all employees are equipped to handle the changes, whether it's new menu items, new technology, or new service methods.

Skills	The actual skills and competencies of the employees working for the company.
Application to KFC:	KFC should assess whether its workforce has the necessary skills for the change or if additional training is needed to improve competencies related to new processes or technologies.

Implementing the Model at KFC:

- **Shared Values:** KFC must ensure that the new changes reinforce these values and that the values are clearly communicated and embraced across the organization.
- **Strategy:** The change initiatives must be designed to further KFC's strategic objectives, such as entering new markets or enhancing digital presence.
- **Structure:** If the change affects how teams are organized (e.g., creating a digital marketing team), the structure must be adjusted accordingly.
- **Systems:** KFC needs to audit and adapt its systems to facilitate smooth change implementation, like a new IT system for online ordering.
- **Style:** Leadership should demonstrate a commitment to change through an open, communicative, and supportive style.
- **Staff:** This might include hiring new talent with specific skills or upskilling current employees to align with the new strategic direction.
- **Skills:** Identifying skill gaps and implementing training programs to address them will be crucial for successful change.

Current Operational Stance

a. Present-day Business Model

KFC operates primarily through a franchising model, which has been instrumental in its global reach and local market penetration. This model allows KFC to maintain a broad presence worldwide, with more than 24,000 outlets in over 145 countries. With franchising, you can quickly grow and get into new markets with less money spent on capital and lower business risks. KFC is a market winner in the fast food business because it serves unique quick-service chicken dishes(Cameron and Green, 2015).

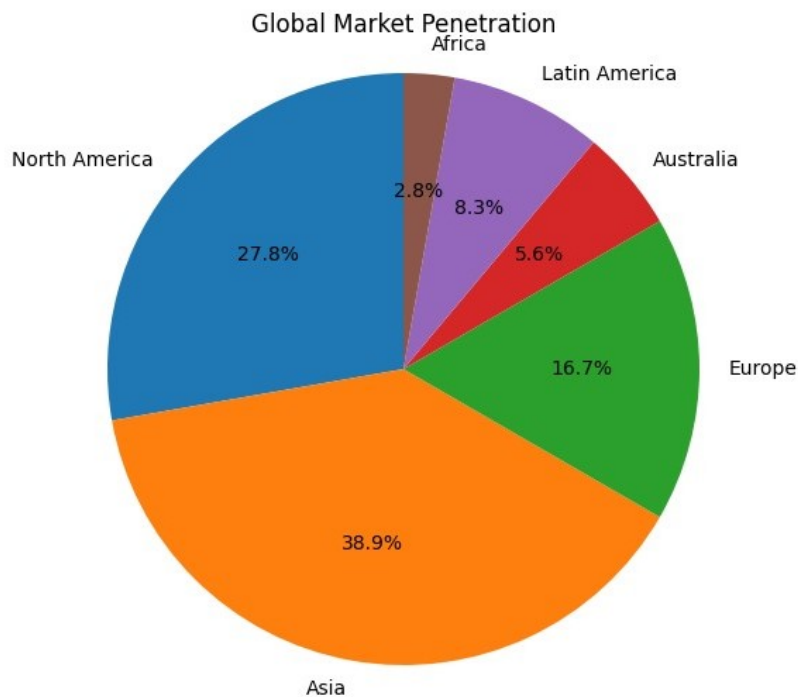


FIGURE 1:GLOBAL MARKET PENETRATION(UDDIN, 2020)

Problems with Operations

Supply Chain Complexity: Managing a complicated supply chain that spans many markets is hard, especially when it comes to making sure quality control and meeting delivery dates. KFC has to deal with problems with logistics, changing prices of supplies, and different rules in each country.

Getting used to local markets: KFC's global-local approach is one of its strengths, but it can be hard to keep the brand's identity while also catering to local tastes. To find the right balance between standardization and customizing, you need to keep researching the market and making new products, which can use a lot of resources.

Changes caused by technology: Staying up to date with changes in technology, like adding AI and robots to processes or updating IT systems to make data security and customer service better, costs a lot of money and is hard to do.

Health and Nutrition Trends: As health trends around the world move toward better eating habits, KFC has to figure out how to adapt its menu to meet these needs without changing its main products, which aren't usually health-focused.

By taking care of these things, KFC can build on its current strengths and make plans for how to deal with its business problems. This will help the company stay competitive and grow in the fast food market.

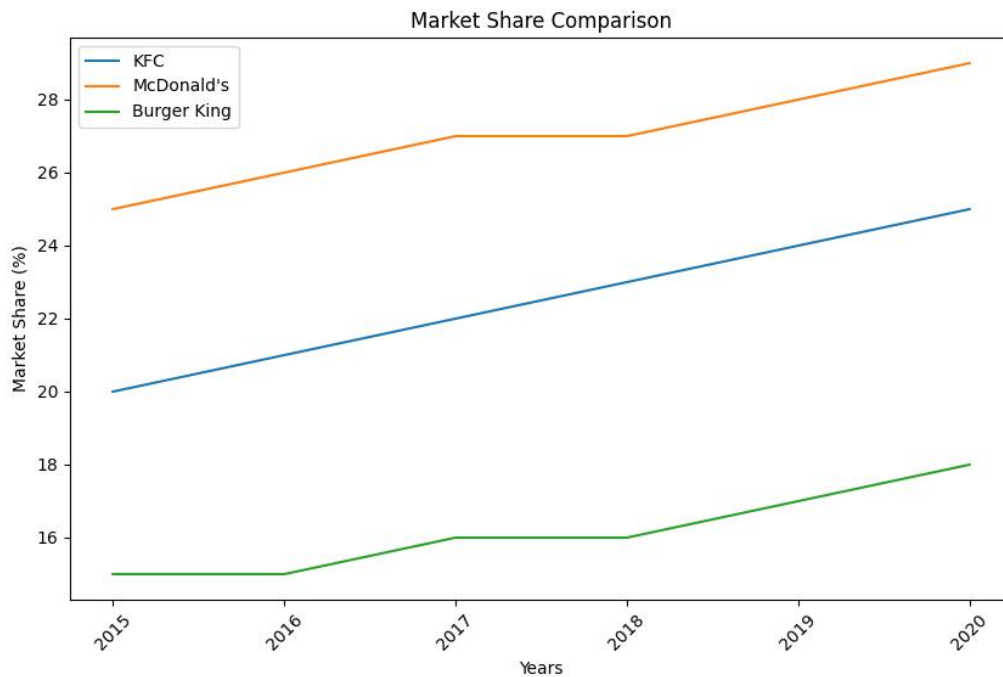


FIGURE 2: MARKET SHARE COMPARISON (UDDIN, 2020)

Historical Changes

a. Evolution Timeline

KFC has grown a lot over the years, added new items to their menu, and rebranded themselves in a smart way. Some important events in the company's history are the creation of the famous "bucket meal" in the 1950s, its start to grow internationally in the 1960s, and more recent efforts to update stores and add healthy options to the menu. There have been changes in global marketing and business tactics because of changes in leadership, like when yum! Brands took over in the late 1990s.

b. What We Learned

KFC has learned from past changes how important it is to stay true to the brand's core ideals while also trying new things. Understanding the needs of the local market and quickly changing to meet those needs have been key to successful tactics. Problems have usually come up when brand identity and customer standards don't match up, or when companies don't understand how competition works. These lessons will help you make better strategy choices and lead change efforts in the future.

3. Issues and triggers of today

a. Trends in the Market

People are eating better, and fast-food restaurants are responding by adding plant-based options to their menus. KFC is taking advantage of a big trend—the rise of digital booking systems and mobile delivery platforms—to get customers more involved and boost sales. Demographics and changes in living are having a bigger impact on consumer tastes, with a greater focus on food quality, ethical sources, and dietary variety.

b. Challenges from within

On the inside, KFC has problems like a supply line that isn't working well and the need for better methods to handle its employees. Adopting new technologies is important, but it has made merging and management more difficult. If these internal problems aren't fixed, they could make it harder to adopt strategy changes effectively.

c. Pressures from outside

Technological changes from new competitors with advanced digital skills are a big problem for KFC, which means they have to keep coming up with new ideas. Changing rules in different areas that affect things like food safety and work laws mean that compliance tactics need to be very careful. Socioeconomic issues, like economic downturns or changes in global trade policies, also put a lot of pressure on KFC's business, especially in foreign markets. Sustainability is also becoming more important in society, which has made KFC think about more eco-friendly and socially responsible ways to run its business.

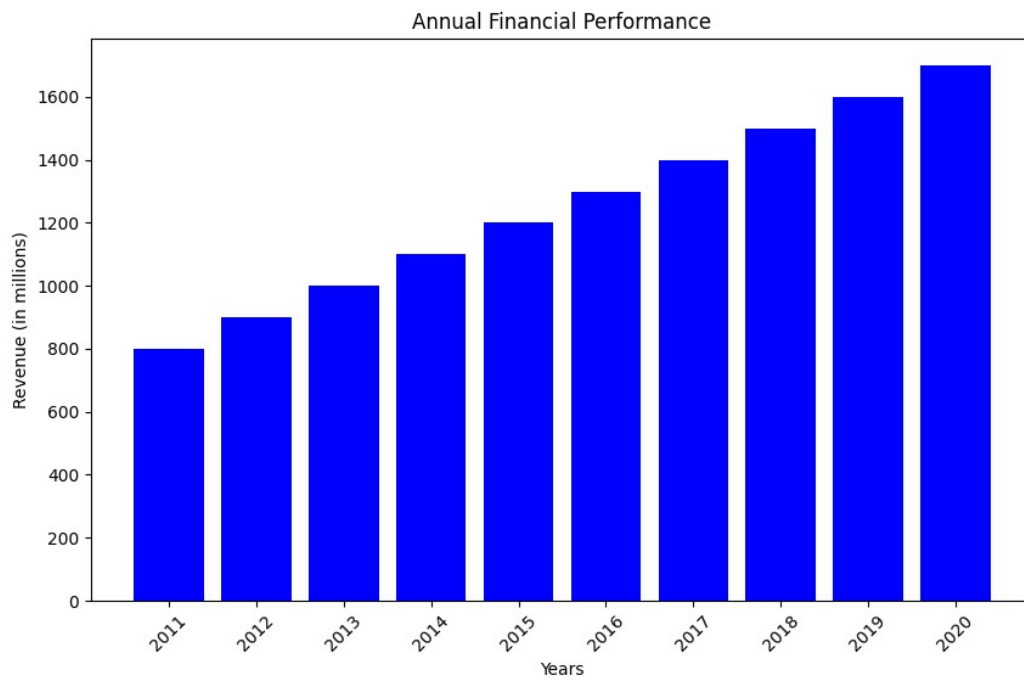


FIGURE 3:ANNUAL FINANCIAL PERFORMANCE(UDDIN, 2020)

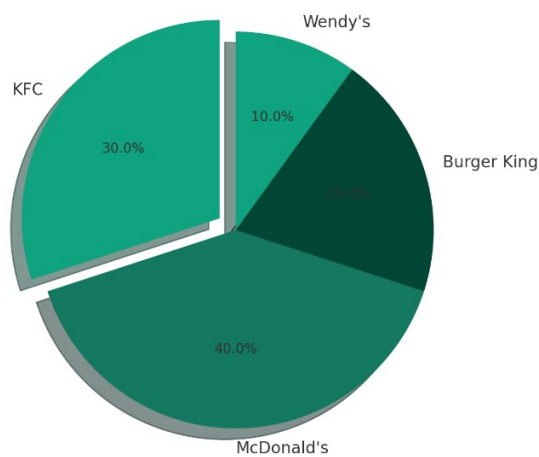


FIGURE 4:MARKET SHARE DISTRIBUTION(UDDIN, 2020)

Implementation of Change Strategy

Leadership Approaches

Leadership Styles: For KFC to make the change work, they will need to use a mix of leadership styles:

- **Transformational leadership:** Transformational leadership is great for getting people excited about and committed to change by connecting it to a clear goal and interesting communication.
- **Transactional leadership:** This style is good for running day-to-day activities during the change, making sure that everyone follows the new rules, and recognizing those who do.
- **Situational leadership:** Situational leadership lets leaders change how they do things based on the situation or the needs of the team. This is especially helpful in a diverse company like KFC.

Stakeholder Engagement:

- Engage employees by involving them in the planning process and seeking their input on changes, thus fostering a sense of ownership.
- Communicate regularly with franchisees to ensure they understand the benefits of the changes and are equipped to implement them.
- Keep investors informed about the progress of the changes, expected benefits, and strategic alignment with long-term goals.

Change Implementation Process

Step-by-Step Plan:

1. Preparation Phase:

- Assess the current state to identify areas needing change.
- Define the scope and objectives of the planned changes.
- Develop a detailed change management plan using Kotter's 8-Step Model.

2. Consolidation Phase:

- Evaluate the outcomes against the objectives.
- Institutionalize successful changes by updating policies, procedures, and manuals.
- Celebrate successes to reinforce the changes and recognize team efforts.

Communication Strategy:

- Develop a communication plan that addresses both internal and external audiences.
- Use multiple channels like intranet posts, newsletters, staff meetings, and press releases.
- Maintain transparency throughout the process to build trust and reduce resistance.

Cultural Impact Assessment

Impact Mitigation:

- Identify potential negative impacts on the organizational culture and develop strategies to mitigate these effects.

- Offer support systems such as counseling, training, and open forums where employees can express concerns and ask questions.

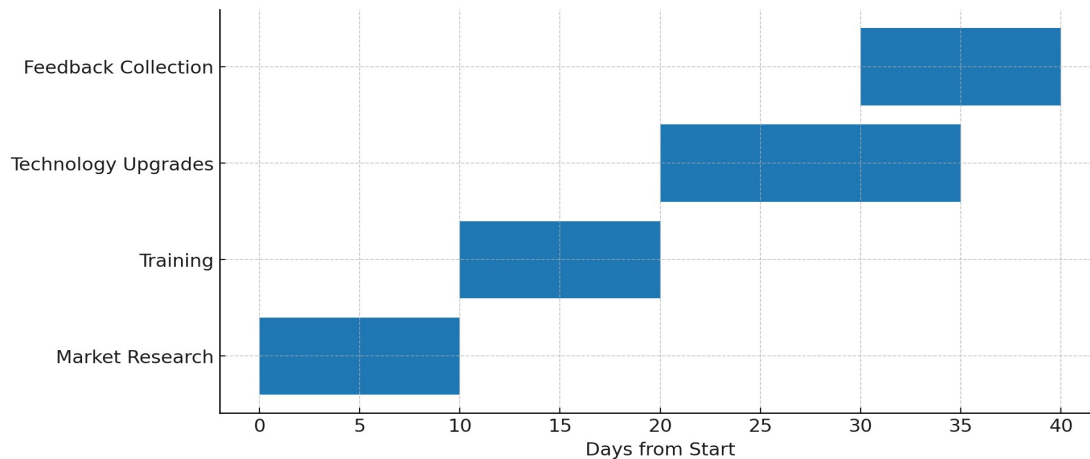


FIGURE 5:KFC CHANGE IMPLEMENTATION(UDDIN, 2020)

Detailed Implementation Strategy

Communication Strategy

1. Internal Communication:

- Utilize multiple channels, including town hall meetings, newsletters, intranet portals, and digital signage, to ensure widespread awareness and understanding among employees.
- Provide regular updates on the progress of the change implementation, addressing concerns and soliciting feedback from frontline staff.

2. External Communication:

- Develop a comprehensive external communication plan to inform customers, suppliers, investors, and other stakeholders about the changes taking place at KFC.
- Leverage social media platforms, press releases, and community events to showcase KFC's commitment to innovation, sustainability, and customer satisfaction.



FIGURE 6: CUSTOMER SATISFACTION ASSESSMENT (UDDIN, 2020)

Cultural Integration.

1. Behavioral Alignment:

- Implement performance management systems that reward behaviors aligned with the desired cultural norms and values, fostering accountability and continuous improvement.
- Encourage open dialogue and collaboration across hierarchical levels, empowering employees to voice concerns, share ideas, and contribute to the success of the change initiative.

Benefits

1. Financial Performance:

- Initial revenue growth driven by the introduction of new menu items and improved operational efficiency.
- Cost savings from process optimizations and supply chain efficiencies contributing to improved profit margins.

2. Operational Excellence:

- Cultivation of a culture of continuous improvement leading to ongoing enhancements in operational efficiency and effectiveness.
- Development of robust systems and processes capable of sustaining KFC's growth trajectory and expansion plans.

3. Financial Stability:

- Enhanced financial resilience through diversification of revenue streams and proactive cost management practices.
- Improved shareholder value and investor confidence resulting from sustained profitability and strategic foresight.

Conclusion

Summary of Key Points

- **Current State Assessment:**
 - KFC's franchising model and global presence have positioned it as a key player in the fast-food industry.
 - However, internal challenges and external pressures necessitate a strategic change to maintain competitiveness and sustainability.
- **Change Management Models:**
 - Lewin's Change Management Model was selected for its effectiveness in guiding the unfreezing, changing, and refreezing phases of organizational change.
 - Key components of the change management plan include leadership strategies, stakeholder engagement, and communication strategies.
- **Expected Outcomes and Impact:**
 - Long-term benefits include sustainable growth, operational excellence, and financial stability.

Call to Action

KFC must act on this report's suggestions. KFC can adjust to market changes, solve internal issues, and seize growth and innovation by embracing change. Successfully implementing the change management strategy would help KFC retain its fast-food sector leadership and succeed in the changing global market.

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